

IOWA

**Integrated Workforce Plan
for
Workforce Investment Act Title I/
Wagner-Peyser Act and
Department of Labor Workforce
Programs**

JULY 1, 2012 through JUNE 30, 2017

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Section I – Iowa’s Workforce Strategic Plan

A. State Vision

In January of 2011, Governor Terry Branstad released a set of five-year goals aimed at improving the socio-economic environment of Iowans. These goals include creating 200,000 new jobs, increasing family incomes by 25 percent, providing Iowa’s youth with the best education in the nation and reducing state government costs by 15 percent.

Along with these goals, Governor Branstad and Lieutenant Governor Kim Reynolds provided a blueprint that included an outline of strategies to meet the goals and a series of Executive Orders.

First, Governor Branstad outlined the need to reinvent economic development in Iowa. Governor Branstad issued Executive Order 75 on January 31, 2011 replacing the Iowa Department of Economic Development with a public-private partnership known as the Iowa Partnership for Economic Progress. This Partnership is governed by an independent board of directors and chaired by Lieutenant Governor Reynolds.

The Partnership will benefit from a significant amount of increased flexibility and allow state-driven economic development efforts to benefit from the energy of public-private partnerships and will adjust internally by creating an organizational structure that incorporates all state entities into the economic development and job creation mission in order to eliminate redundancies and road blocks in Iowa’s regulatory and economic development efforts. Each of the department directors for Economic Development, Education, and Workforce Development are appointed members of the board for Iowa Partnership for Economic Progress.

The Partnership is charged with promoting and marketing Iowa to attract new investments and jobs and to support Iowa’s economic development professionals in utilizing their skills to think and act like customer service representatives who aggressively and proactively solve problems so that Iowa can make the “sale” to keep and create jobs. In addition, Governor Branstad has called for a streamlined system for employers and new prospects and a cost benefit analysis of the current economic development programs to ensure that each item in the “toolbox” is working for Iowa’s economic development currently and to add additional tools to the “toolbox” to better market and promote Iowa. One tool has already been put in place by the Iowa Legislature in 2011. The Iowa Partnership for Economic Progress and the Iowa Economic Development Authority received a new \$15 million annual investment for Iowa’s existing High Quality Jobs program creating a replacement for the Grow Iowa Values fund. Iowa’s High Quality Jobs Program has a proven record of accomplishment of success and a documented return on investment of \$2 dollars in new tax revenue for every \$1 dollar invested. This is an important tool in attracting high-quality businesses and careers to Iowa.

During his 2012 Condition of the State Address on January 10, 2012, Governor Branstad announced the need for a second tool to assist Iowa’s economic development and the retention of Iowa’s current businesses. Governor Branstad proposed the formation of Employee Stock Option Plans. Employee Stock Option Plans or ESOPs can be an important business retention tool for Iowa’s communities and hometown businesses because they provide options for business owners to encourage the sale of local businesses to the employees who have made that company

a profitable success instead of to selling to out of town, out of state or out of country buyers. The Employee Stock Option Plans will encourage more Iowans to own a stake in their company, to reap a greater share of the fruits of their own labor and to help protect the quality of life in their local community.

Governor Branstad's goals to create new jobs also includes the development of a supply chain cluster that will encourage small that supply key components to Iowa's strong manufacturing sector to grow their facilities and create new jobs in Iowa with a focus on assisting Iowa's surrounding towns to attract those smaller support businesses.

The vision for Iowa also includes the need to further promote the Iowa Entrepreneur in order to increase Iowa's ranking in the number of business startups from 44th in the United States to 25th in the United States. A recent Iowa State University survey found that 16 percent of ISU graduates started a new business, creating nearly 35,000 jobs. The creation and success of these new businesses creates wealth and increases family income. Governor Branstad has proposed that the Iowa Department of Education and the Iowa Economic Development Authority coordinate a statewide effort to take the knowledge and skills of entrepreneurship education to all Iowa students and include entrepreneurial education in the 21st Century Learning Skills for Iowa's K-12 students.

On July 26, 2011, Governor Branstad issued Executive Order 74 creating the STEM Advisory Council. This group of 40 individuals was identified by the Governor to advise him on ways to improve education, innovation and careers in science, technology, engineering and mathematics for the public and private sectors. In addition to the department directors of Education, Workforce Development and Economic Development, Governor Branstad appointed the presidents of the three regents' universities for the state, state legislators, and members representing nonprofits, K-12 public schools, the healthcare industry and representatives of businesses who hire individuals with STEM skills. Lieutenant Governor Kim Reynolds and University of Northern Iowa President, Dr. Ben Allen co-chairs the Advisory Council, and Iowa Workforce Development Director Teresa Wahlert is a member of the STEM Advisory Executive Committee.

This Advisory Council has developed an Executive Committee and the following working groups: Scale-Up Subcommittee, STEM Policy, STEM Teacher Recruitment and Preparation, STEM Post-secondary, STEM Economic Development, STEM Public Awareness, STEM for All, Technology-enhancement, and Regional Networks. The Department of Education serves as the board administrator and executive director for the Advisory Council.

The STEM Advisory Council is charged with the reform of STEM education for Iowa, which requires programmatic level intervention, coupled with policy-level support. An action plan has been developed and STEM Policy recommendations in draft form have been presented to the Executive Committee. In addition, in May 2012, six regional STEM hubs were identified and in August 2012, Governor Branstad appointed the advisory council members to each of the regional hubs. For additional information on the STEM Advisory Council, please see the website, <http://www.iowastem.gov/>.

In early June 2012, Governor Branstad launched Skilled Iowa to address the skills gap issue growing in the state. This is a public/private initiative between Iowa businesses, workforce, economic development and education to shrink the gap and ensure that Iowa's workforce is aligned with the needs of our employers. The Skilled Iowa Initiative is designed to increase the

"The Skilled Iowa Initiative is a critical step in improving the quality of the workforce in Iowa," said Governor Branstad. "It is important Iowa's government, private industry and our educational system work together to find innovative solutions." June 11, 2012 (Des Moines, Iowa)

quality of Iowa's labor force and create connections between unemployed Iowans and businesses with current needs. The overall goal for Skilled Iowa is to implement Skilled Iowa Communities as an economic development strategy that provides a framework for validating skilled Iowa workers who are ready to fill current and future jobs. These communities across the state will demonstrate their commitment to a highly skilled, certified workforce for current and expanding businesses.

The Skilled Iowa Initiative will utilize the National Career Readiness Certificate (NCRC), a tool that assists both job seekers and employers by determining a baseline of skills and providing resources to improve skills.

Skilled Iowa will work with employers across the state to encourage the hiring of certificate holders as a way to reduce turn over and on-the-job training. The testing will be readily available and will be of no cost to those looking to add the certificate to their resume and more accurately display their skills to current and potential employers.

Governor Branstad is committed to marketing Iowa aggressively to identify and create opportunities through constant outreach to Iowa's exiting employers and economic development professionals to learn what Iowa is doing right and wrong when it comes to growing jobs.

The state of Iowa has many distinct advantages as a place to do business. Though its education system has faced challenges in recent years, Iowa has a well-deserved reputation as a state with an excellent education system. The strong K-12 schools combined with the state's exemplary community college system, private colleges and regent universities contribute to the formation of the state's strong workforce. In addition, that excellent workforce drives the state's top industries and industry clusters – agriculture, advanced manufacturing, biosciences, finance/insurance, transportation, and information technology.

The Iowa State Workforce Investment Board and Iowa Workforce Development along with the Iowa Partnership for Economic Progress, members of the STEM Advisory Council and the Iowa Department of Education are working simultaneously to assist the Governor in meeting his goals for workforce and economic development throughout the state. These partnerships assure that Iowa's goal to achieve accessible comprehensive, seamless and integrated services is being met across Iowa's integrated service delivery system and assures that the employment and training needs of working youth and adults is being met.

Iowa Workforce Development Director, Teresa Wahlert, is an active partner in not only the above listed partnerships but also serves on a variety of committees to ensure that joint planning and coordination among the entities is assured in meeting the workforce development goals and strategic plan outlined by Governor Branstad. Director Wahlert's participation in the Iowa Partnership and the STEM Advisory Council, among others, and the assignment of her division administrators to various local, regional and/or statewide partnerships are proving to be a successful method to assure joint planning and coordination among the various programs and initiatives related to workforce development.

The Iowa State Workforce Investment Board and Iowa Workforce Development along with their partners are looking forward to the implementation of this Integrated State Workforce Strategic Plan. Iowa recognizes that the submission of this plan to the U.S. Department of Labor is just the first draft of several strategic plan modifications that will occur as the Governor's goals and the blueprint for Iowa's future socio-economic environment for Iowans unfolds in the future.

Section I – Iowa’s Workforce Strategic Plan
B. Economic and Workforce Information Analysis

Iowa’s Economy

200,000 New Jobs

One of the top goals in Iowa is to create 200,000 new jobs in the private industry, for Iowans over the next five years. Providing a competitive business environment is key to success. This section of the plan covers areas that relate to this goal; pointing out areas of opportunity and highlights certain challenges that face Iowa. It will address the recent national economic downturn, economic trends, business resources such as tax incentives) and workforce support.

Economic Scan

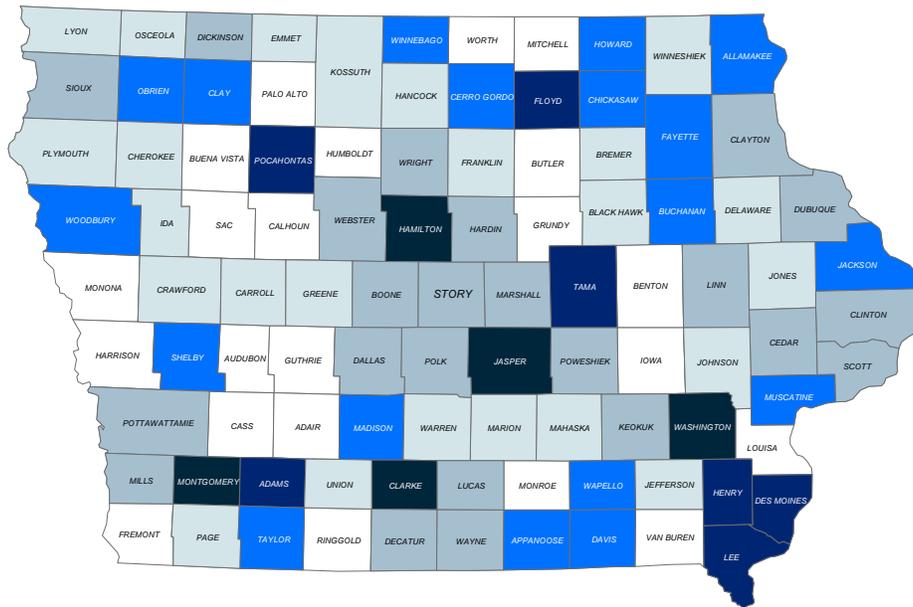
Between 2000 and 2010 population growth was 4.1 percent in Iowa, well below the population growth nationwide (9.7 percent) but also a bit above the population growth in the overall Midwest Region of 3.9 percent (US Census Brief, Population Distribution and Change, 2000-2010). However, labor force growth in Iowa has been strong. Between 2005 and 2010, the labor force in Iowa grew 2.6 percent (Iowa Workforce Development, Labor Market & Workforce Information Division, Labor Force Summary-Seasonally Adjusted). The average annual unemployment rate in Iowa was 5.9 percent for 2011, which was lower than the nation’s average annual unemployment rate for 2011 of 8.9 percent (US Department of Labor, Bureau of Labor Statistics, Regional and State Unemployment – 2011 Annual Averages, News Release, February 29, 2010). Strong median household income growth since 2000 (+16.6%) has pushed the median household income in Iowa to \$48,872 as of 2010. However, Iowa’s median household income remains lower than the median household incomes in the U.S. of \$51,914 (U.S. Census Bureau: State and County QuickFacts). Furthermore, Iowa’s 2010 real GDP was \$127.7 billion, a 17.5 percent change in real GDP, which is a greater percent change than the nation as a whole.

Iowa and the Recent National Economic Downturn

Though this analysis is designed to examine long-term economic, demographic and labor market trends, Iowa’s performance in the face of the recent economic downturn must be examined in order to gain a sense of the state’s resiliency.

Even with the dramatically higher seasonally adjusted unemployment rates in 2009 (6.2%) and 2010 (6.3%), for the past five years, Iowa’s unemployment rate has consistently ranked below the national unemployment rate. However, though Iowa has weathered the current economic recession rather well, it has not been immune to layoffs and job losses. The map below (Figure 1 indicates layoffs as a percentage of total employment by county, as reported through WARN notifications. Darker shades illustrate which counties have been most adversely affected by job losses.

Figure 1. Iowa Layoffs by County 1991-2011¹



Source: Iowa Workforce Development, WARN Notifications

Hamilton, Jasper, Washington, Clarke, and Montgomery counties have been hit the hardest by layoffs, with 19 percent or higher of their workers being affected by a layoff since the fall of 1991; followed by Henry, Des Moines, Lee, Floyd, Tama, Pocahontas and Adams counties with 12 to 18 percent of the workforce affected by layoffs.

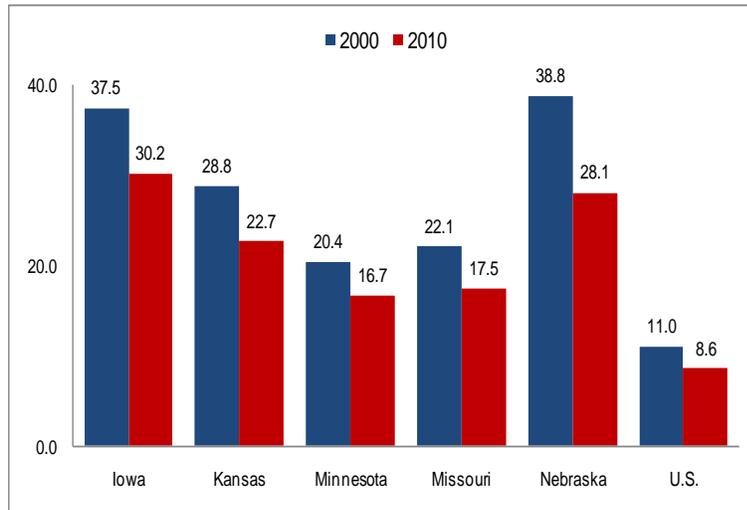
Economic Trends

This section focuses on the composition of Iowa’s employment base, employment and labor force growth trends, unemployment rates over time and growth in business establishments. It is important for gaining an understanding of the strengths and weaknesses of Iowa’s economy.

Employment and Unemployment

Self-employed farm employment is not reflected by the Bureau of Labor Statistics (BLS), which only includes larger farm employment statistics. Figure 2 reflects farm employment per 1,000 residents.

Figure 2. Farm Employment, 2000 & 2010¹



Source: Iowa Workforce Development, Labor Market & Workforce Information Division, Bureau of Economic Analysis

It is clear that agriculture is very strong in Iowa, with over three times the number of farm employees per capita than the U.S. While farm employment has decreased across the board in the U.S., Iowa farm employment has fared better than other states in the Midwest, including Kansas and Nebraska. In addition to a strong agriculture sector, the Iowa economy is dominated by three sectors. Trade, made up of both retail and wholesale activities, is Iowa's largest sector, responsible for nearly 16.7 percent of Iowa's employment. The healthcare and social assistance sector ranks second, employing 14.2 percent, followed by manufacturing with 14.0 percent of Iowa's workers (Figure 3). While the proportion of Iowa's workers employed in both the trade sector and the healthcare sectors are similar to that of other Midwest states, manufacturing makes up a larger part of employment in Iowa's economy. At the same time, Iowa lags behind neighboring states in its percentage of workers employed in the professional, scientific, and technical services sector, which often drives innovation.

Figure 3. Industry Mix, 2010¹

Source: Iowa Workforce Development, Labor Market & Workforce Information Division, Bureau of Labor Statistics

Industry	Iowa		Kansas		Minnesota	
	Employment	Share	Employment	Share	Employment	Share
Accommodation and Food Services	111,294	7.8%	100,136	7.7%	203,273	8.0%
Administrative and Support and Waste Management and Remediation Services	67,850	4.7%	70,003	5.4%	121,848	4.8%
Agriculture, Forestry, Fishing and Hunting	16,215	1.1%	9,948	0.8%	18,455	0.7%
Arts, Entertainment, and Recreation	20,189	1.4%	13,349	1.0%	48,273	1.9%
Construction	63,066	4.4%	55,062	4.3%	91,151	3.6%
Educational Services	142,959	10.0%	137,027	10.6%	215,217	8.4%
Finance and Insurance	88,706	6.2%	54,919	4.2%	134,028	5.3%
Health Care and Social Assistance	204,106	14.2%	182,172	14.1%	419,752	16.4%
Information	29,188	2.0%	31,369	2.4%	57,649	2.3%
Management of Companies and Enterprises	12,769	0.9%	15,262	1.2%	70,653	2.8%
Manufacturing	200,787	14.0%	159,771	12.4%	292,031	11.4%
Mining, Quarrying, and Oil and Gas Extraction	2,133	0.1%	8,352	0.6%	5,219	0.2%
Other Services (except Public Administration)	42,635	3.0%	36,308	2.8%	82,680	3.2%
Professional, Scientific, and Technical Services	42,670	3.0%	61,203	4.7%	123,936	4.9%
Public Administration	69,866	4.9%	86,134	6.7%	125,364	4.9%
Real Estate and Rental and Leasing	12,752	0.9%	14,338	1.1%	35,711	1.4%
Retail Trade	173,059	12.1%	141,052	10.9%	277,517	10.9%
Transportation and Warehousing	60,897	4.2%	47,111	3.6%	91,711	3.6%
Utilities	6,786	0.5%	9,753	0.8%	14,074	0.6%
Wholesale Trade	66,079	4.6%	59,710	4.6%	123,554	4.8%
Total	1,434,006	100%	1,292,979	100%	2,552,096	100%

Industry	Missouri		Nebraska		U.S.	
	Employment	Share	Employment	Share	Employment	Share
Accommodation and Food Services	229,829	8.9%	68,652	7.7%	11,183,469	8.7%
Administrative and Support and Waste Management and Remediation Services	141,749	5.5%	41,385	4.6%	7,482,610	5.9%
Agriculture, Forestry, Fishing and Hunting	10,996	0.4%	11,819	1.3%	1,154,071	0.9%
Arts, Entertainment, and Recreation	53,111	2.1%	12,637	1.4%	2,300,728	1.8%
Construction	115,169	4.5%	41,731	4.7%	5,672,913	4.4%
Educational Services	218,867	8.5%	86,159	9.6%	12,144,279	9.5%
Finance and Insurance	120,558	4.7%	53,534	6.0%	5,520,206	4.3%
Health Care and Social Assistance	399,383	15.5%	126,721	14.1%	18,077,213	14.1%
Information	63,969	2.5%	17,040	1.9%	2,848,734	2.2%
Management of Companies and Enterprises	59,730	2.3%	17,152	1.9%	1,854,778	1.5%
Manufacturing	243,034	9.4%	91,605	10.2%	11,532,213	9.0%
Mining, Quarrying, and Oil and Gas Extraction	4,093	0.2%	913	0.1%	651,918	0.5%
Other Services (except Public Administration)	86,600	3.4%	25,646	2.9%	4,406,249	3.4%
Professional, Scientific, and Technical Services	123,463	4.8%	43,615	4.9%	7,567,186	5.9%
Public Administration	129,686	5.0%	50,811	5.7%	7,545,067	5.9%
Real Estate and Rental and Leasing	36,540	1.4%	9,093	1.0%	1,961,617	1.5%
Retail Trade	299,170	11.6%	104,627	11.7%	14,549,251	11.4%
Transportation and Warehousing	101,429	3.9%	43,322	4.8%	4,935,603	3.9%
Utilities	19,330	0.8%	9,308	1.0%	807,673	0.6%
Wholesale Trade	116,511	4.5%	40,592	4.5%	5,466,844	4.3%
Total	2,573,217	100%	896,362	100%	127,662,622	100%

According to Hoovers On-line, the top employers in Iowa include: Rockwell Collins, Inc., Principal Life Insurance Co., Wells Fargo Bank, Mercy Hospital, The University of Iowa, Transamerica Life Insurance Company, Hy-Vee, Inc., MidAmerican Energy and Deere and Company. Other companies such as TPI Composites and Siemens have located in Iowa in recent years, helping to make the state a leader in wind turbine manufacturing although both of those firms have recently announced large-scale layoffs due to the pending expiration of the 2.2 cents per kilowatt hour production tax credit on Dec. 31, 2012.

Job and Business Creation

Between 2005 and 2010 Iowa experienced a net job loss of an estimated 11,400 jobs, a total decrease of 0.8 percent compared to the nation that experienced double the percentage loss (1.9%). The Kauffman Index of Entrepreneurial Activity measures the rate of business creation at the individual owner level. In 2009, Iowa had an average of 0.23 percent of the adult population, or 230 out of 100,000 adults create a new business each month. In 2010, Iowa experienced an increase to 0.30 percent or 300 out of 100,000 adults create a new business each month. The largest gains between 2005 and 2010 were in the healthcare and social assistance sector, which gained nearly 17,000 jobs. Other substantial job gains occurred within the educational services; finance and insurance, administrative support; and professional, scientific and technical services sectors (Figure 4).

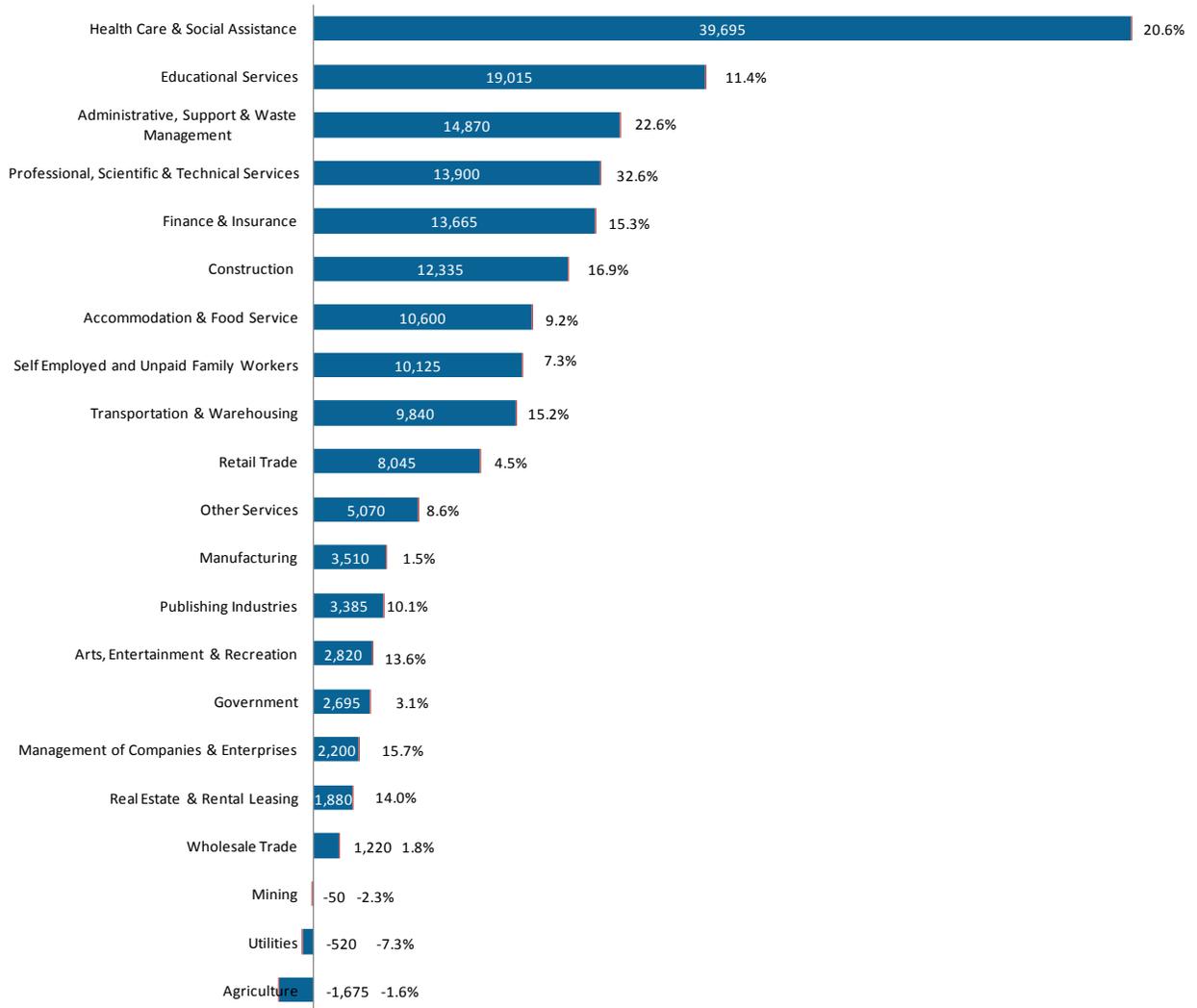
Figure 4. Change in Employment by Industry, 2005-2010¹

Health Care & Social Assistance	16,906	9.0%
Educational Services	10,518	7.9%
Finance & Insurance	4,907	5.9%
Administrative, Support, Waste Management, & Remediation Services	4,343	6.8%
Professional, Scientific, & Technical Services	4,068	10.5%
Transportation & Warehousing	2,821	4.9%
Agriculture, Forestry, Fishing & Hunting	2,631	19.4%
Management of Companies & Enterprises	1,355	11.9%
Other Services (except Public Administration)	1,186	2.9%
Mining, Quarrying, and Oil & Gas Extraction	45	2.2%
Arts, Entertainment, & Recreation	-394	-1.9%
Accommodation & Food Services	-799	-0.7%
Wholesale Trade	-1,493	-2.2%
Public Administration	-1,799	-2.5%
Real Estate, Rental, & Leasing	-1,979	-13.4%
Utilities	-2,052	-23.2%
Information	-4,648	-13.7%
Retail Trade	-7,128	-4.0%
Construction	-9,978	-13.7%
Manufacturing	-28,334	-12.4%

Source: Iowa Workforce Development, Labor Market & Workforce Information Division, Bureau of Labor Statistics

Statewide industry projects (Figure 5) indicate large employment gains in healthcare and social assistance; educational services; administrative, support and waste management; professional, scientific and technical services; and finance and insurance industries. Percentage of increases should also be noted. For instance, the professional, scientific, and technical services industry shows a 32.6 percent projected increase in employment from 2008 to 2018.

Figure 5. Industry Employment Projections 2008-2018



Source: Iowa Workforce Development

Though small in overall employment numbers, the professional, scientific and technical services industry includes a wide variety of positions such as auditors, management analysts, computer support specialists, computer network architects, public relations specialists, mechanical engineers, scientists, architects, etc. The aggregate occupations in the professional, scientific, and technical services industry earn an average of \$77,272 per year nationally and \$51,871 per year in Iowa (Figure 6).

Figure 6. Industry Average Wages, 2010¹

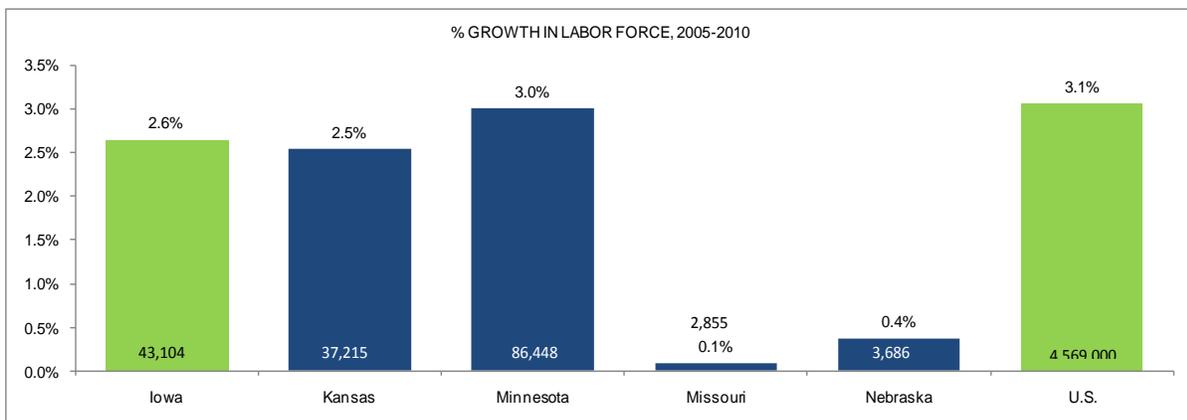
Industry	Iowa Average Annual Wage	National Average Annual Wage
Health Care & Social Assistance	\$ 38,065	\$ 44,460
Educational Services	\$ 38,369	\$ 42,796
Administrative, Support & Waste Management	\$ 26,785	\$ 33,384
Professional, Scientific & Technical Services	\$ 51,871	\$ 77,272
Finance & Insurance	\$ 59,388	\$ 84,448
Construction	\$ 43,851	\$ 49,452
Accommodation & Food Service	\$ 12,671	\$ 17,264
Transportation & Warehousing	\$ 39,375	\$ 46,488
Retail Trade	\$ 22,630	\$ 26,676
Other Services	\$ 25,858	\$ 29,536
Manufacturing	\$ 49,772	\$ 57,616
Publishing Industries	\$ 45,094	\$ 72,176
Arts, Entertainment & Recreation	\$ 18,712	\$ 4,784
Government	\$ 42,481	\$ 54,392
Management of Companies & Enterprises	\$ 71,160	\$ 98,280
Real Estate & Rental Leasing	\$ 34,925	\$ 43,784
Wholesale Trade	\$ 51,515	\$ 63,648
Mining	\$ 43,633	\$ 90,584
Utilities	\$ 71,633	\$ 78,832
Agriculture	\$ 31,347	\$ 26,780

Source: Iowa Workforce Development, Labor Market & Workforce Information Division, Bureau of Labor Statistics

Labor Force

Iowa's labor force (those actively seeking employment) grew by over 43,000 people between 2005 and 2010 (Figure 7). Iowa's labor force growth, combined with its strong job growth, has helped to keep the state's unemployment rate at low levels.

Figure 7. Labor Force Growth, 2005-2010¹

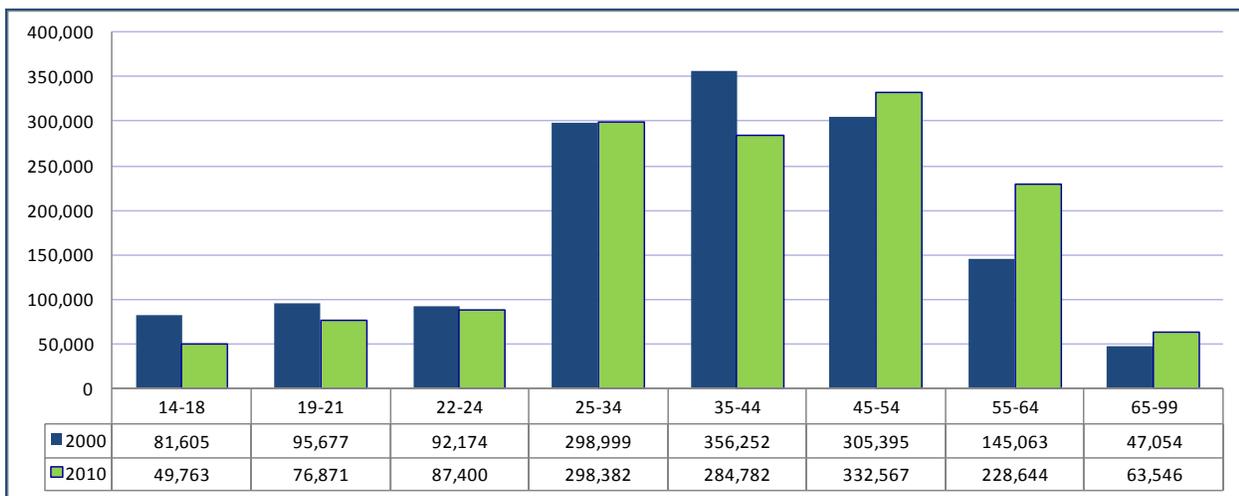


Source: Iowa Workforce Development, Labor Market & Workforce Information Division, Bureau of Labor Statistics

Analyzing industry employment by age has played an important role in preparing Iowa for upcoming retirements. As Iowa’s average general population has aged, so has Iowa’s workforce. From 2000 to 2010, the percentage of Iowa jobholders age 24 and younger dropped from 18.9 percent of the total workforce to 15.1 percent. Workers age 54 and younger declined 8.2 percent from 2000 to 2010. Workers over the age of 54 made up 13.5 percent of the total workforce in 2000 but increased to 20.6 percent (100,073) in 2010, with workers between the ages of 55 and 64 increasing by 57.6 percent (+83,581) as illustrated in Figures 8 and 9.

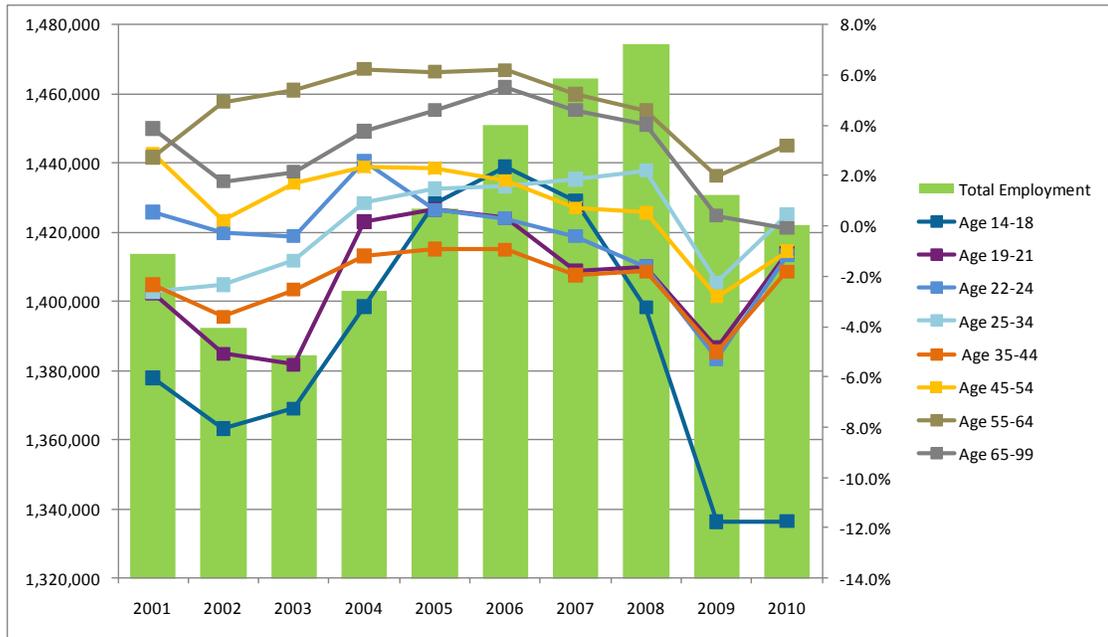
Figure 8 below includes total employment and the percentage change by age group from 2001 to 2010. A much higher percentage of workers were ages 14 to 18 in 2001 compared to 2010, even though total employment was comparatively equal in both years. In contrast, employment of those 55 to 64 years of age increased from 2001 to 2010, and the remaining age groups are nearly the same by 2010.

Figure 8. Iowa’s Average Annual Statewide Employment by Age



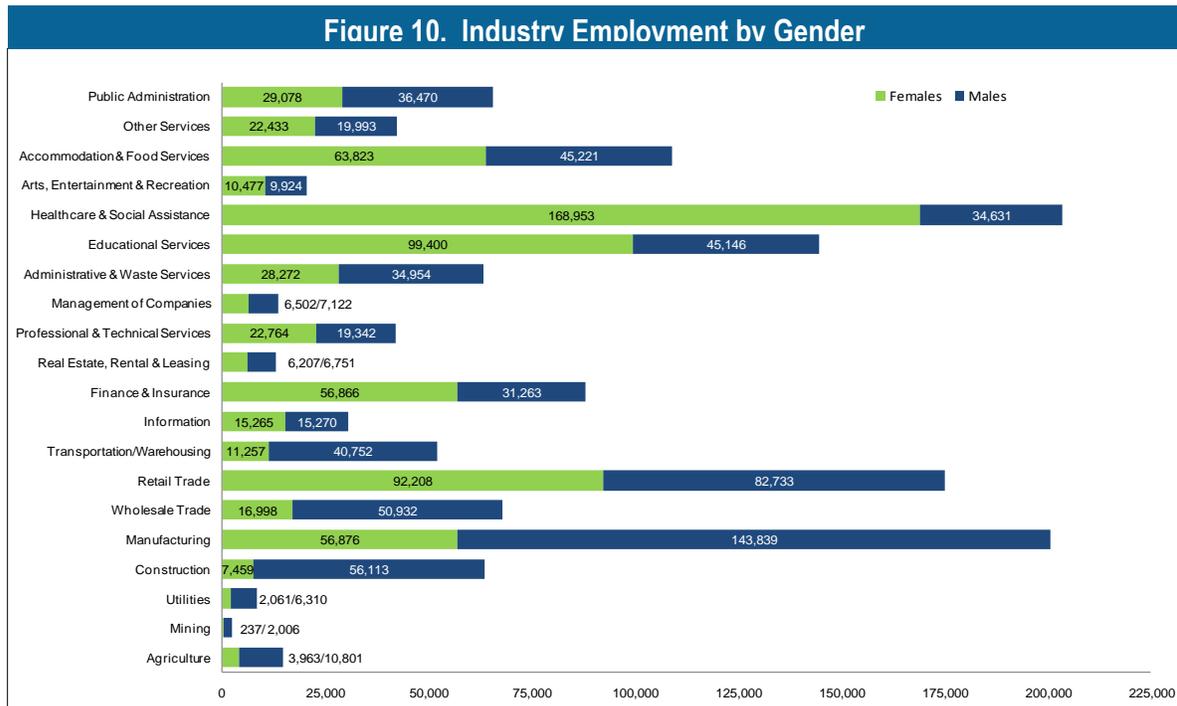
Source: Census Bureau

Figure 9. Total Employment & Percent of Change by Age Group



Source: Census Bureau

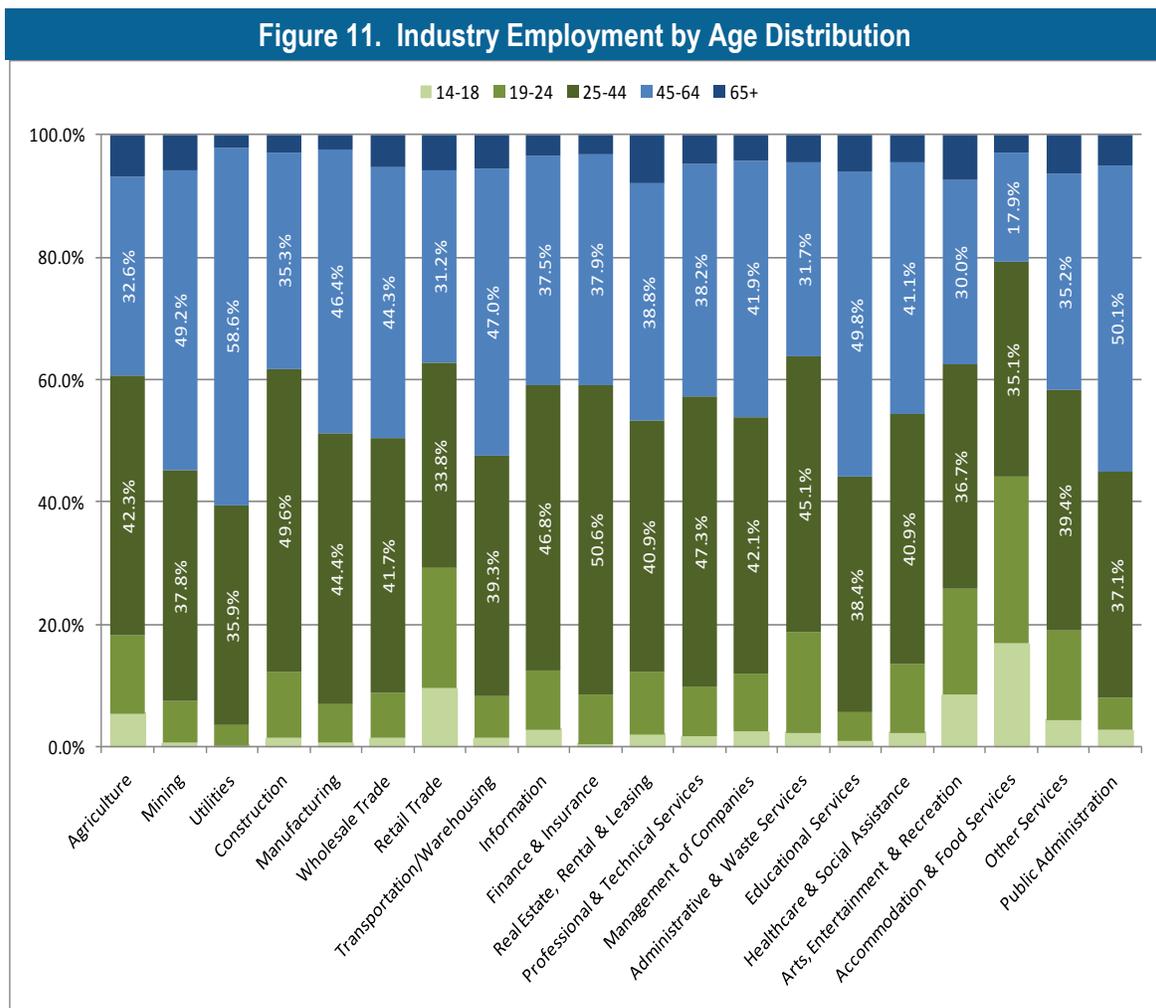
Overall, Iowa’s workforce has gender balance. However, particular industries are more male or female dominant as illustrated in Figure 10. Males make up a larger number of the workforce in the manufacturing and construction sectors, and females make up a larger number of the workforce in the healthcare and social assistance and the educational services sectors.



Source: Census Bureau

The top five industries by percentage of jobs (both genders combined, 2010 average employment) were in the food services and drinking places, administrative support services, nursing and residential care facilities, ambulatory health care services and by food manufacturing industries. While the top two industries are represented in the top five for each separate gender analyses, men additionally have higher employment in food manufacturing, specialty trade contractors and machinery manufacturing while women have higher employment in nursing and residential care facilities, ambulatory health care services and hospitals.

Figure 11 illustrates the industries that will be most adversely affected due to an aging workforce, with blue colors representing those 45 and older. Percentages are annotated in the Figure for the 25-44 and 45-64 age groups, representing the majority of workers. Utilities, mining, educational services, public administration and transportation each have a majority of their workers 45 years and older. These encompass a wide variety of occupations that will each be affected by retirements. In addition, real estate and agriculture contain the highest number of workers over 65 years of age. For more detailed gender, industry, and age analysis visit <http://www.iowaworkforce.org/lmi/empstat/index.html>.



Source: Census Bureau

Iowa workers age 55 and above increased in all of Iowa's 99 counties from 2000 to 2010. Polk, Linn, Scott, Johnson, Black Hawk, Dubuque and Woodbury counties have the highest total number of workers over age 55, which makes sense due to the number of jobs within each county. However, the majority of counties that saw a large percentage increase in workers over the age of 55 from 2000 to 2010 were located in more areas that are rural. These higher percentage increases are due, in part, to their small population size.

Iowa is home to just over three million people who are employed in over 1.477 million non-farm jobs. The capital and largest city, with slightly over 200,000 people, is Des Moines, but Polk County is home to just over 430,000 people. Other major cities include Ames, Cedar Rapids, Council Bluffs, Davenport, Dubuque, Iowa City, Sioux City and Waterloo.

The state of Iowa has many distinct advantages as a place to do business. Though its education system has faced challenges in recent years, Iowa has a well-deserved reputation as a state with an excellent education system. The strong K-12 schools combined with the state's exemplary community college system, private colleges and regent universities contribute to the formation of the state's strong workforce.

The excellent workforce drives the state's top industries and industry clusters – agriculture, advanced manufacturing, biosciences, finance/insurance, transportation and information technology. Additionally, due to the state's central location and its strong interstate network, Iowa is a national logistics and distribution center. Iowa's geographic location also places it in the heart of the nation's wind belt. Currently, Iowa is second only to Texas in terms of installed wind energy generation capacity. The field of renewable energy will continue to grow in Iowa because of the intersection of the state's traditional industry strengths and the requirements of emerging renewable technologies.

Demographic and Infrastructure Profile

Before addressing the factors that relate to the strategic goals, the overall make-up of both Iowa's population and its infrastructure will be examined. The following section addresses demographic trends in Iowa over the past two decades. Specifically, it assesses Iowa's current population, population trends, diversity and age distribution. In addition, it presents a picture of the current condition of Iowa's physical infrastructure.

Population Growth

Iowa has the lowest population growth percentage among the benchmark states. From 2000 to 2010, it grew by 120,031 people. It has been a national trend for rural areas to lose population as increasing numbers of people migrate to urban areas where more opportunities for employment exist.

Migration

In 2008-2009, Iowa gained 5,528 residents on a net basis because of migration, compared to 4,833 in 2007-2008. The state gained 1,699 from outside of the U.S., 1,679 people from Illinois,

and 1,251 residents from California. However, there are a number of states to which Iowa had a net loss of residents, including Texas, Missouri, Colorado, South Dakota and Nebraska.

Figure 12 illustrates Iowa’s net migration in 2008-2009. Internal Revenue Service (IRS) tax return data from 2008-2009 reveals net migration totals because of in-flows and out-flows, offering a clear picture of which states Iowa is gaining new residents from and to which states Iowa is losing its residents. Blue indicates where Iowa has gained the most new residents, and red indicates where Iowa lost the most residents on a net-migration basis.

Figure 12. 2008-2009 Migration: Largest Gains/Losses Iowa

State	Net Migration
Other Countries	1,699
Illinois	1,679
California	1,251
Michigan	561
New Jersey	338
Nebraska	-266
South Dakota	-338
Colorado	-390
Missouri	-652
Texas	-882

Source: Internal Revenue Service

Age

An increasing number of states are faced with challenging workforce development climates resulting from aging populations. Iowa is no exception. With a media age of 38.1 years, Iowa is older than the nation as a whole.

Between 2000 and 2010, Iowa’s share of residents in the young adult cohort (age 25-44) decreased 3.1 percent while its share of residents 55 and over increased 3.4 percent. This mirrors what is occurring in the nation as well. In addition, this analysis finds that Iowa, as a percentage, has more residents over the age of 65 than the nation, but parallels the nation in those residents 0 to 24 years of age.

Diversity

Workforce diversity is a competitive advantage used by innovative firms positioning them to maximize market penetration. Innovative companies know that the minority consumer spending continues to grow at a faster rate than any segment of consumer markets, and they want to recruit employees from a diverse population that are reflective of their business customers and future product markets. Businesses have found that homogenous communities are less attractive to this type of workforce.

Iowa is far less racially diverse than the nation as a whole. The state has over 91 percent of its population reporting as white, compared with 72.4 percent nationwide. According to the U.S. Census, “Hispanic or Latino” is an indication of heritage, nationality, lineage, or reference to country of birth rather than a particular race. People who identify their origin as Spanish, Hispanic, or Latino may be of any race and are therefore not categorized separately within the population.

However, it is important to note that when analysis is performed specifically for Hispanic origin, the Hispanic population in Iowa has grown to represent 5.0 percent as of 2010, increasing from 2.8 percent in 2000. The growth in the state’s Hispanic population mirrors national growth trends over the last decade.

Physical Infrastructure

Investments in basic infrastructure components such as railroads, highway and ports, as well as communication infrastructure such as broadband and wireless, are critical to addressing complicated regional economic and workforce development challenges.

Iowa is located in the middle of the United States with access to all portions of the country. It is crisscrossed by two major interstates, which give the state a strategically competitive advantage. I-35 is a major North-south interstate, which runs from Duluth, MN to Laredo, TX. In addition, I-80 is a transcontinental interstate, which runs from San Francisco, CA to Teaneck, NJ, which is in the New York City metropolitan area. Iowa is also bordered on the west by I-29, which runs from Kansas City, MO to the Canadian border.

Iowa’s central location combined with its strong highway system makes it easy to move goods in and out of the state, to and from locations throughout the country. Additionally, strong rail infrastructure, the Mississippi River bordering the eastern side of the state, and the Missouri River bordering the western side of the state all play a part in strengthening Iowa’s potential in warehousing, logistics and distribution.

As of 2009 (most recent data available), Iowa ranked 36th in waterborne tonnage shipped according to the U.S. Army Corps of Engineers. While Iowa shipped a total of 8,304,494 tons of goods by water in 2009, bordering Missouri and Illinois shipped 19,951,579 tons and 102,948,198 tons, respectively. However, the statistics for Illinois includes traffic from the Great Lakes and Missouri is able to provide year-round shipping on parts of both the Missouri and Mississippi rivers.

The strong infrastructure in place throughout the state can play a significant role in Iowa’s becoming a leader in emerging industries. This includes bio-fuel and ethanol production and wind energy component manufacturing, which rely on strong transportation infrastructure in order to move goods in and out of the state.

Commute Times

Relative short commute times are an excellent indicator of the strong highway infrastructure in Iowa. Iowa's average commute time in 2010 was substantially lower than the national average.

Demographic and Infrastructure Profile Summary

- Iowa experienced population growth of 4.1 percent between 2000 and 2010.
- Though it may be losing residents to certain areas of the U.S., Iowa is gaining residents from other states and countries on a net-migration basis.
- Between 2000 and 2010, Iowa's share of population in the young adults' cohort (age 25-44) declined 2.1 percent, but the nation had a higher percentage decrease.
- Iowa has a median age of 38.1, which is a year older than the national median age of 37.2.
- Iowa is less racially diverse than the nation as a whole.
- Iowa has strong railroad and highway infrastructure in place, in addition to being bordered by two major rivers, all of which make it easy to move goods in and out of the state.
- Commute times to work in Iowa are extremely low (18.6 minutes) compared to the U.S. (25.3 minutes).

Iowa**WORKS** Access Point Technology provides Iowans access to services, in a technology friendly environment throughout the state. For the first time, workforce services and training assistance is available in all 99 counties on an extended schedule of 8:00 AM-8:00 PM Monday thru Thursday, 8:00 AM-7:00 PM on Friday and 9:00 AM-2:00 PM on Saturday.

One of the most efficient ways to effectively demonstrate the skill level of Iowa workers is through nationally recognized certification programs. Programs such as the National Career Readiness Certificate (NCRC), National Association of Manufacturers Certificate (NAM), National Institute for Metalworking Skills (NIMS) and the National Center for Construction Education and Research (NCCER) provide employers with an assurance that the workforce has the necessary skill set to succeed. Iowa must embrace the use of certifications statewide as another avenue for developing the workforce related to middle skills.

Science, Technology, Engineering and Mathematics (STEM) are vital areas where Iowa continually strives to develop skilled workers for Iowa. While careers in the STEM field often fall within the educational requirements above the middle skill areas, there is an ever-increasing growth of middle skill opportunities within the STEM arena, particularly in the technology and engineering areas. In order for Iowa to succeed in the emerging economy, the state must continually push the growth of STEM within our educational system.

Iowa's ability to overcome a skills gap depends on multiple public and private partners working together with innovative strategies. Iowa must utilize businesses to assess the types of skills needed for growth, partner with education to develop the skill sets at an earlier stage in learning and utilize additional public partners to leverage resources and statewide initiatives that benefit the state as a whole.

Iowa Workforce Development generates a monthly Integrated Service Delivery Report. These reports include data on a monthly and cumulative-to-date basis beginning July 1, 2010. Cumulative data is available through September 30, 2012. These reports are distributed to department management, program coordinators field staff and WIA partners in order to assist Iowa in evaluating the customer demographics and the services being accessed in the 13 Integrated One-Stop Centers. One particular statistic that has been vital to Iowa has been the opportunity to better understand the digital literacy rates of the individuals who are requesting workforce services. During the period, July 1, 2010 through September 30, 2012, 51 percent of the customers rated their digital literacy as average to below average and 67 percent of these customers also reported that they are in need of a high school diploma or have a need to enroll in services to complete their General Educational Development (GED). Overall, the customers who have requested services since July 1, 2010, 14 percent are in need of a high school diploma or services to assist them in completing their General Education Diploma (GED)

A broad spectrum of Iowa's populations and subpopulations has taken advantage of the integrated services offered in the One-Stop Centers since July 1, 2010. The following provides a snapshot of the statistical information that is available regarding the customers who are utilizing Iowa's integrated workforce services:

- Two percent indicated that they are American Indian
- Two percent indicated that they are Asian
- Seven percent indicated that they are Hispanic
- 15 percent indicated that they are Black
- 74 percent indicated that they are White.
- Eight percent indicated that they are Veterans.
- 11 percent self-attested that they have a disability

The monthly Integrated Service Delivery Reports also allows Iowa's local regions to review the services available in the One-Stop Center and plan accordingly. This information has been critical to the design of services for Iowa's targeted subpopulations including those individuals who are identified as being in high need (low-income adults and dislocated workers), the underserved, under-employed and/or low-skilled individuals. Iowa will continue to utilize the monthly Integrated Service Delivery Report in responding to local and state needs during the next four years in order to set workforce and economic development priorities and in continuing to build on and expand partner relationships across the state.

The earlier information presented in this section, indicates that on an "ongoing basis", Iowa needs to stay abreast of the needs of the state's employers, as well as the needs of the individuals seeking workforce and employment services. Through partnering efforts, Iowa has been able to identify the services and programs Iowans have requested that are in need. That is however, only a part of it. In order to try to meet the needs of Iowa's employers, each customer must go through assessments that indicate their skill levels and/ identify the gaps in their skills. The state has chosen to build the relationships necessary to address the issues identified. In the future, the State will continue efforts to coordinate and collaborate on a more formal basis and will encourage other partner agencies to use the labor market information which is prepared on an ongoing basis in order to meet the needs of our employers. Assessments are the key to making

these collaborative efforts work. This includes assessments of our customers in identifying skill gaps and assessing the needs of the businesses and the skills they need.

Analysis of the Skill and Education Gaps in Iowa

As one of his priorities for Iowa, Governor Branstad proposed an ambitious goal of creating 200,000 new jobs in Iowa beginning in January 2011. The *Iowa Workforce and Economic Development Status Report released in January 2012* provides the following facts necessary to understanding the state's progress toward reaching this goal of 200,000 new jobs in Iowa:

- Iowa's economy is heavily dominated by trade, healthcare and manufacturing, that combined employ over 44 percent of the state's workers.
- The labor force grew by 2.6 percent in Iowa between 2005 and 2010.
- Healthcare and social assistance employment increased by nearly 17,000 between 2005 and 2010, the largest industry increase in the state.
- The sectors that lost the largest numbers of net jobs in Iowa between 2005 and 2010 were manufacturing (28,334), construction (9,978), retail and wholesale trade (8,621) and utilities (2,052).
- As of December 2010, Iowa had an unemployment rate of 6.1 percent, significantly less than the U.S. unemployment rate of 9.6 percent.
- In 2010, 0.30 percent of 300 out of 100,000 adults started a business each month. This ranked Iowa 27th in the nation for new business growth in 2010.
- A total of 39 new construction and expansion projects took place within Iowa in 2010, the majority in manufacturing and warehouse/distribution sectors.
- Patent activity in Iowa has been relatively flat since 2005 compared to other Midwest states in patents issued per capita (2.5 per 10,000 population).
- Renewable energy facilities employ an estimated 9,977 workers statewide.

To reach the goal of 200,000 New Jobs, Governor Branstad proposed the following initiatives in his Budget and Program Presentation before the Iowa General Assembly on January 27, 2011.

- **Reinventing Economic Development** by replacing the Iowa Department of Economic Development with a public-private partnership, performing a cost benefit analysis of current development programs, and develop a user-friendly website so that Iowa can provide simplified and effective methods to quickly and efficiently determine incentive package availability and pre-approval to prospective investors interested in Iowa.
- **Starting and Growing a Business** is the American dream for many Iowans so Iowa must develop state policies that encourage entrepreneurship. Currently Iowa ranks 44th in entrepreneurial activity among the 50 states. Iowa should **promote the Iowa Entrepreneur** through the development of statewide entrepreneurial education, a tuition tax credit for employers who commit to hire a student during their first year at an Iowa community college and who commit to pay for all of the student's tuition equal to 50% of the tuition payments. A state tax waiver for true startup companies will assist startup entrepreneurs with putting together their financing and keeping the doors open. Governor Branstad's goal is to increase Iowa's ranking in the number of business startups from 44th in the United States to 25th in the United States.

- **Marketing Iowa** by aggressively identifying and creating opportunities to encourage existing businesses to expand in Iowa and to tout the benefits of conducting business in Iowa to prospective out-of-state companies. Governor Branstad proposes the creation of IGNITE Teams to Initiate, Gaining, Negate, Involve, Target, Energize and crisscross Iowa, the United States and the world in search of economic development and job creation opportunities. In addition, Governor Branstad has proposed creating the Iowa Network of Entrepreneurial Transplants (INET) so that Iowa takes advantage of its broad network of Iowa transplants to find new opportunities.
- **Iowa is to lead the world in agriculture**, doubling production of Iowa's crops and value-added products, while increasing personal income, creating value and creating jobs. This is a primary goal of Governor Branstad's administration. Governor Branstad has proposed that Iowa better use its current resources through technology and partnerships including promoting and encouraging continued partnerships between universities, community colleges and private businesses to continue the modernization of agriculture through technology and ingenuity.

Governor Branstad also proposes that Iowa has missed an opportunity, that of value-added processing. Governor Branstad has stated that he will work to develop a plan to not only increase processing opportunities but to enhance the entire supply chain of agricultural products in Iowa.

Governor Branstad also proposes that Iowa must create a regulatory system that is science-based, responsible and stable for the agriculture and agriculture-related industries in Iowa. Iowa must support a culture that celebrates sustainable entrepreneurship and supports those who have a vision; welcome is risk and creates new jobs and production opportunities. He believes this is the engine for growth. Governor Branstad is committed to providing the leadership needed to bring together the best minds to develop a five-year strategic implementation plan for agriculture.

- **Iowa must renew its commitment to international trade.** Governor Branstad believes that this is true for all sectors of Iowa's economy, but none more so than the agriculture and manufacturing sectors. Governor Branstad has proposed creating a renewed focus on expanding markets for Iowa products through the creation of an expanded trade agency, ensuring that the U.S. Congress and the President take action on the Korea-United States Free Trade Agreement (KORUS), open a trade office in South Korea, and support reciprocal tariff elimination.
- According to the *U.S. News & World Report*, Iowa is one of the worst states in the nation in which to start a business and excessive government bureaucracy is one of the key reasons why. Governor Branstad has proposed that **Iowa create a collaborative regulatory environment** starting with the signing of Executive Order 71 on March 7, 2011.⁴ This Executive Order requires that all proposed administrative rules be accompanied by a Small Business and Jobs Impact Statement which shall include but not be limited to: projections of the number of small businesses that will be affected by the law or proposed regulation, its impact on employment and the effect on the cost of doing business in Iowa.

In addition, Governor Branstad has proposed a four-year staggered sunset of all state regulations affecting job creation and retention in the state. He is calling for a top to bottom

review of existing rules to identify and eliminate redundancies, inefficiencies, and job killing bureaucracy.

- A key piece of Governor Branstad's goal of creating 200,000 new jobs for Iowans is to **address Iowa's income and property tax climate**. Iowa's tax climate is one of the worst in the nation and a serious impediment to job creation and economic growth. The 2010 Business Tax Index ranked Iowa's business tax climate at 46th out of the 50 states (with 50th being the worst). Governor Branstad has proposed the following changes to Iowa's tax structure a reduction in Iowa's commercial property tax rate to no more than the Midwest average and a reduction in Iowa's corporate income tax rates to no more than the Midwest average.

Iowa's Middle-Skill Jobs

Middle-skill jobs are important piece of Iowa's economy. Iowa and the U.S. have faced challenges due to the recent economic downturn, which has affected workers of all type, especially those with less education and fewer skills. However, the demand for middle-skill occupations will increase as job growth begins to rise.

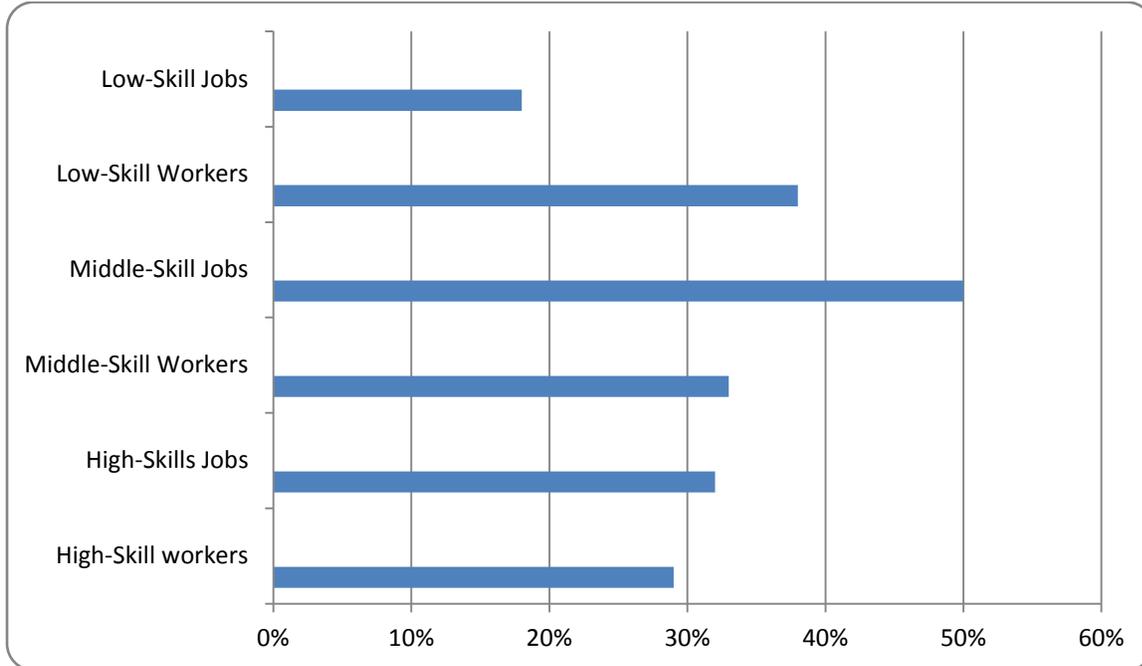
These jobs can be found dispersed throughout all of Iowa's industries and overlaps into many workforce areas such as: maintaining the safety and health of our workers, encouraging workers to consider employment in Science, Technology, Engineering and Math (STEM) occupations, and preparing a skilled workforce by providing access for jobseekers obtaining a nationally recognized set of skills and abilities, the National Career Readiness Certificate.

Definition of Middle-Skill Jobs

While the economic downturn of the past four years has taken a heavy toll on the state's middle-skill jobs, these occupations will be in demand as job growth picks up. Middle-skill jobs continue to represent close to half of Iowa's employment and encompass a wide range of occupations from construction supervisors and machinists to dental hygienists and paralegals. These jobs require more than a high school diploma, but not a four-year degree. Specifically, individuals who fill these jobs should have an Associate's Degree, a certification or an apprenticeship. Middle skill education and training programs can be obtained from employers, community colleges, apprenticeship programs, nonprofit community-based training organizations and private career schools.

Middle-skill job opportunities can be found in all of Iowa's industries from construction and manufacturing to finance and professional and business services. In Iowa, they account for 50 percent of the jobs in the labor market, and many of them offer high pay with benefits. The demand for middle-skill workers is expected to remain strong despite reports that the middle of the job distribution has been "hollowed out" due to structural change in the economy and the off shoring of jobs. In fact, the majority of "green jobs" that have been identified are traditional occupations that require middle skills. **Figure 1** below shows the distribution of Iowa's jobs and workers by skill level.

Figure 1. Iowa's Jobs and Workers by Skill Level - 2010

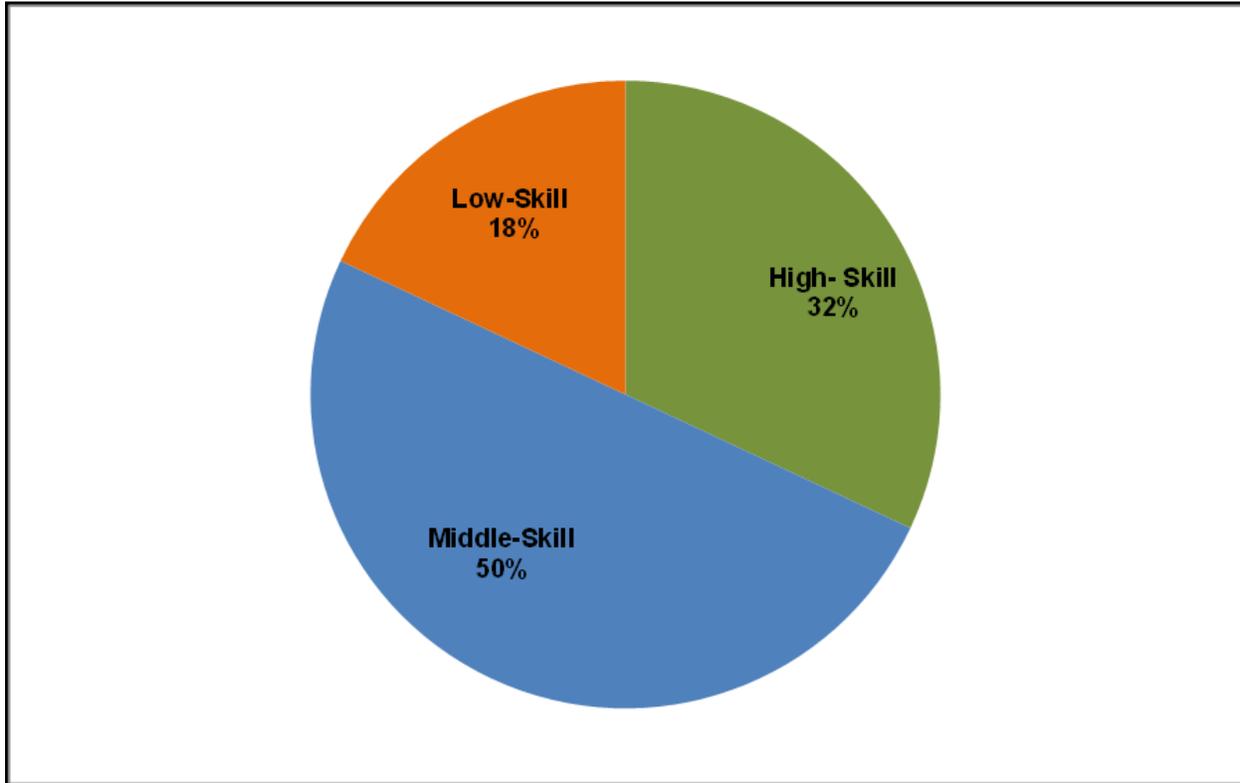


Source: Iowa Workforce Development, Labor Market & Workforce Information Division, Labor Force and Occupational Analysis Bureau

Figure 1 shows why many employers have been unable to find qualified workers for their jobs despite persistently high unemployment in the Iowa economy. While middle-skill jobs account for 50 percent of the jobs in the statewide labor market, only 33 percent of all workers have the necessary skills to fill these jobs. On the other hand, there are not a sufficient number of low-skill jobs for the high number of low-skill workers in the economy. The high-skill jobs category shows the least disparity between supply and demand. High-skill jobs account for 32 percent of all jobs, while high-skill workers represent 29 percent of the state's labor supply.

Figure 2 uses the results of the 2010 Occupational Employment Statistics (OES) survey to distribute Iowa's jobs by skill level. The OES survey is a Federal-State cooperative program between the Bureau of Labor Statistics (BLS) and State Workforce Agencies. With technical support and funding from the BLS, Iowa conducts a semi-annual survey of employer establishments that provides information on employment and wages by occupation and industry. Data are collected twice a year and the results are published for the State and thirteen other geographical areas. Again, the data show that middle-skill jobs represent 50 percent of all nonfarm jobs in the state.

Figure 2. Iowa's Job Openings by Skill Level, 2010*



Source: Iowa Workforce Development, Labor Market & Workforce Information Division, Labor Force and Occupational Analysis Bureau

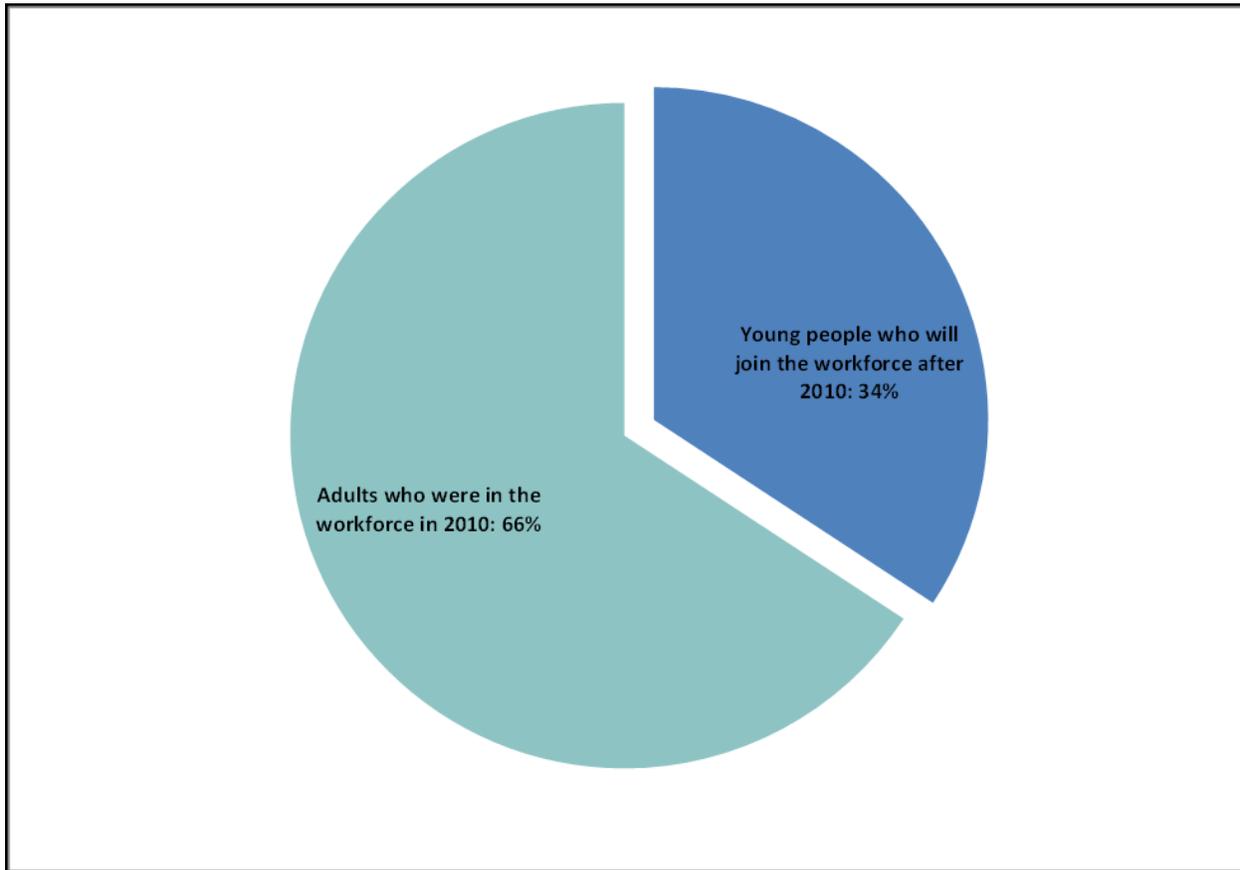
*The distribution of job openings by skill level is based on the 2010 Occupational Employment Statistics (OES).

Iowa's 2025 Workforce

Jobs in the middle-skill and high-skill categories will become increasingly difficult to fill because of demographic changes, structural change in the economy, and divergent skill distributions. Iowa's labor force is expected to grow more slowly at the same time that baby boomers will be retiring. This generation of workers is currently 48 to 66 years old and accounts for about 40 percent of the labor force. In addition, a number of national surveys show that a substantial portion of the working-age population does not demonstrate a sufficient level of literacy and numeracy skills to fully participate in the current work environment.

Figure 3 shows that Iowa cannot address its middle-skill challenges by focusing its education and training resources solely on the next generation of workers coming out of high school. About two-thirds of the people who will be in the state's labor force in the year 2025 were already working adults in 2010—long past the traditional high school-to-college pipeline. Private and public investment in our existing human resources will be needed to ensure the state has continued economic competitiveness. Young adults entering the labor force and those who have years left to work will need the necessary skills to qualify for the jobs that are available.

Figure 3. Iowa's 2025 Workforce



Source: Iowa Workforce Development, Labor Market & Workforce Information Division, Labor Force and Occupational Analysis Bureau

The Iowa economy has undergone significant changes over the past couple of decades. Several factors have led to change, including industrial and corporate restructuring, less unionization, rapid technological change, and globalization. An important consequence of technological change and globalization is increasing economic returns associated with higher levels of education and skills. These factors have widened the gap between workers who have higher levels of skills and education and those who lack them. Over the past twenty years, the number of high-paying jobs for low-skill workers has decreased substantially.

The manufacturing industry is just one example of how technology and globalization have transformed the way in which work is performed. The changes in manufacturing processes have created a need for highly skilled workers and the elimination of thousands of low-skill assembly line positions. Advances in computers and robotics enable machines to perform many routine tasks that once required human labor. Modern manufacturing plants also have state-of-the-art inventory systems that can supply needed parts “just in time” for assembly. They have developed computer links to their suppliers and customers. Suppliers can track progress on the production line via computer and can arrange to ship parts and materials to the right place at the right time, minimizing inventories and downtime.

The percentage distributions displayed on Figure 4 show how Iowa’s major industry sectors have changed in their proportions to total nonfarm employment since 1990. For example, manufacturing accounted for 17.8 percent of nonfarm employment in 1990. By 2010, the sector’s proportion had dropped to 13.6 percent. However, once the recovery strengthens in the state, the sector is expected to increase its proportion to about 15.0 percent. On the other hand, several service-providing sectors have significantly increased their proportions. These sectors include finance, professional and business services, and education and health services.

Figure 4. Iowa’s Employment Trends by Industry, 1990-2010

Industry	1990	2000	2010
Total Nonfarm Employment	1,226,600	1,478,500	1,469,000
Natural Resources and Mining	0.2	4.3	4.2
Construction	3.7	4.3	4.2
Manufacturing	17.8	17.0	13.6
Trade and Transportation	22.0	21.4	20.4
Information	2.4	2.7	1.9
Financial Activities	5.7	6.1	6.9
Professional and Business Services	5.6	7.3	8.3
Educational and Health Services	12.0	12.3	14.5
Leisure and Hospitality	8.3	8.5	8.8
Other Services	4.5	3.8	3.9
Government	17.9	16.5	17.3

Source: Iowa Workforce Development, Labor Market & Workforce Information Division, Labor Force and Occupational Analysis Bureau

Science, Technology, Engineering and Math (STEM) in Middle-Skill Occupations

Science, Technology, Engineering and Math, STEM, has become increasingly important to Iowa’s future economic success. This is because a STEM educated workforce has the capability to increase Iowa’s global competitiveness and be known as an innovative, science and technology-driven place for conducting businesses. In addition, the STEM field provides lucrative career opportunities as it offers high job growth of 18.6% compared to 9.8% of all other occupations and hourly wages of \$29.32 compared to \$18.50.

Although the majority of jobs found within the areas of STEM require a bachelor degree or above, over one-third of the jobs can be obtained with less than a four-year degree. These jobs represent fifty-four percent of the employment in the field.

Most of the occupations are technicians with an hourly pay range of \$13.72 to \$31.25. These middle-skill jobs provide an opportunity for workers to gather skills and knowledge first hand which may inspire them to seek further education and training needed to obtain a higher skilled job. To give Iowans easy access to job opportunities identified within the STEM categories, Iowa has developed job bank in partnership with Direct Employers and NASWA. Please see the following website for additional information, www.workiniowa-STEM.jobs.

Iowa's Integrated Service Delivery Model

The integrated service delivery model is designed to meet the skill needs of Iowa's employers and is striving to close the skill gaps identified above in this section. Iowa's integrated service delivery model allows Iowa to better use all of the workforce resources including Wagner-Peyser, Workforce Investment Act, Unemployment Insurance, Veteran employment programs, Trade Adjustment Act and state funding to serve an increased number of Iowans. All of these programs, as well as PROMISE JOBS (TANF) have a seat at the table when it comes to coordinating and collaborating planning efforts. Additionally, unemployed claimants are being immediately converted to job seekers and receiving services on their first visit to any one of the 15 One-Stop Centers across the state. In addition, Iowa is piloting efforts to integrate participants in Iowa's welfare reform initiative, PROMISE JOBS, to give them the full benefit of integrated service delivery model.

Iowa's integrated service delivery model allows the state to meet the needs all Iowans seeking employment, including the identified targeted populations identified in this plan, whether they are an Iowan in need of a new career to those in need of significant upgrading of their current job skills. The integrated service delivery model breaks customers in to two primary areas upon arrival to the system: employment express for those ready to begin looking for a new career immediately and skills development for those in need of intensive skill upgrade services or those whose skill set is developed but need additional assistance with developing a career base.

Iowa's STEM Middle-Skill Occupations, 2008-2018

Occupational Title	Employment				Total Annual Openings	2011 Mean Hourly Wage	2011 Mean Annual Salary
	2008 Estimated	2018 Projected	2008-18 Change	Annual Growth Rate (%)			
Registered Nurses	32,245	39,330	7,085	2	1,270	25.43	52,887
Licensed Practical and Licensed Vocational Nurses	7,655	9,130	1,475	1.9	385	17.77	36,966
Pharmacy Technicians	3,430	4,410	980	2.9	185	13.32	27,704
Computer Support Specialists	4,995	5,710	715	1.4	210	21.45	44,626
Dental Hygienists	1,890	2,480	590	3.1	100	31.25	65,005
Radiologic Technologists and Technicians	2,595	3,020	425	1.6	80	22.52	46,843
Medical Records and Health Information Technicians	2,040	2,410	370	1.8	80	15.59	32,425
Medical and Clinical Laboratory Technicians	1,405	1,605	195	1.4	45	17.98	37,407
Respiratory Therapists	920	1,110	190	2.1	35	22.84	47,508
Veterinary Technologists and Technicians	525	695	170	3.2	30	13.78	28,658
Emergency Medical Technicians and Paramedics	2,225	2,375	150	0.7	60	15.13	31,475
Agricultural and Food Science Technicians	1,180	1,315	135	1.1	55	15.29	31,794
Surgical Technologists	610	735	130	2.1	30	17.83	37,083
Industrial Engineering Technicians	715	830	115	1.6	25	25.23	52,479
Civil Engineering Technicians	690	795	105	1.5	25	22.69	47,202
Opticians, Dispensing	955	1,040	85	0.9	30	13.72	28,529
Environmental Science and Protection Technicians, including Health	465	535	70	1.5	25	23.94	49,778
Architectural and Civil Drafters	875	915	40	0.5	25	22.41	46,619
Forest and Conservation Technicians	495	515	20	0.4	25	18.74	38,963
Electrical and Electronic Engineering Technicians	1,090	1,100	10	0.1	20	24.05	50,029
Mechanical Drafters	955	950	-5	-0.1	20	20.93	43,539

Source: Iowa Workforce Development, Labor Market & Workforce Information Division, Labor Force and Occupational Analysis Bureau

Section I – Iowa’s Workforce Strategic Plan

C. Iowa’s Strategies

Cross-Program Strategies

Training for Middle Skill Enhancement in Iowa

As Iowa successfully emerges from the national recession, the reality of a skills shortage in targeted industries becomes more prominent. While there are Iowans still seeking enhanced employment opportunities, the skill sets possessed by these individuals are not meeting the demands of employers across the state. As the economy continues to grow and emerging industries take hold, the shortage will become more pronounced.

Iowa must employ multiple initiatives across various platforms in order to develop a skilled workforce that fits the needs of Iowa’s growing employers. This includes changes in education, greater use of technology, nationally recognized skill certifications, STEM initiatives and more.

Iowa has always touted an excellent education system grounded in a strong K-12 base, a robust community college system and world-class public and private colleges and universities. Unfortunately, Iowa has slipped in recent years compared to other states and nations. It is important that we focus on education to ensure the state’s workforce has developed strong skill sets for continued learning. The “middle-skill” opportunities are rapidly growing in Iowa; however the educational requirements differ within the emerging areas. Frequently, a position requires more technical training versus the standard four-year education. As a state, we must embrace the acceptance of career paths that deviate from the traditional four-year college degree.

Iowa continues to expand its ability to meet the needs of all citizens of Iowa through the continued growth of the Iowa *WORKS* Integrated One-Stop Centers. Although initially established to be responsive to House File 2699, Iowa’s integrated service delivery model is driven by the following objectives:

- Provide Iowa businesses with the skilled workers they need while workers gain and expand skills that are in demand.
- Improve efficiency and effectiveness of workforce services and processes.
- Make a relevant, valuable contribution to each region’s economic vitality.

The integrated service delivery model allows Iowa to better use all of the workforce resources including Wagner-Peyser, Workforce Investment Act, Unemployment Insurance, Veteran employment programs, Trade Adjustment Act and state funding to serve an increased number of Iowans. All of these programs, as well as PROMISE JOBS (TANF) have a seat at the table when it comes to coordinating and collaborating planning efforts. Additionally, unemployed claimants are being immediately converted to job seekers and receiving services on their first visit to any one of the 15 One-Stop Centers across the state. In addition, Iowa is piloting efforts to integrate participants in Iowa’s welfare reform initiative, PROMISE JOBS, to give them the full benefit of integrated service delivery model.

Iowa's integrated service delivery model allows the state to meet the needs of a multitude of customers, from the Iowan in need of a new career to those in need of significant upgrading of their current job skills. The integrated service delivery model breaks customers in to two primary areas upon arrival to the system: employment express for those ready to begin looking for a new career immediately and skills development for those in need of intensive skill upgrade services or those whose skill set is developed but need additional assistance with developing a career base.

Process improvement, functional supervision and management information are key elements in the integration of these services. "Co-enrollment," is a "behind-the-scenes" concern to ensure separate accountability for each program and relevant funding source. This is not a concern for the Workforce Center "member" who will only register once for services in the integrated Iowa One-Stop Center system.

Since implementing the model, Iowa has launched 13 integrated One-Stop centers. " Customers can easily see the differences when they are greeted by a staff member and assisted with their needs in an efficient and friendly manner. No longer are they expected to help themselves in a "self-service" only mode; rather staff is fully engaged in the new member's activities and engagement in services. The remaining two One-Stop centers will be integrated over the next year. For additional information regarding Iowa's Integrated One-Stop Center model and policies, please visit the website at <http://www.iowaworks.org/default.html>

Iowa's key strategic partnerships involve education institutions, workforce trainers, economic developers, and businesses that continue to implement many of the strategic initiatives for economic growth.

Skilled Iowans

Governor Branstad announced the new Skilled Iowa Initiative on June 11, 2012. This is a new 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 MidAmerican Energy, one of Iowa's largest utility partners. Governor Branstad stated at the announcement of the initiative, "The Skilled Iowa Initiative is a critical step in improving the quality of the workforce in Iowa. It is important Iowa's government, private industry and our educational system work together to find innovative solutions."

The Skilled Iowa initiative will be the umbrella for workforce programs and solutions for the State of Iowa. All of the following initiatives or existing programs and services will make up the Skilled Iowa effort. Skilled Iowa will allow Iowa's employers to determine baseline skills for potential employees. The program uses a universal testing system that rates the skills and abilities of those in Iowa's workforce, awarding a National Career Readiness Certificate upon completion of the program.

The Certificate allows workers to more accurately display their skills to current and potential employers. The training or Keytrain portion of the NCRC program allows customers an opportunity to gain the skills needed for the NCRC certificates.

Beyond the NCRC certificates additional skill upgrading will be identified using current and on going labor market information and assessments of each individuals existing skill level. All partners in the center may be asked to play their applicable role in any individuals' employment plan. At a minimum Wagner Peyser and WIA will be responsible for assuring that each individual receives the services or referrals needed and leaves the center a better employment candidate than when they came in.

The following are initiatives and services which will be coordinated under the Skilled Iowa umbrella program. Along with the above mentioned integrated services the following will enhance the ability to meet the needs of the citizens and employers.

IowaWORKS Virtual Access Points: In July 2011, Iowa Workforce Development launched the IowaWORKS Access Points (also known as VAPs) initiative. This important partnership in Iowa includes the State Library and the community libraries, Iowa Department of Education and the K-12 public school districts, Iowa's community colleges, Iowa National Guard and Reserve armories, Iowa's network of County Veterans Affairs offices, Iowa's network of community action agencies and other social services organizations including homeless and women's shelters, Iowa Department of Corrections including community re-entry points, Iowa Vocational Rehabilitation Services, Iowa State University Extension Service, senior citizen centers, and faith-based facilities. Currently, there are over 890 virtual access points (VAPs) available across the state in all 99 counties because of these partnerships.

IowaWORKS Virtual Access Points are designed to provide services for job seekers and employers. To date, these services include: unemployment claim information, job search and resume development assistance, access to thousands of employment opportunities, skill assessment and testing tools, information specific for students in Iowa's high schools, information specific to Iowa's veterans and their families, workforce data and trends, and job posting assistance for Iowa's employers.

The Virtual Access Points (VAPs) are a tremendous resource for unemployment insurance recipients and employers. On-line resources can now be accessed at over 890 locations across Iowa and growing. The unemployed can file a claim for benefits along with their weekly report at one of the VAP locations and conduct an on-line search for employment. Employers can file their quarterly tax report through My Iowa UI at a VAP location.

Iowa Workforce Development was named the 2012 Innovator of the Year for the U.S. Public Sector by NetApp during its Innovation Awards program held in San Jose, California because of the IowaWORKS Virtual Access Points and the partnership that has developed in Iowa to deliver innovative, effective, efficient services to Iowa's jobseekers.

For more information on IowaWORKS Virtual Access Points, please visit the following website, <http://www.iowaworkforce.org/accesspoints/>

Mobile Technology Partnership: In July 2012, Iowa Workforce Development added mobile technology to its workforce services. Iowa Workforce Development's statewide job bank is available in a mobile version at <http://workiniowa.jobs> because of a partnership with Direct

Employers Association and the National Association of State Workforce Agencies (NASWA). Iowa is an active member in NASWA.

The mobile technology is an enhancement to the partnership between Direct Employers Association and NASWA known as the National Labor Exchange. Iowans are able to access job listings that have been verified by Iowa Workforce Development, 24/7 via the web site. The job opportunities can be searched by city, employer name and key word.

Four new microsites have been added to specifically serve the disabled, Veterans, STEM job seekers, and the Green economy.

National Career Readiness Certificate: Iowa Workforce Development has expanded ACT's National Career Readiness Certificate, a WorkKeys program, statewide in 2011. Iowa Workforce Development has made this a universal service that customers can access at no cost. The NCRC program tests the comprehension level of an individual in "reading for information," "locating information," and applied mathematics." Individuals receive a certificate based on their level of understanding in a given area (platinum, gold, silver or bronze). The certificates can be presented to employers as another tool to demonstrate the skills a particular worker possesses.

The customers that are unable to the test at the level that would afford them a certificate the customer will be given instruction on how to access the Keytrain training module in order to improve their skills and achieve a certificate.

The initiative will create Skilled Iowa Communities, creating a workforce that is Work Keys certified to work in a variety of industries. Along with these communities, an internship program will be developed to create on-the-job connections between Iowa employers interested and eligible individuals.

The agency is also embarking on a pilot project in collaboration with the Iowa departments of administrative services/human resources enterprise and corrections that would utilize NCRC as a hiring preference for new correctional officers in two state institutions. Iowa Workforce Development already utilizes NCRC as a hiring preference on all job openings.

PROMISE JOBS (PJ): PROMISE JOBS or "Promoting Independence and Self-sufficiency through Employment, Job Opportunities & Basic Skills," is Iowa's welfare reform program. Iowa Workforce Development and the Iowa Department of Human Services are partners in providing this program that is designed to assist Family Investment Program (FIP) recipients to become self-sufficient.

PROMISE JOBS is a participation and eligibility requirement for most Family Investment program (FIP) recipients. A person must be receiving FIP benefits in order to receive PROMISE JOBS assistance. Participants develop an individualized Family Investment Agreement (FIA) that outlines the steps they will take to leave public assistance. Persons who fail to participate or comply with their FIA are considered to have chosen a Limited Benefit Plan (LBP) and lose their FIP benefits. Iowa Workforce Development has a contract with the Iowa Department of Human

Services to administer the PROMISE JOBS program. PROMISE JOBS staff is located in each of the Iowa Workforce Development 15 service delivery areas in the state.

As a part of the integrated service delivery, as stated earlier, are being incorporated into the full gambit of services available to all customers in the One-Stop. A number of activities are available to PROMISE JOBS participants including: Six Steps Workshops that provide training on day-to-day skills and how to deal with problems in the home and the work place, job seeking skills training, work experience, on-the-job training, monitored employment, General Educational Development (GED), Adult Basic Education (ABE) and English as a Second Language (ESL), post-secondary education, parenting skills and family development services. Financial assistance is available for participants for childcare, transportation, short-term training and high school completion.

Food Assistance Employment & Training (FAET): In partnership with the Iowa Department of Human Services, Iowa Workforce Development will be focusing on providing services to Food Assistance (FA) recipients wanting to obtain work ready skills through the Food Assistance Employment & Training (FAET) program. The primary focus will be on work ready workshops, job search techniques, and NCRC certification and Basic Education such as adult basic education (ABE) and GED.

Program services for Expanded Education that include short-term training will still be offered but due to funding levels, will not be the primary focus as the goal is to provide services to more individuals by focusing on less costly services. In addition to component funding, program dollars can be used to assist with supportive services such as transportation, work related uniforms, tools and professional/occupational license fees.

Under contract with the Iowa Department of Human Services for delivery of FAET services, Iowa Workforce Development's intent is to continue to cover the costs of Expanded Education for those participants expressing an interest in pursuing a short-term training certification which may include referrals to the current educational service providers or other educational service providers very similar to how the PROMISE JOBS program covers tuition. In addition as funding allows, it is the intent to expand services to include additional counties and regions to provide work readiness and basic education services so that more Iowans can upgrade their skills to meet the demands of today's employment market.

Disabled Veterans Outreach Program (DVOP): As an important partner in the integrated service model the Veterans program has created an environment that all staff is in fact Vet Reps. under Federal Priority of Service regulations, Veterans and Eligible Spouses are entitled to priority of service for qualified training programs funded by the US Department of Labor.

Iowa Workforce Development partners with the US Department of Labor VETS program and the Iowa County Veteran's Affairs offices to ensure that all disabled vets and their spouses receive priority of services information and staff-assisted services. Active outreach is conducted with employers, community and Veterans service organizations, unions and local counseling and social service agencies to ensure Veterans know about and receive services for which they are eligible. A primary tool used by all of the partners is the publication originally developed in

2009, “Iowa Veterans Benefits & Services: A Guide to Federal, State and Local Veterans Programs. The publication includes information on training opportunities, health care and hospital benefits, dependent and survivor benefits, life insurance, home loans, employment and other Veterans’ service organizations.

Workforce Advisors, themselves all disabled Veterans that have been provided additional training specific to federal, state, and local Veterans programs and regulations, work with Veterans recently separated from military service or with barriers to employment. These barriers may include disabilities incurred while on active duty, substance abuse, convictions, work history and others that could hinder their ability to obtain suitable employment.

Iowa Workforce Development provides access and services to Veterans across the state. Veterans Representatives are based in 13 of the service area offices. This position works as part of the One-Stop Center’s Recruitment and Placement Team, promoting Veterans to employers as an excellent source of skilled workers. Services available at Iowa Workforce Development service delivery offices include counseling, assessment testing, referrals to other supportive service agencies, and identifying training opportunities.

For more information on Iowa’s Disabled Veterans Outreach Program, please visit the following website, <http://www.iowaworkforce.org/veterans/>

Hire Our Heroes Initiative: This is a new partnership initiated by The Principal Financial Group, Greater Des Moines Partnership, Iowa Workforce Development and the US Department of Defense, Employer Support of the Guard and Reserve (ESGR). Hire Our Heroes has developed a publication and a marketing video that is designed to encourage Iowa’s employers to exercise “their chance to serve”. The initiative highlights the need for Iowa’s employers to take time to ask about military experience during their recruitment and hiring of employees and to understand their perceptions and perhaps biases regarding communication barriers regarding the military jargon, concerns with periods of unemployment, fear of Post-Traumatic Stress Disorder (PTSD), the Uniformed Services Employment and Reemployment Rights Act (USERRA) and the Family Medical leave Act (FMLA), fear of additional benefit costs, and fear of calls to active service.

Instead, the Hire Our Heroes Initiative points out how Veterans have been trained to learn and make great employees because of their leadership and commitment to the many soft skills values by employers, as well as the wide range of technical, specialized, and professional capabilities that a Veteran brings to the work place.

Materials developed include several videos which are available on YouTube, printed materials, and PowerPoint for presentations. All Iowa Workforce Development business marketing specialists have also been trained on how to use these materials to promote hiring Veterans.

Partners in the Hire Our Heroes Initiative include: Iowa Workforce Development, Iowa Employer Support of the Guard and Reserve (ESGR), Iowa National Guard, Army, Navy, Air Force, marine and coast guard Reserve, Iowa Department of Veterans Affairs, US Department of

Labor, Greater Des Moines Partnership, Iowa Chamber Alliance, Des Moines Area community College, Pattee Design, and The Principal Financial Group.

For more information on the Hire Our Heroes Initiative, please visit the following website:
<http://www.iowaworkforce.org/veterans/>

Extended Training Benefits: A component of the workforce efforts provides individuals receiving unemployment insurance with the opportunity to receive an additional 26 weeks of benefits while they are enrolled in a department approved training program that leads to a career in a high-demand/high-growth occupation. The community colleges across Iowa are also working with the department to reach out to unemployed Iowans and promote retraining programs in the local area.

Enhancing the Employment of Iowans with Disabilities: With the implementation of the Workforce Investment Act, seven Iowa state agencies formed a partnership dedicated to increasing the representation of Iowans with disabilities in Iowa's labor force. These agencies include:

- Iowa Vocational Rehabilitation Services
- Iowa Department for the Blind
- Iowa Department of Human Rights
- Iowa Developmental Disabilities Council
- Iowa Department of Human Services
- Iowa Department of Education
- Iowa Workforce Development

Approximately 193,000 working age Iowans with disabilities (21 – 64 year olds) represent 12% of our state's population with the following employment rates: Without disabilities: 85.2% With disabilities: 45.6% (Cornell University Disability Status Report, 2006)

These agencies have collaboratively developed initiatives with the Rehabilitation Services Administration, Department of Labor and the Social Security Administration to learn about barriers to employment for Iowans with disabilities, and then to develop promising practices through the sharing of resources, information and customers. With the implementation of the integrated services model in our state, the vision of the Workforce Investment Act for "no wrong door" was reinforced, and the disclosure of disability in those integrated offices has jumped to 11%. Iowa Workforce Development has established a disability policy for its integrated centers emphasizing the promising practices demonstrated by the state agency partnership in these initiatives. A notable impact is recognized in the support of a disability subject matter expert operating within the Skills Development teams of the integrated offices. This was a practice demonstrated in One-Stop centers in the Disability Program Initiative. Iowa offices are seeking to re-establish those roles through incentives generated through Social Security Administration's Ticket to Work Program. Another promising practice the state agency partnership is working to enhance is the ready availability of benefits planning services for Iowa's Social Security disability beneficiaries who wish to work. We project that there are currently 40,000 to 50,000

Iowans who might enhance their careers and become less dependent upon public support if Iowa agencies are able to assist them in utilizing SSA work incentives successfully, and in understanding the management of their benefits with increased income.

This state agency collaboration currently has an application under review by the Department of Labor to strengthen the resources and practices available to Regional Workforce Investment Boards. This initiative is the Disability Employment Initiative. The collaboration of state agencies and workforce boards will partner with the Department of Labor's Office of Disability Employment Policy to increase the availability of expertise and practice within the integrated workforce system that demonstrate a tangible impact of the employment of Iowans with disabilities. This effort will encompass the partnerships, leadership and resource leveraging strategies identified in this and following sections for the benefit of Iowans with disabilities.

Ex-Offender Initiative: Iowa Workforce Development, in partnership with the Iowa Department of Corrections, has implemented the Ex-Offender Initiative in three Iowa correctional facilities in Mitchellville, Newton and Rockwell City. A fourth staff person is being hired for the Clarinda correctional facility. The workforce advisors assigned to this initiative network with employers to address the barriers they may have in hiring ex-offenders. Each of the participants in the program completes the National Career Readiness Certification (NCRC) test. This test is required by many of Iowa's employers and trade union apprenticeships. The NCRC test is one more tool that the ex-offender has in his or her toolbox to demonstrate their competence in the work place regarding math, reading and information gathering.

In addition, offenders are also offered work readiness classes that emphasize job applications, resume writing, interviewing skills and effectively addressing the criminal history issue. All of these classes will help the offender present himself or herself better during the recruitment, interviewing and hiring processes with employers. All of the offenders that participate in the program are entered into Iowa Workforce Development's work search database that can be accessed by all of the One-Stop Centers in Iowa after the offender's release. One-on-one consultations with a workforce advisor are provided to offenders before their release to discuss employment options. The workforce advisors assigned to the program are charged with assisting soon-to-be-released offenders with placement in a job before they leave prison

Pathways to Health Care Careers: In February 2010 it was announced that Iowa Workforce Development in partnership with the Iowa Department of Human Services, Bureau of Refugee Services and Mercy College of Health Sciences were awarded a \$3.5 million (\$3,403,164) demonstration grant to implement a three-year Health Care Careers training program. The influx of diverse cultures in Iowa has left the health care field searching for ways to connect with a client base that possess different cultural norms than they have experience serving. This program targets English language learners who are bilingual, foreign born and culturally competent to meet that gap in service delivery. With a training goal of over 270 participants in five different health care fields, we will grow knowledgeable, diverse employees for Iowa.

Admission criteria to this program is the same accredited standards used at Mercy College with additional requirements to be bilingual and foreign born. Demonstrating how this course can operate on a slower timetable to address the language needs of the participants while continuing

to provide innovative training is a learning moment for other institutions that may wish to model this program.

Through July 2012, we have successfully graduated over 100 participants. We have two cohorts of long-term classes currently running. In May 2011, our Medical Assisting cohort started in Des Moines. This is a six-semester course and is scheduled to conclude in April 2013. The Paramedic cohort in Des Moines is a five-semester course and will conclude in August 2013. We have also worked with Western Iowa Tech in Sioux City, Iowa to provide the Medication Aide curriculum to eligible participants.

At the website www.iowapathways.org, you may learn more about Pathways and enjoy three recorded graduate interviews.

Education and Business Sector Programs for Success

Iowa, Community Colleges, and other organizations are partnering to develop Sectors to appropriately link career paths with the appropriate training levels throughout the state. The overall program has four common goals:

1. Create effective industry-specific strategic partnerships among business, education, training and human services to identify workforce challenges and develop common solutions for each sector.
2. Deliver education and training programs in response to identified market needs through better utilization or modification of existing offerings or development of new curriculum and programs.
3. Develop a virtual data collection system that identifies current and future employment and skill gaps to ensure real-time system adjustments.
4. Implement innovative, unique initiatives that enhance existing efforts to attract and retain the necessary pool of qualified employees to meet market demand in the areas of:
 - Marketing and Communications Strategies
 - Labor Exchange Strategies and Tools
 - Recruiting Best Practices

Iowa Workforce Development will be partnering with the Community College efforts with this program as well as the Advanced Manufacturing Trade Adjustment Assistance Community College and Career Training (TAACCCT) Grant Program. This program is a partnership of all 15 Community Colleges in the State as well as Workforce Development and an array of employers to build curriculum for advanced manufacturing occupations. The goal is to prepare program participants for employment in high-wage, high-skill occupations. Through these multi-year grants, the Department of Labor is helping to ensure that our nation's institutions of higher education are helping adults succeed in acquiring the skills, degrees, and credentials needed for high-wage, high-skill employment while also meeting the needs of employers for skilled workers.

Workforce Development will also pursue expanding the relationship between Adult Basic Education and our center services. An emphasis will be to coordinate the GED program and other short term skill development activities currently offered as well as sharing of information as to business needs in the different communities.

Federal/State Cooperative Programs: The Labor Market and Workforce Information Division of Iowa Workforce Development works with the US Bureau of Labor Statistics (BLS) on five different programs and partners with the US Census Bureau on the Local Employment Dynamics (LED and On the Map program. All of these programs are cooperative in nature and involve federal-state input.

For additional information on the partnerships and programs within the Labor Market and Workforce Information Division, please visit the following website:
<http://www.iowaworkforce.org/lmi/>.

The five programs that Iowa Workforce Development cooperates with the US Bureau of Labor Statistics include the Current Employment Statistics (CES) program, the Quarterly Census of Employment and Wages (QCEW) program, the Occupational Employment Statistics Wage Survey (OES) program, the Mass Layoff Statistics (MLS) program, and the Local Area Unemployment Statistics program. These programs are instrumental in developing a wide array of information that is used to describe the labor market in Iowa in terms of its jobs and workers. The information is used by businesses, economic developers, educators, government planners and policy makers, grant writers, legislators, job seekers and students.

An effort has been under way, 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 WIA adult, Dislocated Worker, TAA and Wagner Peyser program has shown to be an effective way to meet customer and employer needs.

None of these efforts can stand alone and are all a part of the options of services and activities within the One-Stop centers. With the combination of and growth within these initiatives Iowa Workforce development will continue to meet the needs of the States customers and employers in the State.

Section I - State Workforce Strategic Plan

C. Iowa's Strategies

Partnerships

Iowa, like all states, faces challenges in preparing its workforce for the future economy. Policy leaders recognize that all stakeholders in Iowa's economy must come together to face those challenges successfully. Iowa's key strategic partnerships involve education institutions, workforce trainers, economic developers, and businesses that continue to implement many of the strategic initiatives for economic growth. A few examples of these partnerships include:

STEM Advisory Council: On July 26, 2011, Governor Branstad issued Executive Order 74 creating the STEM Advisory Council. This group of 40 individuals was identified by the Governor to advise him on ways to improve education, innovation and careers in science, technology, engineering and mathematics for the public and private sectors. In addition to the department directors of Education, Workforce Development and Economic Development, Governor Branstad appointed the presidents of the three regents' universities for the state, state legislators, and members representing nonprofits, K-12 public schools, the healthcare industry and representatives of businesses who hire individuals with STEM skills. Lieutenant Governor Kim Reynolds and University of Northern Iowa President, Dr. Ben Allen co-chairs the Advisory Council.

This Advisory Council has developed Executive Committee and the following working groups: Scale-Up Subcommittee, STEM Policy, STEM Teacher Recruitment and Preparation, STEM Post-secondary, STEM Economic Development, STEM Public Awareness, STEM for All, Technology-enhancement, and Regional Networks. The Department of Education serves as the board administrator and executive director for the Advisory Council. Iowa Workforce Development Director, Teresa Wahlert, serves as a member of the Executive Committee.

The STEM Advisory Council is charged with the reform of STEM education for Iowa, which requires programmatic level intervention, coupled to policy-level support. An action plan has been developed and STEM Policy recommendations in draft form have been presented to the Executive Committee. In addition, in May 2012, six regional STEM hubs were identified and in August 2012, Governor Branstad appointed the advisory council members to each of the regional hubs.

For additional information on the STEM Advisory Council, please see the website, <http://www.iowastem.gov/>.

IowaWORKS Virtual Access Points: In July 2011, Iowa Workforce Development launched the IowaWORKS Virtual Access Points (also known as VAPs) initiative.

Iowa's ever-growing network of Virtual Access Points (VAPs) was designed to increase access for Iowans looking for information about unemployment insurance, job opportunities, training, and services for Veterans. This network was begun after the closure of 36 of Iowa Workforce Development's 55 field offices, and as of Oct. 11, 2012, we have 891 host sites with 6,031

desktops. We used to be in only a portion of Iowa's 99 counties; today we are in all counties, and in multiple locations within those counties. This expansion was made possible through development of community partnerships and reusing state-owned computers. This project has cost the state only \$8,600 – none of which came from the Workforce Investment Act or Wagner Peysner funds.

Our newest initiative will put the Virtual Access product in all 350 Iowa high schools by the end of calendar year 2012. Educators agree with us that getting information about careers, career planning, skills, wages, and training is crucial for today's youth as they plan for their futures. Additionally the Agency is launching a 1:1 application that will be available on all tablets, laptops and hand-held devices commonly used by today's students and educators.

“We are convinced that by having students utilize the secure VAP technology in the school setting it can become an invaluable career and education resource in the years to come,” said Jason Glass, director of the Iowa Department of Education. “This system does tap into portions of the I Have a Plan Iowa system, so they are mutually beneficial and work in parallel to assist students. This is simply another resource students can use in the process of securing an advanced education or career.”

As a state agency, we were excited to develop a first in the nation partnership with the National Guard. As Iowa has experienced the recent return of thousands of Iowa National Guard service members, it was important to bring workforce related services to the service men and women, and their families. The armories serve as a current source of information for the individuals and the usage of the Access Point technology onsite has allowed our returning military members to receive services in a convenient and comfortable setting. These access points utilize the Department of Defense's network to deliver Iowa Workforce Development products and services.

To date, we are the only state to have this level of access available to our Veterans – a fact that has generated a lot of interest from other states and DOL leadership in Washington DC.

This important partnership in Iowa includes the State Library and the community libraries, Iowa Department of Education and the K-12 public school districts, Iowa's community colleges, Iowa National Guard and Reserve armories, Iowa's network of County Veterans Affairs offices, private colleges, the three Regents institutions, Iowa's network of community action agencies and other social services organizations including homeless and women's shelters, Iowa Department of Corrections including community re-entry points, Iowa Vocational Rehabilitation Services, Iowa State University Extension Service, senior citizen centers, Job Corps and faith-based facilities.

The VAP system is not limited to job seekers, but offers information for UI claimants, veterans, students, dislocated workers, current workers, employers and job seekers. While it is correct the system offers many web links – after all, it is a web-based system – it also offers users the ability to prepare a resume, file for unemployment, take practice tests, complete skills and interest assessments, and apply for jobs. Employers can post jobs, file reports, and obtain LMI information.

We are also in the midst of several major enhancements & expansions – having VAPs available in all Iowa high schools by the end of December 2012, and offering Keytrain on all VAP work stations that will allow users the opportunity to prepare for the National Career Readiness Certificate test. This links VAPs to our other new initiative, Skilled Iowa.

The Virtual Access Points (VAPS) are a tremendous resource for unemployment insurance recipients and employers. The unemployed can file a claim for benefits along with their weekly continued claim at one of the VAP locations and conduct an on-line search for employment. Employers can file their quarterly tax report through My Iowa UI at a VAP location.

Under our old 55 office service delivery model, we fielded calls from customers between 8 a.m. and 4:30 p.m. Monday through Friday. With the advent of the VAPs, staff in the integrated centers and the UI Service Center is now available via the phone and live chat from 8 a.m. to 8 p.m. Monday through Thursday, 8 a.m. to 7 p.m. on Friday, and 9 a.m. to 2 p.m. on Saturdays. Emails can be sent 24/7, and are answered within 24 hours of receipt.

Iowa Workforce Development was named the 2012 Innovator of the Year for the U.S. Public Sector by NetApp during its Innovation Awards program held in San Jose, California because of the Iowa**WORKS** Virtual Access Points and the partnership that has developed in Iowa to deliver innovative, effective, efficient services to Iowa's jobseekers.

“Iowa Workforce Development executed a cost effective virtualization project which saved our agency over \$6 million while delivering services to more Iowans, in more locations than the previous system,” stated Iowa Workforce Development Director Teresa Wahlert. “Workforce services are now delivered in every county through 700+ access points, 15 regional centers and 4 satellite offices.”

For more information on Iowa**WORKS** Virtual Access Points, please visit the following website: <http://www.iowaworkforce.org/accesspoints/>

Skilled Iowa: Governor Branstad announced the new Skilled Iowa Initiative on June 11, 2012. This is a new 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 (618 as of Oct. 24, 2012). Governor Branstad stated at the announcement of the initiative, “The Skilled Iowa Initiative is a critical step in improving the quality of the workforce in Iowa. It is important Iowa's government, private industry and our educational system work together to find innovative solutions.

Among the partners endorsing this initiative is The Iowa College Access Network© (ICAN). ICAN, a nonprofit organization providing career and college readiness planning to students and parents in Iowa, has been educating and empowering Iowa's future workforce since 1998, and sees the initiative as a natural partnership to extend its mission and assist more Iowans with career success.

“The Skilled Iowa Initiative fits right into the ICAN mission of empowering Iowans to achieve their educational and career goals,” said Rob Miller, ICAN executive director. “Studies show that the careers of tomorrow will need education and training beyond high school and this initiative is part of that push to get students to do more for their future.”

In addition to resume-building and job preparation for future employees, the initiative has brought together business and industry leaders from around the state. By providing an effective measurement of foundational skills employers are able to assess a potential employee’s growth potential and make top candidates stand out from the crowd.

“This initiative is more than just a resume tool for job seekers; it’s a way for employers to boost the economy and build a stronger workforce for their companies by encouraging a higher level of commitment from their potential employees and the company themselves,” stated Miller. “ICAN is proud not only to support the awareness and growth of the certification among job-seeking Iowans, but we are proud to commit internally to the certification within our own hiring practices.”

The Skilled Iowa initiative addresses the skills gap issue within our state. Recent statistics show that 50 percent of Iowa’s current job openings fall within the middle skill range, however, only 33 percent of the workforce is qualified for these opportunities. Additionally, 18 percent of Iowa’s employment opportunities are considered low skilled, yet 38 percent of the current workforce have only the skill set to fill this type of job.

Skilled Iowa is an initiative between Iowa businesses, workforce, economic development and education to shrink this gap and ensure that Iowa’s workforce is aligned with the needs of our employers. The initiative is designed to increase the quality of Iowa’s labor force and create connections between unemployed Iowans and businesses with current needs. Overall, we are working toward a common goal of creating Skilled Iowa Communities – areas across the state that can demonstrate a highly skilled, certified workforce for current and expanding businesses.

One component of Skilled Iowa is an unpaid internship opportunity available to persons who currently have at least eight weeks remaining on their unemployment insurance claim. The initiative links job seekers with businesses looking to hire and willing to provide job skills training. The unemployed work at the participating business 24 hours per week for up to eight weeks while receiving their unemployment benefits. They are expected to spend the other 16 hours of a typical fulltime work week preparing for their National Career Readiness Certificate (NCRC) exam.

Internships are designed to benefit the worker by linking them to employers, providing lower training costs with reduced risk, and are available to all Iowa businesses. Iowa Workforce Development covers the cost of Workers Compensation coverage. Iowa Workforce Development has developed a stringent review process that ensures all internships are in compliance with US Department of Labor and Federal Labor Standards Act requirements.

The NCRC is a tool that assists both job seekers and employers by determining a baseline of skills and providing resources to improve skills. The testing is readily available, at no cost, to

Iowa residents looking to add the certificate to their resume and more accurately display their skills to current and potential employers. NCRC measures competency in reading for information, locating information, and applied mathematics, and awards either a platinum, gold, silver or bronze credential based upon the individual's test score.

We are also working with the U.S. Department of Labor Office of Apprenticeship to link that program – a longtime partner of Iowa Workforce Development – to the Skilled Iowa initiative. Discussions are being held on how to incorporate NCRC into Registered Apprenticeship, and how to use the internship as a pre-apprenticeship opportunity.

No state or Federal funds are being used to market this initiative; it is being funded by private employer contributions payable to the Iowa Workforce Development Foundation, a 501(c)3. Specific metrics have been established as a guide to assist communities wishing to achieve Skilled Iowa community status. That information can be found at <http://skillediowa.org/site/wp-content/uploads/2012/07/SkilledIowaMetrics.pdf>

For additional information on Skilled Iowa, please visit the following website, www.skillediowa.org.

Mobile Technology Partnership: In July 2012, Iowa Workforce Development added mobile technology to its workforce services through a partnership with Direct Employers Association and the National Association of State Workforce Agencies (NASWA). Iowa is an active member in NASWA.

The mobile technology is an enhancement to the partnership between Direct Employers Association and NASWA known as the National Labor Exchange. Iowans are able to access job listings that have been verified by Iowa Workforce Development, 24/7 via the web site. The job opportunities can be searched by city, employer name and key word.

As of Oct. 24, 2012, the following microsite job banks are currently available or in development:

www.workiniowa.jobs

- Mobile ready and is search engine optimized and will place high on the search engines and drive traffic back to our job bank (which cannot be seen by search engines due to the firewall)

www.workiniowa-disability.jobs

- Helps employers reach the disability community – according to Google Adwords, ‘disability’ is a highly searched word by job seekers
- Helps employers comply with Affirmative Action /EEOC efforts
- Mobile ready and is search engine optimized and will place high on the search engines and drive traffic back to our job bank (which cannot be seen by search engines due to the firewall)
- There are no “disability” jobs per se; all jobs should be open to persons with disabilities. That’s why when you look at this job bank, it has the same number of jobs that our main

.jobs and Veterans microsites have. This job bank captures that community of people searching on search engines and gets that traffic to our microsite and then to our job bank.

www.workiniowa-stem.jobs

- Helps job seekers find jobs in science, technology, engineering and math.
- Helps employers reach a targeted group of job seekers with these skill sets.
- Mobile ready and is search engine optimized and will place high on the search engines and drive traffic back to our job bank (which cannot be seen by search engines due to the firewall)

www.workiniowa-veterans.jobs

- Contains a military crosswalk so the vet can enter their MOS or MOC and find jobs that match their experience.
- Additional outreach for federal contractors to show OFCCP Auditors
- Mobile ready and is search engine optimized and will place high on search engines and drive traffic back to our job bank (which cannot be seen by search engines due to the firewall)

www.workiniowa-green.jobs **NEW!**

- Based on 247 O*Net codes for increased demand, enhanced skills and new/emerging green jobs.
- Mobile ready and is search engine optimized and will place high on search engines and drive traffic back to our job bank (which cannot be seen by search engines due to the firewall).

PROMISE JOBS (PJ): PROMISE JOBS or “Promoting Independence and Self-sufficiency through Employment, Job Opportunities & Basic Skills,” is Iowa’s welfare reform program. Iowa Workforce Development and the Iowa Department of Human Services are partners in providing this program that is designed to assist Family Investment Program (FIP) recipients to become self-sufficient.

PROMISE JOBS is a participation and eligibility requirement for most Family Investment program (FIP) recipients. A person must be receiving FIP benefits in order to receive PROMISE JOBS assistance. Participants develop an individualized Family Investment Agreement (FIA) that outlines the steps they will take to leave public assistance. Persons who fail to participate or comply with their FIA are considered to have chosen a Limited Benefit Plan (LBP) and lose their FIP benefits. Iowa Workforce Development has a contract with the Iowa Department of Human Services to administer the PROMISE JOBS program. PROMISE JOBS staff is located in each of the Iowa Workforce Development 15 service delivery areas in the state.

The program recently underwent an extensive quality review process which identified areas of excellence and efficiency. As a result, service delivery areas were redefined, and new partnership models were established. Iowa Workforce Development’s partners in the delivery of PROMISE JOBS services include one community action agency and five community colleges.

A number of activities are available to PROMISE JOBS participants including: Workplace Essentials Workshops that provide training on day-to-day skills and how to deal with problems in the home and the work place, job seeking skills training, work experience, on-the-job training,

monitored employment, General Educational Development (GED), Adult Basic Education (ABE) and English as a Second Language (ESL), post-secondary education, parenting skills and family development services. Financial assistance is available for participants for childcare, transportation, short-term training and high school completion. PROMISE JOBS is part of Iowa's integration project, and all participants are enrolled in unified workshops with other center customers, particularly in the Six Steps curriculum.

Iowa and southeast Iowa in particular, was one of eight states recently singled out for workforce participation in its Temporary Assistance to Needy Families program or its coordination between the federal TANF and Workforce Investment Act programs.

Southeast Iowa's integrated model for PROMISE JOBS was recognized for its efforts in both work participation and coordination. The Region 16 office hosted the research firm Mathematica Policy Research in October, as two of the company's employees sought to learn more about southeast Iowa's model and why it's successful. The New Jersey company conducts research and evaluations for several federal departments. The contract bringing the Washington, D.C.-based staff to Burlington is with Department of Health and Human Services.

"I don't think the purpose of the study is necessarily to call out one particular practice," said Mathematica senior researcher Gretchen Kirby. "I think we have to understand that coordination looks very different in different places. But it's more about calling attention to the types of strategies that have the potential to improve the structure of services and client experiences, so that there's a sort of a variety of entry ways for different states and localities to look at coordination and achievement."

Recipients now have access to more workshops giving them job skills and soft skills training. Participants, with few exceptions, must participate in 30 hours of weekly training or job searching for four weeks to remain eligible for benefits. With few exceptions, they must work as soon as they are job-ready or not later than two years after assistance begins. Recipients cannot receive TANF funds for more than five years.

The regional office has numbers to back up its success. It has seen a 23 percent decrease in cases in Des Moines County since January 2011. It has seen employment rates up to 56 percent for participants, from about 23 percent during the same time frame. All the work is done with eight staff members.

Food Assistance Employment & Training (FAET): In partnership with the Iowa Department of Human Services, Iowa Workforce Development will be focusing on providing services to Food Assistance (FA) recipients wanting to obtain work ready skills through the Food Assistance Employment & Training (FAET) program. The primary focus will be on work ready workshops, job search techniques, and NCRC certification and Basic Education such as adult basic education (ABE) and GED.

Program services for Expanded Education that include short-term training will still be offered but due to funding levels, will not be the primary focus as the goal is to provide services to more individuals by focusing on less costly services. In addition to component funding, program

dollars can be used to assist with supportive services such as transportation, work related uniforms, tools and professional/occupational license fees.

Under contract with the Iowa Department of Human Services for delivery of FAET services, Iowa Workforce Development's intent is to continue to cover the costs of Expanded Education for those participants expressing an interest in pursuing a short-term training certification which may include referrals to the current educational service providers or other educational service providers very similar to how the PROMISE JOBS program covers tuition. In addition as funding allows, it is the intent to expand services to include additional counties and regions to provide work readiness and basic education services so that more Iowans can upgrade their skills to meet the demands of today's employment market.

Disabled Veterans Outreach Program (DVOP): Under Federal Priority of Service regulations, Veterans and Eligible Spouses are entitled to priority of service for qualified training programs funded by the US Department of Labor. Iowa Workforce Development partners with the US Department of Labor VETS program and the Iowa County Veteran's Affairs offices to ensure that all disabled vets and their spouses receive priority of services information and staff-assisted services. Active outreach is conducted with employers, community and Veterans service organizations, unions and local counseling and social service agencies to ensure Veterans know about and receive services for which they are eligible.

A primary tool used by all of the partners is the publication originally developed in 2009, "Iowa Veterans Benefits & Services: A Guide to Federal, State and Local Veterans Programs." The publication includes information on training opportunities, health care and hospital benefits, dependent and survivor benefits, life insurance, home loans, employment and other Veterans' service organizations.

Workforce Advisors, themselves all disabled Veterans who have been provided additional training specific to federal, state, and local Veterans programs and regulations, work with Veterans recently separated from military service or with barriers to employment. These barriers may include disabilities incurred while on active duty, substance abuse, convictions, work history and others that could hinder their ability to obtain suitable employment.

Iowa Workforce Development provides access and services to Veterans across the state. Veterans Representatives are based in these one-stop locations: Dubuque, Mason City, Spencer, Fort Dodge, Waterloo, Davenport, Cedar Rapids, Des Moines, Sioux City, Council Bluffs, Creston, Ottumwa and Burlington. Itinerant services are provided in Carroll and Marshalltown. Services available at Iowa Workforce Development service delivery offices include counseling, assessment testing, referrals to other supportive service agencies, and identifying training opportunities.

Iowa Workforce Development utilizes a service delivery model that focuses on service management to eligible Veterans who have a barrier to employment, and all Jobs for Veterans State Grant (JVSG) funded personnel are considered Disabled Veteran Outreach Program specialists, or DVOPs. Iowa elected to focus its resources in this manner believing it was a better investment of funds to provide service management to Veterans in need and requiring our

Wagner Peyser funded-Business Marketing Specialists to promote Veterans to our business customers. All Iowa Workforce Development personnel are charged with providing services to Veterans, and are trained that Veterans can and will be served by everyone, not just the DVOP.

Recent discussions with USDOL VETS leadership indicate that this service model is now seen as a best practice and one they may direct other states to follow.

As noted above, Veterans are also able to access Iowa Workforce Development products and services at our Virtual Access Points statewide, including sites dedicated to them and their families at Iowa's National Guard Armories and County Veterans Affairs offices. The agency is actively promoting the Gold Card Initiative. Iowa continues to locate additional veterans to promote VRAP through our contacts with National Guard and Reserve Units, other service providers and agencies, and through one-on-one contact with veterans. Iowa has had 251 Approved VRAP Applicants with 96 participating in training.

For more information on Iowa's Disabled Veterans Outreach Program, please visit the following website: <http://www.iowaworkforce.org/veterans/>.

Hire Our Heroes Initiative: This is a new partnership developed by Iowa Workforce Development and the US Department of Defense, Employer Support of the Guard and Reserve (ESGR). Hire Our Heroes has developed a publication and a marketing video that is designed to encourage Iowa's employers to exercise "their chance to serve". The initiative highlights the need for Iowa's employers to take time to ask about military experience during their recruitment and hiring of employees and to understand their perceptions and perhaps biases regarding communication barriers regarding the military jargon, concerns with periods of unemployment, fear of Post-Traumatic Stress Disorder (PTSD), the Uniformed Services Employment and Reemployment Rights Act (USERRA) and the Family Medical leave Act (FMLA), fear of additional benefit costs, and fear of calls to active service.

Instead, the Hire Our Heroes Initiative points out how Veterans have been trained to learn and make great employees because of their leadership and commitment to the many soft skills values by employers, as well as the wide range of technical, specialized, and professional capabilities that a Veteran brings to the work place.

Partners in the Hire Our Heroes Initiative include: Iowa Workforce Development, Iowa Employer Support of the Guard and Reserve (ESGR), Iowa National Guard, Army, Navy, Air Force, marine and coast guard Reserve, Iowa Department of Veterans Affairs, US Department of Labor, Greater Des Moines Partnership, Iowa Chamber Alliance, Des Moines Area community College, Pattee Design, and The Principal Financial Group.

For more information on the Hire Our Heroes Initiative, please visit the following website: <http://www.iowaworkforce.org/veterans/>

Ex-Offender Initiative: Iowa Workforce Development, in partnership with the Iowa Department of Corrections, has implemented the Ex-Offender Initiative in three Iowa correctional facilities in Mitchellville, Newton and Rockwell City. A fourth staff person is being

hired for the Clarinda correctional facility. The workforce advisors assigned to this initiative network with employers to address the barriers they may have in hiring ex-offenders. Each of the participants in the program completes the National Career Readiness Certification (NCRC) test. This test is required by many of Iowa's employers and trade union apprenticeships. The NCRC test is one more tool that the ex-offender has in his or her toolbox to demonstrate their competence in the work place regarding math, reading and information gathering.

In addition, offenders are also offered work readiness classes that emphasize job applications, resume writing, interviewing skills and effectively addressing the criminal history issue. All of these classes will help the offender present himself or herself better during the recruitment, interviewing and hiring processes with employers. All of the offenders that participate in the program are entered into Iowa Workforce Development's work search database that can be accessed by all of the One-Stop Centers in Iowa after the offender's release. One-on-one consultations with a workforce advisor are provided to offenders before their release to discuss employment options. The workforce advisors assigned to the program are charged with assisting soon-to-be-released offenders with placement in a job before they leave prison.

Pathways to Health Care Careers: In February 2010 it was announced that Iowa Workforce Development in partnership with the Iowa Department of Human Services, Bureau of Refugee Services and Mercy College of Health Sciences were awarded a \$3.5 million (\$3,403,164) demonstration grant to implement a three-year Health Care Careers training program. The influx of diverse cultures in Iowa has left the health care field searching for ways to connect with a client base that possess different cultural norms than they have experience serving. This program targets English language learners who are bilingual, foreign born and culturally competent to meet that gap in service delivery. With a training goal of over 270 participants in five different health care fields, we will grow knowledgeable, diverse employees for Iowa. Admission criteria to this program is the same accredited standards used at Mercy College with additional requirements to be bilingual and foreign born. Demonstrating how this course can operate on a slower timetable to address the language needs of the participants while continuing to provide innovative training is a learning moment for other institutions that may wish to model this program.

Through July 2012, we have successfully graduated over 100 participants.

- 10 Nursing Assistant (NA) cohorts held in Des Moines
- 1 NA cohort completed in Storm Lake
- 3 cohorts of Emergency Medical Technician Basic (EMT-B)
- 3 cohorts of Medical Billing and Coding

We have two cohorts of long-term classes currently running. In May 2011, our Medical Assisting cohort started in Des Moines. This is a six-semester course and is scheduled to conclude in April 2013. The Paramedic cohort in Des Moines is a five-semester course and will conclude in August 2013. We have also worked with Western Iowa Tech in Sioux City, Iowa to provide the Medication Aide curriculum to eligible participants.

At the website www.iowapathways.org, you may learn more about Pathways and enjoy three recorded graduate interviews.

Federal/State Cooperative Programs: The Labor Market and Workforce Information Division of Iowa Workforce Development works with the US Bureau of Labor Statistics (BLS) on five different programs and partners with the US Census Bureau on the Local Employment Dynamics (LED and On the Map program. All of these programs are cooperative in nature and involve federal-state input.

For additional information on the partnerships and programs within the Labor Market and Workforce Information Division, please visit the following website:

<http://www.iowaworkforce.org/lmi/>.

The five programs that Iowa Workforce Development cooperates with the US Bureau of Labor Statistics include the Current Employment Statistics (CES) program, the Quarterly Census of Employment and Wages (QCEW) program, the Occupational Employment Statistics Wage Survey (OES) program, the Mass Layoff Statistics (MLS) program, and the Local Area Unemployment Statistics program. These programs are instrumental in developing a wide array of information that is used to describe the labor market in Iowa in terms of its jobs and workers. The information is used by businesses, economic developers, educators, government planners and policy makers, grant writers, legislators, job seekers and students.

The staff within the Labor Market and Workforce Information Division is instrumental to a variety of partnerships led by Iowa Workforce Development. The staff provides special analyses of the information of the various programs mentioned above and develops customized products that are designed to meet a variety of customer needs.

Laborsheds: Laborshed Studies have assisted economic development efforts throughout Iowa for the past 10 years and continue to be unique tool utilized for retention and recruitment of business. A Laborshed is defined as the area or region from which an employment center draws its commuting workers regardless of natural or political boundaries. These studies give communities the ability to document and illustrate the characteristics of their labor force, which is an effective tool for retaining and expanding existing businesses while also attracting prospective new employers into the area. The studies include potential labor force, availability and willingness to change/enter employment, occupations, wages, benefits, commuting distances, education, advertising sources for employers, out commute/in commute, and underemployment.

The studies are conducted by Iowa Workforce Development in partnership with Iowa Department of Economic Development regional marketing territory groups or other local development groups, utilities, community colleges, and local officials.

For additional information on Iowa's Laborshed Studies, please visit the following website:

<http://www.iowaworkforce.org/lmi/labsur/index.html>.

Educational Outcomes Measures: This project was developed in coordination with the Iowa Department of Education and Iowa's 15 community colleges. Iowa Workforce Development

uses wage records from the state's unemployment insurance database to answer questions regarding the state's employment rate, earning levels, types of industry by gender and race, academic degrees, and types of programs.

All of the wage data, as well as student records, are used for research purposes only, and are published as aggregated data to protect individuals' identifies. Therefore, in addition to the partnership with Iowa Department of Education and Iowa's community colleges, Iowa Workforce Development and the Labor Market and Workforce Information Division have partnered with the Iowa Department of Corrections, Iowa Department of Human Rights, Criminal and Juvenile Justice Planning, Drake University, US Department of Labor's Office of Apprenticeship, and the States of Illinois, Nebraska and South Dakota. These partnerships are instrumental to assure that data sharing agreements have been established in order to ensure adequate reporting for this project.

For additional information on Iowa's Educational Outcome Measures, please visit the following website: <http://www.iowaworkforce.org/lmi/labsur/edoutcomes.html>.

Skillshed Analysis: This concept was piloted in Iowa by Iowa Workforce Development and nine Iowa Department of Economic Development regional marketing territory groups in 2010. The Skillshed Study analysis compared data from the Laborshed and Workforce needs survey to show supply and demand for skills and labor. The analysis also shows the gaps between those skills possessed by the workforce and those skills needed by employers. The education and training needed to fill these gaps between supply and demand is then determined to complete the Skillshed for a particular locale or region.

This partnership has now expanded to include an interstate consortium led by Iowa through a US Department of Labor Grant through the State of Minnesota and the Institute for Work & the Economy in Chicago, Illinois. The interstate consortium includes Iowa, Indiana, Nebraska, Missouri, and the Workforce Region in Peoria, Illinois. A Skillshed has been designed that could be used by all states and locales when provided with available information.

For additional information on Iowa's Skillshed Analysis, please visit the following website: <http://www.iowaworkforce.org/lmi/labsur/skillshed.html>.

Enhancing the Employment of Iowans with Disabilities: With the implementation of the Workforce Investment Act, seven Iowa state agencies formed a partnership dedicated to increasing the representation of Iowans with disabilities in Iowa's labor force. These agencies include:

- Iowa Vocational Rehabilitation Services
- Iowa Department for the Blind
- Iowa Department of Human Rights
- Iowa Developmental Disabilities Council
- Iowa Department of Human Services
- Iowa Department of Education
- Iowa Workforce Development

Approximately 193,000 working age Iowans with disabilities (21 – 64 year olds) represent 12% of our state’s population with the following employment rates:

- Without disabilities: 85.2%
- With disabilities: 45.6% (Cornell University Disability Status Report, 2006)

These agencies have collaboratively developed initiatives with the Rehabilitation Services Administration, Department of Labor and the Social Security Administration to learn about barriers to employment for Iowans with disabilities, and then to develop promising practices through the sharing of resources, information and customers. With the implementation of the integrated services model in our state, the vision of the Workforce Investment Act for “no wrong door” was reinforced, and the disclosure of disability in those integrated offices has jumped to 11%. Iowa Workforce Development has established a disability policy for its integrated centers emphasizing the promising practices demonstrated by the state agency partnership in these initiatives. A notable impact is recognized in the support of a disability subject matter expert operating within the Skills Development teams of the integrated offices.

This was a practice demonstrated in One-Stop centers in the Disability Program Initiative. Iowa offices are seeking to re-establish those roles through incentives generated through Social Security Administration’s Ticket to Work Program. Another promising practice the state agency partnership is working to enhance is the ready availability of benefits planning services for Iowa’s Social Security disability beneficiaries who wish to work. We project that there are currently 40,000 to 50,000 Iowans who might enhance their careers and become less dependent upon public support if Iowa agencies are able to assist them in utilizing SSA work incentives successfully, and in understanding the management of their benefits with increased income.

This state agency collaboration currently has an application under review by the Department of Labor to strengthen the resources and practices available to Regional Workforce Investment Boards. This initiative is the Disability Employment Initiative. The collaboration of state agencies and workforce boards will partner with the Department of Labor’s Employment and Training Administration to increase the availability of expertise and practice within the integrated workforce system that demonstrate a tangible impact of the employment of Iowans with disabilities. This effort will encompass the partnerships, leadership and resource leveraging strategies identified in this and following sections for the benefit of Iowans with disabilities.

Section I – Iowa’s Workforce Strategic Plan

C. Iowa’s Strategies

Leveraging Resources

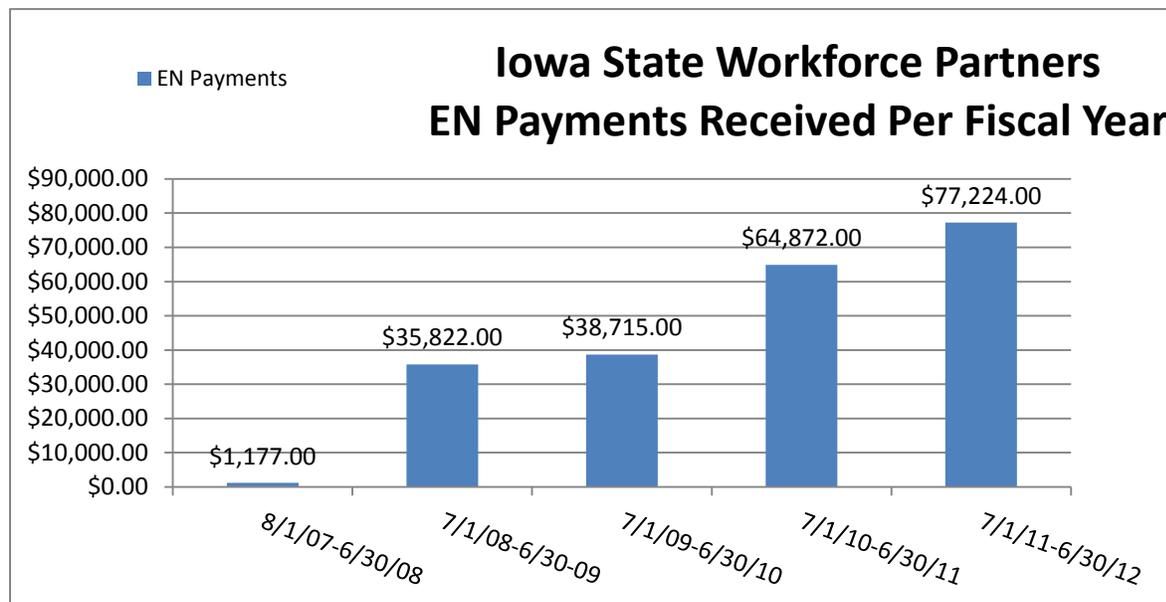
Leveraging Resources among Iowa’s State Agencies: In the past several years, a number of state agencies have focused their efforts toward the goal of increasing earnings by growing industries in these targeted clusters on both the supply and demand sides of the labor market equation. These efforts are further supported by a number of good management practices, codified by Iowa’s Accountable Government Act, by which all state departments must produce a number of documents and make them available to the Governor and others in the executive branch, the legislature, and the general public via the state’s *Results Iowa* Internet site. These documents include:

- An agency strategic plan, updated annually,
- A corresponding performance plan with measurable goals for key strategies,
- A performance report, which details annual progress toward goals in the performance plan.

Social Security’s Ticket to Work Program: The State and Regional Workforce Boards recognize the gap between the employment of Iowans without disabilities and the employment of those with disabilities. Following a number of collaborative initiatives, Iowa Workforce Development has entered into an agreement with the Social Security Administration on behalf of a seven state agency partnership and regional workforce development boards in the state. This agreement creates the possibility of generating flexible funding to become available to Iowa’s Regional Workforce Investment Boards in the form of incentive payments from the Social Security Administration generated by employment outcomes by SSA beneficiaries on disability benefits. Iowa Regions began operating as “Employment Networks” in this program in 2007, with funds generated prior to 7/1/10 going primarily to match the Department of Labor Disability Program Navigator initiative. The following chart demonstrates the amount of incentives generated by region:

IWD Region	2007 to Fiscal Year End 6/30/2010	Fiscal Year End 6/30/2011	Fiscal Year End 6/30/2012	Total	IWD Region
1	\$4,742	\$5,036.00	\$3,888.00	\$13,666.00	Dubuque
3&4	\$16,100	\$5,823.00	\$2,684.00	\$24,607.00	Spencer
5	\$1,177	\$1,275.00	\$0.00	\$2,452.00	Fort Dodge
6	\$0	\$0.00	\$0.00	\$0.00	Marshalltown
7	\$8,915	\$11,870.00	\$9,705.00	\$30,490.00	Waterloo
8	\$1,211	\$6,439.00	\$0.00	\$7,650.00	Carroll
9	\$11,333	\$4,727.00	\$2,231.00	\$18,291.00	Davenport
10	\$4,620	\$726.00	\$1,663.00	\$7,009.00	Cedar Rapids
11	\$17,667	\$12,399.00	\$46,170.00	\$76,236.00	Des Moines
12	\$2,354	\$9,637.00	\$2,558.00	\$14,549.00	Sioux City
13	\$2,422	\$0.00	\$1,828.00	\$4,250.00	Council Bluffs
14	\$0	\$5,488.00	\$0.00	\$5,488.00	Creston
15	\$0	\$0.00	\$2,558.00	\$2,558.00	Ottumwa
16	\$5,173	\$1,452.00	\$3,939.00	\$10,564.00	Burlington
Total	\$75,714	\$64,872	\$77,224	\$217,810	State EN Total

Region 2 operates as its own Employment Network, and that region’s data is not represented above. Region 16 has just become its own Employment Network while the remaining regions still operate under the statewide employment network. To demonstrate the steady growth of SSA disability beneficiaries “signing their tickets” to the One-Stops:



While the number of disability beneficiaries served by Iowa's One-Stops is very high, the program is "triggered" when a beneficiary "assigns" the ticket to the workforce center. This process has been enhanced by the presence of a disability subject matter expert on the Skills Development team. Iowa One-Stops are improving in their ability to sign these tickets. The growth in assignment is shown below:

Through the ongoing partnership with seven state agencies, and their support to Iowa's Regional Workforce Investment Boards, it is expected that these boards will increase these incentives to augment flexibility funding in their regions that will be able to be reinvested in their infrastructure and innovative practices. These investments, generated collaboratively, will increase the numbers of Iowans with disabilities who participate in the labor force.

Leveraging WIA Title I Funds: Practitioners in the field have always argued that the employment and training resources made available from the Federal government are insufficient to meet the needs and demands of the workforce system. If we assume that the size and worth of that system is in large measure dictated by the resources available to support it, it is incumbent upon state and local partners to leverage additional funds in order to provide the best possible services to our citizens. In Iowa, the relative small size of the state and the existence of 15 workforce investment regions combine to create a circumstance in which program and service viability are driven by the ability to access multiple funding and service sources. The result can be described both in terms of fund leverage and of service leverage.

Examples of fund leveraging at the local level range from the obvious sharing of infrastructure costs in the One-Stop workforce centers to specific projects that are supported from multiple sources. Such efforts include a project to identify and serve learning-disabled welfare recipients using a combination of federal formula funds, federal grant funds, state funds, and local contributions. Other projects supported by Iowa Workforce Development through WIA set-aside funds and local economic development funds are the Laborshed studies. The purpose of a Laborshed study is to measure the availability and characteristics of workers who are willing to change jobs or re-enter the workforce in local labor market areas. This data is a key factor in business expansion and site selection decisions. Business, chambers, and economic developers use this data to assist business in expansion decisions and to recruit new business to the state. Equally important to fund leveraging is the promotion of service leveraging. This concept essentially capitalizes on the One-Stop service concept to most effectively coordinate services on behalf of the business or job seeker customer. Duplication of services is suppressed in favor of coordinated lines of business that maximize the limited resources that are available. Examples of service leveraging in Iowa include shared job development and business representatives among regional partners, and coordinated application and service processes for welfare recipients among TANF, WIA, and Wagner-Peyser service providers.

Iowa has also been successful in leveraging other funding opportunities for specialized programs such as the State Energy Sector Partnership grant received in 2009 from the US Department of Labor Employment and Training Administration. The funding for this project, \$5,997 million, was awarded by the Department as part of the American Recovery Act. Iowa's State Energy Sector Partnership Grant's primary focus was to create green jobs and provide training for Iowa's jobseekers in order to assure them with the skills for 21st Century Jobs in the Energy

Sector in Iowa. The Iowa State Workforce Board assigned a group of Iowa's partners to serve on the State Energy Sector Partnership Board. Members of the board represented Iowa Workforce Development, Iowa Department of Education, Iowa Association of Community College Trustees, Marshalltown Area Chamber of Commerce, Iowa Association of Business & Industry, Iowa Federation of labor, AFL-CIO, Iowa Utility Association, IBEW Iowa State Conference, Master Builders of Iowa, US Department of Labor, Office of Apprenticeship, Iowa Association of Municipal utilities, and the Iowa Association of Electric Cooperatives.

The State Energy Sector Partnership Board partnered with the local workforce investment regions in the WIA program to assist with the development of the local sector boards. The local sector boards were required to follow the Aspen Institute's Workforce Sector Strategies Initiative in developing their local projects. The primary purpose of the sector strategy is to provide an integrated system of education, training and supportive services that promotes skill attainment and career pathway development for job seekers. Iowa's local sector boards leveraged resources across multiple state and local agencies, including Iowa Workforce Development, Workforce Investment Act Service Providers, labor organizations, community colleges, representatives from the energy efficiency and renewable energy business and industries such as public, private or nonprofit employers, local economic development, and state and local Veterans programs.

Section I – Iowa’s Workforce Strategic Plan
C. Iowa’s Strategies

Policy Alignment

Integration of One-Stop Service Delivery in Iowa

A. Quality Assurance for One-Stop Centers

The State of Iowa initiated the concept of one-stop services prior to the passage and implementation of the Workforce Investment Act. In 1996, Iowa law was established that revamped significant portions of the employment and training system in Iowa in an effort to bring more programs and services under the guidance of local boards, and to more clearly define a network of offices through which such services would be delivered. While those concepts were still being debated at the national level, Iowa moved ahead.

Through this state legislation, regional boundaries were established, a Iowa Workforce Development Board was appointed, new regional boards were defined and appointed, and specified employment and training programs were required to provide coordinated and comprehensive services in a one-stop environment. With the implementation of the WIA statute, many of its features were already in place. For that reason, Iowa requested and received permission to grandfather the existing state and local boards to represent such boards as defined by the new Act. Existing state policies and procedures were also transitioned in their entirety or with minor modification to meet the requirements of the new law. The vast majority of the entities that were already providing employment and training services in the state continue to provide such services.

This situation has continued throughout the first years of operation under the Workforce Investment Act. During that time, relatively few changes have been made to the system. However, programs and priorities in employment and economic development are constantly evolving, and the Iowa Workforce Development Board is committed to the support and guidance of that evolution.

B. Service Delivery Integration in the One-Stop

The integrity of local direction lies in the direction provided by representation of the local region’s businesses, labor, educators and local elected officials – in short, the direction provided by the Regional Workforce Investment Board. In each region, the Regional Workforce Investment Board is supported by the Iowa Workforce Development Board, and Iowa state agencies, in guiding the integration of a service system that is responsive to the communities within the region.

The merger of multiple partners and services into a seamless delivery system in a well-integrated One-Stop Center requires planning, policy, and commitment. As a primary partner in each center, it is the policy of Iowa Workforce Development to provide a base level of core services, which in turn are complemented and enhanced by the partner services that may be of a more

intensive level or involve training. In this way, integration is emphasized and duplication is minimized. This approach also promotes the maximum use of WIA funds for training activities.

Policy guidance for integrated service delivery in the One-Stop System is also provided in the state WIA Handbook. That guidance takes the form of requirements for establishing the basic structure of oversight boards and service providers in each workforce investment area, as well as direction on coordinated service provision to both business and individual customers.

Much of the policy guidance provided by the state emphasizes the need for the local plan to address issues of service integration. That document must provide a description of the One-Stop system in terms of administrative and organization structure, and also in terms of operational efficiencies and service integration. The local plan includes the following elements that address service integration:

- A description of the access points through which center customers can receive services;
- A description of the products and services that will be available at each of the access points;
- A summary or flowchart of the service delivery system, identifying how customers will be served and referred within the center system and how program services will be provided to employers, job seekers, and other customers;
- The type and availability of adult and dislocated worker employment and training activities in the region, including a description of the local Individual Training Account (ITA) system;
- The type and availability of youth activities in the local area, including an identification of successful providers of such activities; and
- A Memorandum of Understanding between the local boards and system partners that describes the coordination of services, accessibility to partner services, sharing of costs, and methods of participant referrals.

Furthermore, the Iowa Workforce Development Board will be addressing criteria for establishing a certification process for one-stop centers in the State. This process will further address issues of integrated service delivery, and provide guidance to ensure a maximum degree of service coordination in each One-Stop Center.

C. Identifying One-Stop Infrastructure Costs

As noted above, state policies require that Memorandums of Understanding address the sharing of One-Stop infrastructure costs, and these documents are part of the local plans. These policies also require that Memorandums of Understanding be reviewed each year, and modified as appropriate, based upon changes in service delivery processes, budgets, costs, or similar factors. Responsibility for this action rests with local boards and with regional partners.

State staff is responsible for oversight and monitoring of the quality and currency of the Memorandums. The review of local plans provides the opportunity for an initial critique of the Memorandums, and annual monitoring visits are used to ensure that the content and implementation of the Memorandums are current and appropriate. This process also provides a vehicle for identifying any best practices or model agreements that may be subsequently shared among the regions.

D. One-Stop Support with Set-aside Funds

One-Stop delivery systems in Iowa are supported by state set-aside funds in several ways. One of the significant uses of set-aside funds in this regard is support for the statewide information tracking system. Iowa has always endeavored to provide a comprehensive tracking system for its programs, in recognition that a network of One-Stop Centers and programs is best supported by a coordinated network of data tracking. The comprehensive reports and query capabilities provided by this system are essential to program analysis at both the state and local levels, leading to data-driven decisions that improve system quality and efficiency.

Set-aside funds also support the employment and training system by providing direct funding to program operations. Fully one-third of set-aside funds are provided in the form of incentive awards to regions that demonstrate exceptional levels of performance achievement. Local boards make the determination as to the use of incentive awards, which are as flexible as any funds within the WIA funding streams. Iowa also awards targeted grants from set-aside funds to provide services to special populations or business needs.

Other system operation support is provided by set-aside funding in the form of contracts for customer satisfaction surveys, research, staff development, and training.

E. Assured Focus on Business and Customer Needs

Resources in the One-Stop delivery system come in a variety of forms. Some partners contribute funding for core services, intensive services, and training, while others may provide in-kind services. Regardless of the form, the Regional Customer Service plan is the mechanism employed by the state to ensure these resources are focused on the individual business and customer needs.

The local planning guidance asks the local workforce investment board to specifically address the status of the labor pool in context with the labor market, identifying the workforce investment needs of business, job seekers, and workers in the region. The board will then describe how they will use its resources and oversight authority to address workforce needs in the region and develop the annual budget. The state will review and comment on each of these plans and, if necessary, make recommendations on how to maximize their resources to address local workforce needs.

The success of these planning efforts and their implementation is evaluated not only by program performance outcomes, but also by a variety of customer satisfaction surveys, forums, and customer comment opportunities. The Workforce Investment Act statute requires a base level customer satisfaction survey format that is used to determine achievement of a performance standard. Iowa's performance on that measure has always significantly exceeded the performance goals, for both job seekers and businesses. In addition to those surveys, Iowa Workforce Development makes customer comment and feedback opportunities readily available in One-Stop Centers, through its website, and through additional customer surveys. The establishment of Employers' Councils of Iowa in each region of the State provides another level of input directly from businesses regarding Iowa Workforce Development and One-Stop Center

operations. Finally, the State has provided a number of forums and roundtables throughout the State, primarily focused on business, to further ensure that customer needs are being met.

Iowa state agencies recognize that evaluating each agency's performance in isolation of the other services that are available in a community will not adequately support Regional Workforce Investment Boards in addressing capacity issues in their communities. It will be important to continue working together to identify stronger methods to evaluate the combined impact of all Iowa "One-Stop" Service Partner agencies on their communities to determine our collective success. This approach will be necessary to improve community support of business and job seeker interests.

Section I – Iowa’s Workforce Strategic Plan
D. Desired Outcomes

Required performance measures are primarily focused on job seeker customers. Iowa will work to achieve and exceed our negotiated performance indicators as outlined in Table 1 within this portion of the Integrated Plan.

Table 1: Iowa WIA/W-P Performance Indicators and Goals

WIA Requirement at Section 136(b)	Previous Year Performance Based on PY11 4 th Quarter Actual	Performance Goal for PY12 (July 1, 2012 through June 30, 2013) ²
Adults:		
Entered Employment Rate	59.6%	65%
Employment Retention Rate	80.6%	82%
Average Six-Months Earnings	\$11,276	\$11,700
Certificate Rate	50.8%	Not Applicable
Dislocated Workers:		
Entered Employment Rate	83.4%	77%
Employment Retention Rate	94.7%	92%
Average Six-Months Earnings	\$15,791	\$15,000
Certificate Rate	57.9%	Not Applicable
Youth, Aged 19-21:		
Entered Employment Rate	80.4%	Not Applicable for Common Measure States
Employment Retention Rate	85.8%	
Six-Months Earnings	\$4,591	
Certificate Rate	58.2%	
Youth, Aged 14-18:		
Skill Attainment Rate	66.3%	Not Applicable for Common Measure States
Diploma or Equivalent Attainment Rate	81.2%	
Retention Rate	65.9%	
Youth Common Measures¹		
Placement in Employment or Education	74.6%	74.6%
Attainment of Degree or Certification	56.2%	56.2%
Literacy and Numeracy Gains	25.9%	35%
Customer Satisfaction:		
Participant Customer Satisfaction	79.8%	Not Applicable for Common Measure States
Employer Customer Satisfaction	73.4%	
Additional State-Established Measures	Not Applicable	Not Applicable
W-P Requirement at Section 13(a)	Previous Year Performance	Performance Goal
Entered Employment Rate	65%	65%
Employment Retention Rate	80%	82%
Average Six-Months Earnings	11,550	\$13,000

¹ Goals are negotiated for these measures by states reporting common performance measure outcomes only.

² Iowa is requesting a WIA Waiver to report common performance measure outcomes only effective July 1, 2012. The Waiver is included in this Integrated State Plan for 2012-2017 on pages 210-213 and in Attachment C.

The last reported rolling 4 quarters result in the following performance:											
Entered Employment Rate	64%										
Employment Retention Rate	83%										
Average Six-Months Earnings	\$12,987										
The National GPRA results:											
Entered Employment Rate	46.60%										
Employment Retention Rate	70.60%										
Average Six-Months Earnings	\$12,602										
Through 3/31/2012 the previous 11 quarters data:											
Entered Employment Rate											
	PY09 Q1	PY09 Q2	PY09 Q3	PY09 Q4	PY10 Q1	PY10 Q2	PY10 Q3	PY10 Q4	PY11 Q1	PY11 Q2	PY11 Q3
Actual	70	67	64	61	61	61	61	62	62	64	63
Negotiate	73	73	73	73	73	73	65	65	65	65	65
Employment Retention Rate											
	PY09 Q1	PY09 Q2	PY09 Q3	PY09 Q4	PY10 Q1	PY10 Q2	PY10 Q3	PY10 Q4	PY11 Q1	PY11 Q2	PY11 Q3
Actual	82	77	74	74	74	77	81	81	81	82	81
Negotiate	83	83	83	83	83	83	80	80	80	80	80
Average Earnings											
	PY09 Q1	PY09 Q2	PY09 Q3	PY09 Q4	PY10 Q1	PY10 Q2	PY10 Q3	PY10 Q4	PY11 Q1	PY11 Q2	PY11 Q3
Actual	\$12,298	\$12,115	\$11,911	\$11,984	\$12,029	\$12,265	\$12,592	\$12,680	\$12,728	\$12,801	\$12,870
Negotiate	\$11,500	\$11,500	\$11,500	\$11,500	\$11,500	\$11,500	\$11,500	\$11,500	\$11,500	\$11,500	\$11,500

Iowa Workforce Development Performance Plan

Iowa Workforce Development’s mission is as follows: Iowa Workforce Development will contribute to Iowa’s economic growth by providing quality customer-driven services that support prosperity, productivity, health and safety for Iowans. In order to assist Governor Branstad in meeting his five-year goals, Iowa Workforce Development has identified the following goals in its strategic plan:

Goal 1: Grow Iowa’s skilled workforce

Goal 2: Improve products and services based on customer input.

Goal 3: Improve data and performance measurement systems for informed decision-making.

Goal 4: Improve communications both internally and externally.

Each of the Iowa Workforce Development Division Administrators has developed a set of performance metrics to assist the Department in meeting the goals.

Skilled Iowa Metrics

Iowa has established metrics for each of the workforce regions for Skilled Iowa. The metrics include:

Member Businesses Criteria: Those employers that recognize prefer or recommend the assessment of critical skills (Reading for Information, Applied Mathematics and Locating Information) through the National Career Readiness Certificate (NCRC) as a part of their hiring process. This criteria will be measured weekly in each of the regions across Iowa.

Total businesses: Number of businesses to total number of businesses in the Region

Total employment: Percent of member business employment to total employment in the Region

NCRC Recipient Criteria:

Current Labor Force: Employed

Emerging Workforce: Community college and high school graduate data available currently but there are no identifiers linking to Assessment (NCRC) testing for match. This will be incorporated with Skills Iowa Initiative

Transitioning Workforce: Unemployed, willing to accept employment

There are several necessary components in order to assure measurement success:

1. Social Security Number for all participants will be needed to complete longitudinal studies.
2. Train and require staff to enter all Assessment scores, testing information and certification into the IWORKS system.
3. Add a section to the Unemployment Insurance (UI) system to track those participants that are interested in Skilled Iowa Internships and Assessments.
4. Build the Business Objects reports to extract data easily for quarterly and annual reporting.
5. Build a database to enter and track member business participation.

Workforce Metrics:

Each Iowa Workforce Development region is required to report monthly on the following performance metrics in support of the Governor's initiatives:

1. Grow and retain jobs by increasing business outreach services in each Iowa Workforce Development one-stop office by 20 new contacts per month. Monthly goal: 300; Annual Goal 2012: 3,600. Supports Governor's goal: Create 200,000 new jobs.
2. Increase the percentage of people enrolled in job training activities. Monthly Goal: Enroll 5,500 people in job training activities; Annual Goal 2012: 66,000. Supports Governor's goal: Increasing Iowans family income by 25%
3. Increase the percentage of people referred to high school completion activities. Monthly Goal: Refer 600 people to high school completion activities; Annual 2012 Goal: 7,200. Supports Governor's goal: Creating the best education in the nation

4. Increase the percentage of referrals to digital training activities. Monthly Goal: Refer 1,500 people to digital training activities; Annual Goal 2012: 18,000. Supports Governor's goal: Increasing Iowans income by 25% and creating 200,000 new jobs.

Additionally, six month follow-up calls or visits are made to all business contacts and Virtual Access locations. The intent of this outreach to ensure that on-going business relationships have been established, that employer needs are being addressed, and that Virtual Access services are being used, working properly, and located where customers need them. An analysis is made of the ratio of follow-ups to secured employment, with an emphasis on reinforcing the agency's primary role as an employment – not unemployment – office.

Section II - Iowa's Operational Plan
A. Overview of the Workforce System in Iowa

Organization

Iowa Workforce Development is the agency responsible, by state law, for the lead role in the development, support, coordination and alignment of Iowa's workforce development system.

Iowa Workforce Development is designated as the State Administrative and Fiduciary Agency for Wagner-Peyser, Workforce Investment Act and other DOL programs included in this Integrated Workforce Plan for Iowa. In addition, Iowa Workforce Development is the Administrator for the Iowa State Workforce Investment Board.

The Governor charges all state agencies to jointly plan strategies and coordinate activities that align with the Governor and Lt. Governor's agenda. By state law, each agency is also responsible for developing strategic plans, with accompanying performance plans and reports that support that agenda. Iowa's Department of Management assists the Governor and the state agencies with these activities.

Iowa Workforce Development works closely with the Departments of Economic Development and Education to build the workforce and to support the State's economic engines. Iowa Workforce Development also collaborates, as appropriate, with the departments of Human Services, Administrative Services, Management, Iowa College Student Aid Commission, Transportation, Natural Resources, Commerce, Cultural Affairs, Civil Rights, the Iowa Utilities Board, Iowa Finance Authority, the Lottery, and the Iowa Public Employees Retirement System. Other partners include U.S. Department of Labor Veterans Employment and Training Services (VETS), the U.S. Department of Labor Office of Apprenticeship, Job Corps, local Councils of Government, 15 community colleges, numerous private colleges, and the Regents institutions.

Include a description of the key state administrative personnel of the programs described in Section I of the Integrated Workforce Plan:

Attachment A included in this Plan outlines the Program Administration Designees and Plan Signatures designated by the Governor of Iowa.

Section II - Iowa's Operational Plan
A. Overview of the Workforce System in Iowa

Iowa Workforce Development Board

Include a description of the organizational structure and membership roster of the State Workforce Investment Board members and their organizational affiliation:

The Iowa Workforce Development Board was created in 1996, through state legislation, to serve as a board of directors for the state department also known as Iowa Workforce Development. The State Workforce Board in Iowa is not constituted in accordance with the Workforce Investment Act of 1998. Because the Workforce Development Board already existed under state legislation, the WIA statute permitted it to be grandfathered as the State Board. The following narrative and chart provide information on the Iowa Workforce Development Board and how it represents the constituencies required under the Act.

WIA Legislation	Iowa Alternative Entity
1. Governor	Appoints all voting board members
2. State Representatives	Represented as ex-officio members
3. State Senators	Represented as ex-officio members
4. Business	Represented by 4 members
5. Labor	Represented by 4 members
6. Chief Elected Officials	Represented by direct communication to the board and at board functions
7. Organizations with experience serving Youth.	Represented by board member constituencies and provided opportunities for direct input to the board
8. Community-based organizations, community colleges	Represented by 1 member and 3 ex-officio members representing post-secondary education
9. Lead State Agency Officials	Represented by direct communication with the board and at state-level work groups

There are nine voting members on the Iowa Workforce Development Board that are appointed by the Governor for a four-year term. State of Iowa law requires that all Governor-appointed boards and commissions be gender-balanced, politically balanced and geographically balanced. The Iowa Workforce Development Board meets all of these requirements and includes equal representation of business and labor plus one representative for community-based organizations. The Board has a chair, a vice-chair, and committees that meet to provide oversight to Iowa employment and training programs.

The board, because of its balance, represents both urban and rural areas of the state and the views of many diverse groups. There are also members of the Board who are union officers to help link workforce development to organized labor and their related programs. The Governor confers with business-related associations/organizations and labor organizations when making his appointment selections. Business representatives on the board are members of other organizations that support workforce development initiatives. The three board members who represent education at the post-secondary level assist in connecting educational activities to

workforce development initiatives. All of these represented sectors help to make the board have a balanced and diverse approach to workforce development.

In addition, there are 12 ex-officio, non-voting board members who are appointed by their constituent body. Four of the 12 ex-officio members added to the board in 2011 represent Iowa Vocational Rehabilitation Services, the Iowa Department of Education, Iowa Department of Economic Development, and the Department of Labor/Office of Apprenticeship. The remaining eight ex-officio members represent Board of Regent institutions, community colleges, Iowa private colleges and universities, AFSCME and the state legislature, and nonprofit organizations.

The Iowa Workforce Development Board meets a minimum of five times a year to review the operation of Workforce Investment Act programs, to provide recommendations on changes to the Workforce Investment Act system, and to meet with stakeholders and service providers.

Iowa ensures that the public (including people with disabilities) has access to board meetings and activities by posting all of the board's agendas on the Iowa Workforce Development website at least seven days prior to each meeting/activity. State of Iowa law requires both local and state board meetings to be in compliance with the state's open meeting laws. Included on the agency's web site are postings of State Board minutes, a list of meeting dates, and names of the current board members and staff contact names and telephone numbers. All board meetings are held in fully accessible facilities and are open to the public. An e-mail containing the board's meeting agenda and a draft of the minutes to be acted upon at each meeting is sent to over 100 interested individuals before each meeting.

A roster of the current Iowa Workforce Development Board members as of October 2012 is included as **Attachment B**.

Describe how the Iowa Workforce Development Board member who represents Vocational Rehabilitation will effectively represent the interests, needs, and priorities of the Vocational Rehabilitation program and how the employment needs of individuals with disabilities in the state will be addressed.

Iowa Workforce Development and five other State agencies including Iowa Vocational Rehabilitation Services, Iowa Department for the Blind, Iowa Department of Human Services, Iowa Department of Education, Iowa Division of Persons with Disabilities have been working with Iowa's community organizations, local offices and Regional Workforce Investment Boards since the implementation of the Workforce Investment Act in 1998. This effort has centered on improving employment opportunities and workforce success of people with disabilities.

In partnership with local offices and boards, the State agencies have collaboratively entered into grant initiatives from the Rehabilitation Services Administration, Department of Labor and the Social Security Administration. Each initiative has provided additional insight that has supported the state agencies in supporting local offices with direction that will reward local collaborations in sharing customers, information and resources for the benefit of the community.

In 2011, the Iowa Workforce Development Board voted to add an ex-officio position to the Board to specifically represent Iowa's vocational rehabilitation services. The current representative on the Board is the Administrator for the state agency, Iowa Vocational Rehabilitation Services.

Iowa Vocational Rehabilitation Services has seven guiding principles to ensure that the Department's mission to work for and with individuals who have disabilities to achieve their employment, independence and economic goals is at the heart of the daily services provided by the Department. The administrator for Iowa Vocational Rehabilitation Services is committed to opportunities to continue shaping future service delivery systems related to employment services, disability determination and independent living with innovative practices, leadership from all staff, and a focus on service. (Source: Iowa Vocational Rehabilitation Services website, Message from the Administrator)

Iowa Vocational Rehabilitation Services is positioned to be a valued resource on the Iowa Workforce Development Board to assist the Board in meeting the Governor's four goals aimed at improving the socio-economic environment of Iowans while assuring collaboration with business, industry and community partners in providing services to enhance the lives of individuals with disabilities. Key parts of the strategic plan for Iowa Vocational Rehabilitation Services include: increased business partnership, improved collaboration with partner agencies, an analysis of work processes that will lead to more effective practices, and identification of strategies to improve communication channels both internal and external to the agency.

During the federal fiscal year of 2011, Iowa Vocational Rehabilitation Services placed 2,136 individuals into competitive employment. These individuals averaged working 33 hours per week and earned on the average, \$11.48/hour. Over 5,200 individuals received or are receiving services assisting them in obtaining post-secondary education to obtain skills and knowledge to compete in today's labor market. Individuals served by Iowa Vocational Rehabilitation Services earned \$15.7 million more than was spent on the entire Vocational Rehabilitation Services program, and after ten years, the State of Iowa receives an average of \$329 return on every \$100 of state appropriation originally invested in the Vocational Rehabilitation program. (Source: Iowa Vocational Rehabilitation Services website, Message from the Administrator)

Describe how the SWIB effectively coordinates and aligns the resources and policies of all the programs included in the plan, specifically:

The Iowa Workforce Development Board meets a minimum of five times a year to review the operation of Workforce Investment Act programs, to provide recommendations on changes to the Workforce Investment Act system, and to meet with stakeholders and service providers. The board also supports Iowa's Regional Workforce Investment Boards through review and approval of local plans, and in the provision of technical assistance to the Regional Boards as it deems necessary.

State legislation requires that the board develop and coordinate the implementation of five-year and twenty-year comprehensive workforce development plans for the state. The board has also developed methods of evaluation for the goals and objectives set by the Governor. Finally, the

board also established guidelines and procedures for the awarding of grants for services by Iowa Workforce Development.

Resources Provided: The Board receives a state appropriation to support its activities and staff for the board are provided through WIA funding. Because the Iowa Workforce Development Board also acts as the Board of Directors for Iowa Workforce Development, all Iowa Workforce Development employees can be called upon to assist the board. Numerous individuals are called upon to give presentations to the board that are not funded by WIA, and are frequently from other state agencies, organizations, businesses, unions, non-profits, etc.

Iowa's regional delivery system includes a variety of organizations, institutions, and commercial enterprises. Many of the same organizations and individuals who are responsible for the design and management of the Regional Workforce Development System also are in the business of delivering workforce development products and services. The potential for conflict of interest is inherent in this type of structure. Consequently, certain compensating controls are applied to the decision-making process to reduce and avoid conflict of interest in all transactions involving workforce development funds.

PLAN DEVELOPMENT PROCESS

Describe how the SWIB collaborated in the development of the plan and how the SWIB will collaborate in carrying out the functions described in WIA Section 111(d):

The Governor and the Iowa Workforce Development Board consider the development of this State Plan to be an on-going process. As such, the plan is not developed in a defined timeframe, or with the initiation of a few planning efforts and exercises. Instead, the vision, goals, objectives, and processes defined in the plan represent the current culmination of a variety of strategic planning efforts that incorporate the Governor's vision and goals for the State of Iowa, the Workforce Development Board's goals and objectives, and the departmental goals of Iowa Workforce Development.

The plan also incorporates recommendations and goals established through several enterprise-wide councils and taskforces established by the Governor. For example, this plan includes a review of the goals, priorities, data and recommendations from the Iowa Governor's STEM Advisory Council, Skilled Iowa, Iowa Innovation Council, Battelle Iowa Studies and Reports, Green Jobs Task Force, State Energy Sector Partnership, and the Misclassification Task Force.

The Iowa Workforce Development Board has opened and maintained lines of communication with state agency partners that are also involved in the education and training of Iowa's workforce and the economic development efforts in Iowa. Such conversations and exchanges of information have occurred with representatives of the Departments of Education, Economic Development, Elder Affairs and Human Services.

The plan includes the input of the local boards, partner agencies, and service providers. That input is gained through on-going communication with these entities, through their direct input into the planning process, and through their own planning efforts. In addition, agencies, service providers, program participants, and related constituencies of the employment and training

system provide a constant and on-going source of input and information into the planning process.

On a more formal level, the Iowa Workforce Development Board uses a variety of approaches to gather input and provide an opportunity for comment on the State Plan. This update was posted for public comment at the same time it was presented to the State Board and the draft modification posted on the Iowa Workforce Development website. Comments received from the State Board have been included in this document, and any public input received will be incorporated as appropriate.

Structure/Process for State Agencies Communication/Collaboration

The State Board provides multiple opportunities for communication and collaboration with its constituencies. Primary among these constituencies are the Regional Workforce Investment Boards (RWIBs). These RWIBs are notified of State Board meetings, and representatives from local workforce boards often present information at State Board meetings.

The State Board has visited One-Stop Centers and met with local service providers and clients, and plans to continue to conduct on-site visits. State Board members have also attended local workforce investment board meetings to provide input on the activities of the State Board and to allow for an exchange of information between the two levels of operation.

Operational Collaborations: At the state level, the board often invites representatives of state agencies to present at State Board meetings, including the Departments of Elder Affairs, Economic Development, Education, Juvenile Justice, Human Services and Natural Resources. In addition, collaborative training sessions and information exchange are provided with partner agencies. For example, in July 2009, the Iowa Workforce Development Board met at the Job Corps Center in Denison, and in December 2009 and February 2010 at the Iowa Association of Community College Trustees' offices in Des Moines to discuss issues of mutual interest. Byron Zuidema, USDOL/ETA, attended the latter event as the board's guest. Discussion, meetings, and training sessions such as these go far to establish collaboration between state agencies.

One example of this practice leading to changes in how services are offered includes the "Governance Group". This team includes Iowa Vocational Rehabilitation Services, Iowa Department for the Blind, Iowa Department of Education, Iowa Department of Human Services, Iowa Division of Persons with Disabilities, Iowa Governor's Council on Developmental Disability and Iowa Workforce Development. This group has worked in collaboration to address increased employment success for Iowans with disabilities, and have been working to establish stronger practices to support diverse agencies in sharing customers, information and resources for the overall good of the community. The collaborative planning of these agencies has resulting in the successful application and completion of several large statewide grant initiatives that continue today.

Additional projects that are planned to promote joint-agency communication and participation include meetings with the Iowa Department of Education and Economic Development State Boards; continued sponsorship of the statewide Employer Benefits Survey; and establishing a certification process for one-stop centers.

Communication Mechanisms: A variety of communication tools are used by the State Board, including the field memo series used by Iowa Workforce Development to distribute information to the local workforce offices in a formal manner. In addition, news releases are distributed statewide. A website that includes information on all 15 Iowa WIA regions is maintained by Iowa Workforce Development and public notices are published in local and statewide papers announcing meetings and grant opportunities. Iowa Workforce Development also hosts a comprehensive calendar that includes information on both local and state meetings and events. The State Board's website contains the minutes from State board meetings as well as the board's future plans for meetings and on-site visits.

Cross-Cutting Organizations: Two examples of Iowa multi-agency efforts that cut across policy barriers or impediments to customer service involve supporting youth and individuals with disabilities. The Iowa Collaboration for Youth Development is a state-led interagency initiative designed to better align policies and programs and to encourage collaboration among multiple state and community agencies on youth-related issues. The goals of the initiative are to promote the use of positive youth development principles in state policies and programs and to facilitate the use of effective youth development practices in communities throughout Iowa. Meeting regularly since the organization's inception, member organizations discuss youth development issues, build consensus on a youth development framework, promote youth development principles and practices, and pursue the following three broad objectives:

- Better coordinate and align state policies and programs related to youth using a positive youth development framework;
- Identify or develop resources for use at the community level to promote youth development and to facilitate planning and implementation of effective youth-development programs; and
- Increase youth involvement in state and local level policy discussions and decision –making.

By partnering with communities and youth throughout the state, the Iowa Collaboration for Youth Development is contributing to growing Iowa's youth into successful and productive adults.

Section II - Iowa's Operational Plan
A. Overview of the Workforce System in Iowa

Iowa's Local Regional Areas

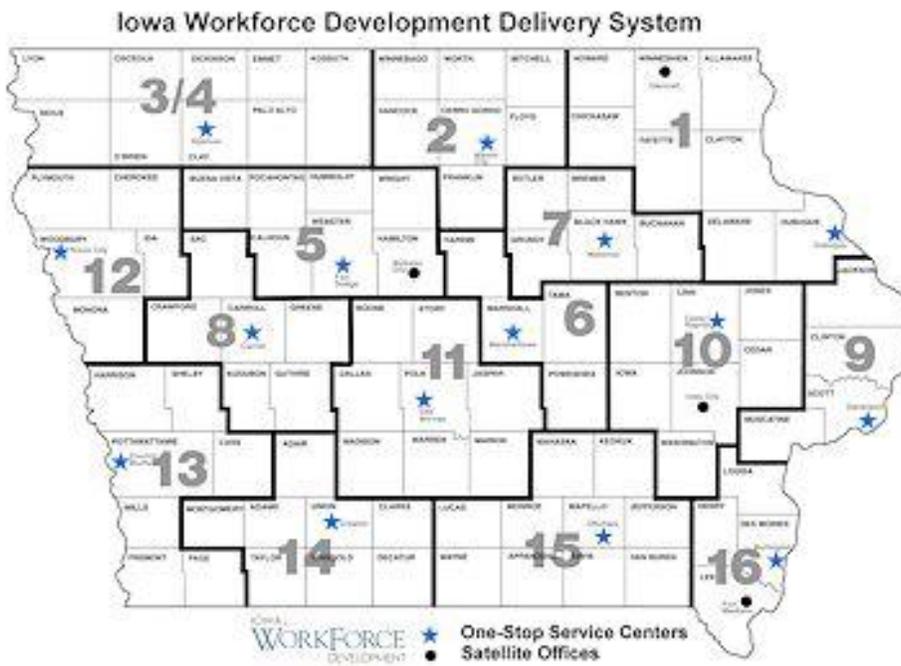
Describe the WIA title I local workforce investment areas in the state including:

- a. Identifying the local workforce investment areas designated in the state and the process used for designated local areas:

Iowa has 15 local workforce investment regions. A map of the designated local workforce investment areas is included below. Iowa does not anticipate any local area re-designations.

The original plan for the designation of regions under Workforce Investment Act suggested no change to the 15 regions created under Iowa Senate File 2409. However, with the enactment of the Workforce Investment Act in 1998, a resulting public process to gather input was conducted in 1998 that changed regional boundaries and split the Northwest Iowa area into two regions, thereby establishing 16 Iowa regions. The Iowa Workforce Development Board took action on February 11, 1999, to recognize and put 16 regions into service.

In January of 2006, the Regional Workforce Investment Boards of Regions 3 and 4 in Northwest Iowa expressed their joint desire and presented a study calling for the merging of the two regions into a single region. The State Workforce Board reviewed and approved the request to merge Regions 3 and 4 on January 27, 2006. The Governor's office approved this merger on March 7, 2006.



- b. Designation of intrastate regions and interstate regions, as defined in 20 CFR 661.290 and their corresponding performance measures. For interstate regions, describe the roles of the respective governors and state and local workforce investment boards.**

There are no intra-state or inter-state plans from multiple regions in Iowa.

- c. Iowa has an additional regional structure in place that is important to the development of the Integrated Workforce Strategic Plan. Iowa has 17 economic development regional marketing group territories that are made up of two and nine counties. All of the 99 counties in Iowa participate in a regional marketing group.**

The economic development regional marketing group territories were started in 2005 through the Grow Iowa Values Fund. The primary goal for the funding was to assist each region market its assets to compete in a globally competitive environment beyond what they could accomplish as individual cities and 99 separate counties. In addition, Grow Iowa wanted to encourage its region to identify its distinctiveness and capitalize on unique its strengths. (Regional Marketing Meeting, October 19, 2011) There are currently 17 regional marketing group territories in Iowa that are made up of two and nine counties each. All of Iowa's 99 counties participate in a marketing group territory.

Since the establishment of the regional marketing group territories, a series of Skillshed and Laborshed reports have been developed and published bi-annually for each of the territories. (Iowa Workforce Development, LMI Division website). In May 2012, Iowa Workforce Development and the Iowa Economic Development Authority released a series of 17 regional reports to accompany the statewide Iowa Workforce and Economic Development Status Report that was released in January 2012. The regional reports allow for the comparison of regional economies to the statewide economy, as well as for comparisons of counties within each region.

This series of reports is the first such report published specific to the status of Iowa's workforce and economic development in a single report as it related to the Governor's goals outlined in January 2011. It is intended that these individual status reports will provide baseline information to assist each of the 17 regions in developing economic plans suited to their particular regions as Iowa moves through a period of strong economic growth in the future. (Iowa Workforce Development Press Release, May 24, 2012)

Section II – Iowa’s Operational Plan
B. Operating Systems and Policies Supporting Iowa’s Strategies:

Iowa’s Integrated Service Delivery System

The integrity of local direction lies in the direction provided by representation of the local region’s businesses, labor, educators and local elected officials – in short, the direction provided by the Regional Workforce Investment Board. In each region, the Regional Workforce Investment Board is supported by the Iowa Workforce Development Board, and Iowa state agencies, in guiding the coordinated implementation of Iowa’s Integrated Service Delivery system in each of the 15 regional workforce development areas that is responsive to the job seekers, employers, Registered Apprenticeship and other partners within the communities in each region. In addition to Wagner-Peyser, Trade, Veterans, New Iowans and Workforce Investment Act Title 1 Adult and Dislocated Worker programs, the Iowa Integration Service Delivery model will provide services to Unemployment Insurance recipients and PROMISE JOBS participants.

The merger of multiple partners and services into a seamless delivery system in a well-integrated One-Stop Center requires planning, policy, and commitment. As a primary partner in each center, it is the policy of Iowa Workforce Development to provide a base level of core services, which in turn are complemented and enhanced by the partner services that may be of a more intensive level or involve training. In this way, integration is emphasized and duplication is minimized. This approach also promotes the maximum use of Workforce Investment Act funds for training activities. The Iowa Legislature passed House File 2699 that required Iowa Workforce Development to develop a plan by January 1, 2009 that would coordinate the workforce delivery system in a more efficient, cost-effective manner while improving services for customers; co-location and integration of all workforce and job training programs, and improves the effectiveness of the regional workforce system. This workforce delivery system is known as the Iowa Integration Delivery System.

Adoption of the Iowa Integrated Service Delivery model by the local Regional Workforce Investment Board in collaboration with Iowa Workforce Development includes the development of local functional leadership whose responsibility is to manage the delivery of products and services regardless of their program source. This includes referrals made to employers, registered apprenticeship programs and other benefits that would benefit the job seeker in their search for employment. Iowa has three functional teams that delivery services in a comprehensive manner at the core and intensive level, Membership, Skill Development and Recruitment and Placement. The philosophy of Iowa’s Integrated Service Delivery model applies to services provided to both job seekers and to business customers.

Policy guidance for integrated service delivery in the One-Stop System is provided in the Iowa**WORKS** Integration Policies Guidebook (Iowa Workforce Development, February 27, 2012) and in the Iowa Workforce Investment Act Handbook. The Iowa**WORKS** Integration Policies include the following:

WSP-0801	Iowa Integration Policy
WSP-0901	Integrated Membership Process and Co-Enrollment Policy
WSP-0902	Integration Local Leadership Policy
WSP-0903	Integration Premises Policy
WSP-0904	Leadership Selection Policy
WSP-0905	Integration Marketing and Branding Policy
WSP-0906	Integrated Skills Development Process Policy
WSP-0907	Integrated Recruitment & Placement Policy
WSP-0908	Integration Functional Descriptions Policy
WSP-1001	Integration Veterans Policy including Veterans Program Acronyms, Veterans Program Letter-07-10
WSP-1002	Integration Older Workers Policy
WSP-1003	New Iowan & ELL Services Policy
WSP-1004	Staff Personal reference Policy
WSP-1101	Integration Banning Policy including Staff/Management Checklist and Suggested Letters
WSP-1102	Job Seekers Disability Policy
WSP-1201	Complaint Policy for Iowa's Integrated Workforce Centers

Additional guidance in the Iowa WIA Handbook takes the form of requirements for establishing the basic structure of oversight boards and service providers in each workforce investment area, as well as direction on coordinated service provision to both business and individual customers. Much of the policy guidance provided by the state emphasizes the need for the local plan to address issues of service integration. That document must provide a description of the One-Stop system in terms of administrative and organization structure, and also in terms of operational efficiencies and service integration. The local plan includes the following elements that address service integration:

- A description of the access points through which center customers can receive services, including the Iowa **WORKS** Virtual Access Points located throughout the region;
- A summary or flowchart of the service delivery system, identifying how customers will be served and referred within the center system and how program services will be provided to employers, job seekers, and other customers;
- The type and availability of adult and dislocated worker employment and training activities in the region, including a description of the local Individual Training Account (ITA) system;
- The type and availability of youth activities in the local area, including an identification of successful providers of such activities; and
- A Memorandum of Understanding between the Regional Workforce Investment Board and system partners that describes the coordination of services, accessibility to partner services including Registered Apprenticeship, sharing of costs, and methods of participant referrals.

The Iowa Workforce Development Board will be addressing criteria for establishing a certification process for One-Stop centers in the State. This process will further address issues of integrated service delivery, and provide guidance to ensure a maximum degree of service coordination in each One-Stop Center.

Iowa's Brand for the One-Stop Centers - IowaWORKS

Integration brings workforce programs delivered by multiple partners across the state into one seamless system. In order for the integrated system to be a success, it is important that all Iowans clearly recognize and identify with our new unified, integrated brand. This brought forward an issue of properly branding the system so as not to diminish the importance of any partners' individual brand. Iowa Workforce Development facilitated a focus group of WIA Service Providers and Iowa Workforce Development managers to discuss a new identity and logo design. As a result, a new unified brand was developed for the Integrated System: Iowa**WORKS**. Iowa adopted the new Iowa**WORKS** brand on April 15, 2010.

The use of the Iowa**WORKS** brand is governed by a set of exclusive and inclusive guidelines and requirements. The Iowa**WORKS** brand shall be the exclusive brand used to identify the integrated One-Stop centers. All signage, materials, etc., will encompass the Iowa**WORKS** brand exclusively for delivering services within the workforce system when developed using funds that pass through Iowa Workforce Development. Funding sources that pass through Iowa Workforce Development will not be used to subsidize marketing, collateral materials, websites, advertising or other efforts that does not strictly adhere to the brand requirements.

Iowa will not be adopting the American Job Center brand as announced in the U.S. Department of Labor, Employment and Training Administration's TEGL No. 36-11, Announcement of American Job Center Network.

Iowa's Rapid Response Services

Rapid Response is a proactive, business-focused, and flexible strategy designed for two major purposes. First, 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.

Second, to respond to layoffs and plant closings by quickly coordinating services and providing immediate aid to companies and their affected workers. Iowa Workforce Development and the One-Stop Center partners will work collaboratively with employers and employee representative(s) to quickly maximize public and private resources to minimize the disruptions on companies, affected workers, and communities that are associated with job loss. Rapid Response can provide customized services on-site at an affected company, accommodate any work schedules, and assist companies and workers through the painful transitions associated with job loss.

The State Dislocated Unit within Iowa Workforce Development's Workforce Services Division is the organizational unit responsible for conducting Rapid Response activities. The unit has two

Workforce Program Coordinators assigned to Rapid Response in conjunction with their other duties within the Unit. The State Rapid Response WARN Coordinator and the State Rapid Response Layoff Aversion Coordinator attempt to obtain the earliest possible indication that a company is laying off workers or closing a facility, so that strategies to avert layoffs may be developed. Layoff notices, including those submitted in compliance with the Worker Adjustment and Retraining Notification Act and Trade Act petitions, are received at the state level. Iowa Workforce Development Regional Managers and the WIA Directors are notified within 48-hours of any layoff notices that are received at the state level.

The State Rapid Response WARN Coordinator is responsible for coordinating Rapid Response activities when either a Federal or an Iowa WARN (Iowa Worker Adjustment and Retraining Notification (WARN) ACT, HF 681, effective July 1, 2010; aka Iowa Layoff Notification Law) is received by the Unit. These services are completed in concert with the employer and activated when an employer completes their responsibilities under the Federal WARN Act or the Iowa Layoff Notification Law within 48-hours of receiving the notice at the State Dislocated Worker Unit office. For additional information on Iowa's Layoff Notification Law, please see the website at <http://www.iowaworkforce.org/centers/warn/inln.htm>.

A variety of sources are used to identify events. These include, but are not limited to, contact with the following sources:

- Electronic and print media;
- WARN and State Plant Closing and/or Mass Layoff Notices;
- State and local economic development agencies;
- Outplacement consulting firms;
- Iowa Workforce Development staff and WIA service providers;
- Unemployment Insurance profiling and reemployment services staff;
- Elected legislative officials;
- State and local level business associations;
- Local One-Stop Center partners; and
- AFL-CIO Labor Education and Training Center state level and field staff.

Additional partners from the following groups are included in the initial meeting, as appropriate, to the company's request and coordination with Iowa Workforce Development and the WIA Service Provider:

- Local Community College
- Local County Department of Human Services
- Local Community Action Program
- Vocational Rehabilitation Service Provider
- Mental Health Service Provider
- Consumer Credit Services
- Food Banks
- Small Business Development Centers
- Labor (if company has a Union Affiliation)

- Iowa State University Extension
- Local Economic Development (always included in invitation for all Rapid Response Meetings; optional for Employee Information Meeting)
- Chief Elected Officials (always included in invitation for all Rapid Response Meetings; optional for Employee Information Meeting)
- Regional Workforce Investment Board Members (always included in invitation for all Rapid Response Meetings; optional for Employee Information Meeting)

During the initial visit with the company, the State Rapid Response WARN Coordinator provides information to companies with regard to the state's requirements and the federal requirements or laws for notification, including the Worker Adjustment and Retraining Notification Act of 1998. In addition to providing information related to the state and federal requirements, the Coordinator emphasizes the benefits of early intervention. The goal of every initial visit with the company is to share and gather information, establish the dates, time, and location for worker information meetings. In addition, the WARN Coordinator provides information and will assist the company in regards to the services that the federal government provides to workers whose jobs are lost due to foreign trade or shifts in production out of the United States. The WARN Coordinator will ensure that the company is aware of the steps in filing a Trade Act Petition, the wide array of services available to their workers that they would otherwise not be eligible for, and provide assistance in completing the Trade Act Petition, if requested.

In many instances, Trade Act Petitions are filed at the initial meeting with the employer or shortly thereafter. The WARN Coordinator explains to the company the multiple benefits of conducting the worker information meetings early, on-site and on company time. The benefits discussed include:

- Higher productivity and worker morale and lower absenteeism during layoff event due to reduced stress.
- Lower unemployment insurance costs, as workers are re-employed more quickly when services are begun prior to layoff.
- Decreased likelihood of sabotage or work disruptions.
- Media and rumor management. The WARN Coordinator understands the often-confidential nature of layoffs, and will work with the company to ensure confidentiality at all times.
- Better public relations for an employer. The Federal WARN and Iowa Layoff Notification Act Coordinator will also work with the media to highlight services an employer is providing to its workers during a layoff period, which will improve a company's public image, at the company's request.

The local WIA service provider staff and the State Dislocated Worker Unit conduct worker Information Meetings, if technical assistance has been requested by the local service area. The WIA service provider staff, Iowa Workforce Development Unemployment Insurance staff, and the One-Stop Center partners are the primary presenters on services available in their area. This meeting provides not only provides information to the workers but also introduces workers to representatives of the One-Stop Center partners and an overview of available services and establishes a local contact that can help the dislocated workers through this transition. At the

meetings, workers are surveyed to determine the interest and need for specific workshops, training and other activities.

Trade Adjustment Act (TAA) benefits are not covered in the initial worker information meeting with the workers. Should a company become TAA certified, the TAA Workforce Program Coordinator and members of the Unemployment Division's Trade Readjustment Assistance team conduct a separate TAA/Trade Readjustment Assistance session for the workers.

When a layoff involves large numbers from a single employer, it may be beneficial to establish an on-site career transition center. Therefore, when amicable to company management and labor representatives, an on-site career transition center is advised by the State Rapid Response WARN Coordinator. Convenience, including distance from the employer to the closest One-Stop Center, work schedules of the workers, and time off allowed by the employer to attend activities must be considered.

The State Rapid Response WARN Coordinator with the 15 One-Stop Centers and the regional Workforce Investment Act Service Provider's designated staff contact local elected officials and the Regional Workforce Investment Boards to coordinate Federal WARN and Iowa Layoff Notification Act activities. In events that have more than 25 people affected, the WARN Coordinator is responsible for making initial contact with the company, scheduling the initial meeting with the company and where appropriate, local unions. Local One-Stop Center staff and the Workforce Investment Act service providers are included in the initial meetings with the company so they may assist the company and the WARN Coordinator in identifying and coordinating local information on services and how to access them at the worker information meetings. These services include, but are not limited to:

- Career counseling and job search assistance
- Resume preparation and interviewing skills workshops
- Information on the local labor market
- Unemployment insurance
- Information about education and training opportunities
- Information on health benefits and services
- Local services available may include use of computers, telephones, and fax machines for job searches
- Financial planning and stress management workshops
- Financial support for training
- Income support if jobs were lost due to foreign trade
- Services for veterans and adults with disabilities

The Iowa Workforce Development Board and Iowa Workforce Development are committed to the Governor's goals to create 200,000 new jobs, increase Iowa's family income by 25%, and to create the best education in the nation. Iowa Workforce Development Director, Teresa Wahlert, has outlined four metrics for the Workforce Services Division, one of which is directly related to reaching out to businesses and other partners. The metric states that the Workforce Services Division will grow and retain jobs by increasing business outreach services in each Iowa Workforce Development One-Stop Center by 20 new contacts per month.

The rapid response system first seeks to avert layoffs, when possible, while maintaining the capacity to return workers to productive employment as quickly as possible if the layoff is unavoidable. The objectives of rapid response are reemployment on or before the affected worker's last day of work and, upon notification of layoff, the successful transition of dislocated workers to participation in appropriate intensive or training services to facilitate a quick return to work.

The State Rapid Response Layoff Aversion Coordinator will continue to be responsible for the implementation of the Layoff Aversion strategies developed for reaching out to Iowa's businesses and other partners. The Layoff Aversion Coordinator is responsible for providing technical assistance to the 15 One-Stop Centers, the WIA Service Providers, and One-Stop Center partners regarding layoff aversion services. Iowa Workforce Development Managers and the Workforce Investment Act Service Providers will be encouraged to include the State Rapid Response Layoff Aversion Coordinator in their Business Service Unit or in Iowa's Integrated Centers, in their Recruitment and Placement Teams.

Iowa's Rapid Response Layoff Aversion services rely heavily on the Dislocated Worker Surveys completed during a Federal WARN event, the Labor Shed and Skill Shed reports completed by the Bureau in collaboration with the 18 Iowa Department of Economic Development's Regional Marketing Groups continue to be crucial tools in Iowa Workforce Development's business services and Rapid Response Layoff Aversion services.

Iowa offers a variety of Rapid Response services in collaboration with a variety of partners for businesses. These include incumbent worker training programs to assist employers in upgrading their workers' skills through employer loan programs sponsored by the 15 local community colleges in conjunction with many Iowa training providers including Renew Rural Iowa, the Small Business Development Centers, Iowa State University Extension, and Workforce Investment Act customized employer services. Iowa is one of 20 states with Voluntary Shared Work legislation available to companies who are considering a layoff of their employees. Voluntary Shared Work is coordinated by Iowa Workforce Development's Unemployment Insurance Division.

Iowa's Common Data-Collection and Reporting Process

Iowa's common data-collection and reporting processes are used for all programs and activities provided by workforce investment funds at Iowa's One-Stop Centers. Iowa's Integrated Service Delivery system uses a common job-seeker registration and enrollment process (known as becoming a "member") that also uses the same computer software that generates the participate data base. Iowa's data collection system is known as IWorks. IWorks is web-enabled, requires a secure-password access and has been customized to meet Iowa's case management and reporting system. Each job seeker who comes to an Integrated Center is asked to enter their specific demographic information, which begins their registration as a "member". This partial registration information is then completed by Center staff to ensure complete data entry and program enrollment.

IWorks is the common data-collection process for the following programs:

- Workforce Investment Act
- Wagner-Peyser Act
- Veterans Employment Training programs
- Migrant and Seasonal Farm Workers
- PROMISE JOBS
- Food Assistance Employment & Training

Iowa's State Performance Accountability System

Iowa Workforce Development is requesting a waiver under the authority of the Secretary of Labor to waive performance-reporting requirements of the Workforce Investment Act, Title I, Subtitles B and E. Section 136(b) of WIA provides that State performance measures for WIA shall consist of seventeen (17) specific core indicators of performance and customer satisfaction. Iowa is requesting a waiver to reporting the 17 measures required under WIA 136(b), and the performance measures applicable to Employment Services (ES), veterans' services and Trade services. Iowa Workforce Development as the State of Iowa's administrator for the Workforce Investment Act is requesting is requesting to eliminate the required seventeen performance measures (15 core and two customer satisfaction performance measures) and replace them with the common measures delineated in TEGL 28-04.

For Program Year 2012, the state of Iowa would be operating under nine measures: Adult/Dislocated Worker Entered Employment, Adult/Dislocated Worker Retention, Adult/Dislocated Worker Earnings Change, Youth Placement in Employment or Education, Youth Attainment of a Degree or Certificate, and Youth Literacy and Numeracy Gains.

The waiver will allow Iowa to align with the common measures developed by the United States Department of Labor and begin implementation of these measures on July 1, 2012. Through this waiver, Iowa is hoping to mitigate the potential confusion of the current reporting system by discontinuing the use of the 17 performance measures and reducing them to the six common performance criteria called for under Adult and Youth common measures. This will also allow Iowa to begin the recovery process of having failed multiple measures for two consecutive years.

Iowa has embarked on a service delivery model process that will ensure services are integrated at the front line level and unified at the management level. Granting this waiver would complement our efforts through the provision of common workforce system performance measures and make Iowa's workforce system more efficient and effective. By refocusing the local regions' performance assessment from individual program performance measures to universal outcome measures, service integration can be enhanced.

The common measures will also be easier to manage and more clearly understood by Regional Workforce Investment Boards (RWIB), businesses, and workforce investment system partners.

For additional information regarding this Waiver request, please see pages 96-98 of this Integrated Workforce Strategic Plan and Attachment C.

Describe Iowa’s strategies for using quarterly wage record information to measure the progress on state and local performance measures, including identifying of which entities may have access to wage record information:

Iowa Workforce Development has an internal-earnings transfer procedure, and contracts with other national agencies in order to use quarterly wage information to measure progress for state and local performance measures. Each quarter, earnings from Iowa employers are uploaded, and the state system performs the job match by way of Social Security Number matches. Iowa also has a contract with the state of Maryland’s administration of the Federal Employment Data Exchange System (FEDES) and with U.S. Department of Labor’s Wage Record Interchange System (WRIS), which provides earnings data for out-of-state individuals who participated in Iowa’s workforce programs.

These two systems also provide information on individuals who, as a result of our services, obtain employment with the U.S. Department of Defense, U.S. Postal Service, and federal jobs, in general. All earnings data is secured through multiple, fire-walled systems, and access is granted only to individuals with a legitimate business need.

By participating in the U.S. Department of Labor’s Wage Record Interchange System (WRIS), Iowa has a more robust picture of the effectiveness of the workforce investment programs, and is able to report more comprehensive outcomes against performance measures.

Section II – Iowa’s Operational Plan
C. Services to State Target Populations

Iowa’s Commitment to ensuring a broad range of services and products and universal accessibility for all Iowans

Iowa Workforce Development, related programs and partner agencies are committed to ensuring that a broad range of services and products are available for all Iowans. Iowa has adopted a long-range objective to ensure that any new or revised integration of workforce services include a review of the service design prior to implementation in One-Stop Centers, satellite offices, or web-based services.

Iowa’s targeted populations include:

- Unemployment Compensation Claimants
- Long-term Unemployed and the Under-Employed
- Veterans
- Dislocated Workers
- Displaced Homemakers
- Low-income Individuals including Public and Food Assistance Recipients
- Migrant and Seasonal Farm Workers
- Women
- Minorities
- Individuals training for non-traditional employment
- Individuals with multiple barriers to employment including older individuals
- Individuals with limited English-speaking proficiency
- Individuals with disabilities
- Individuals who are homeless

Intermediary steps to bring the service design to the point of universal access include:

- Establishment of the Targeted Services Bureau in the Workforce Services Division with staff dedicated to the effective delivery of Iowa’s:
 - Workforce Investment Act services for adults including those low-income individuals receiving public assistance, dislocated workers, displaced homemakers, and youth, ages 14-21
 - Trade Adjustment Act services for trade-impacted workers
 - Services for Migrant and Seasonal Farm Workers and Agricultural Employers
 - Services for individuals with limited English-speaking proficiency including services for employers requiring federal bonding
 - Services for individuals with disabilities including participating in multi-agency planning teams designed to increase business direction for the employment of these workers
 - Services for older workers including participating in multi-agency planning teams designed to increase business direction for the employment of these workers
- Developing collaborative relationships with Iowa services and programs that have customers with multiple barriers to employment including challenges related to welfare-dependency,

culture differences, language difficulties, stigma, and disability to support long-range planning and design of universally accessible services.

- Providing opportunities to expand the capacity of existing services to include customers perceived to have multiple barriers to successful outcomes. Such activities include:
 - staff training
 - addition of resources to workforce centers with added expertise in areas of “non-traditional” customers through employment or partnership;
 - research with challenged populations to learn their perceptions of the service system to facilitate effective planning in the future.
- Iowa Workforce Development, consistent with its response to the Olmstead decision, consults and plans with advocacy and other service organizations to support its review of barriers within policy that have a negative impact on non-traditional or under-employed populations of Iowans.
- Iowa Workforce Development also reviews focus group and customer satisfaction information specific to these customers to assist in determining if policy has an impact on service delivery for these Iowans. As barriers resulting from the implementation of policy are identified, staff from the Workforce Services Division work with the Director's office to modify policy.

Iowa’s Redefined Workforce Service Delivery System - *Providing greater availability to the public with technology-based services, enhanced services in the evening and on weekends in a convenient location close to home.*

Iowa is responding to the US Department of Labor’s Employment and Training Administration’s (ETA) program and policy priorities to improve the effectiveness of workforce programs and streamline administrative processes to maximize program efficiency through its redefined workforce service delivery system.

IowaWORKS Access Points

In July 2011, Iowa Workforce Development launched the Iowa**WORKS** Access Points (also known as VAPs) initiative.

There are over 890 virtual access points (VAPs) available across the state in all 99 counties. Access points are available in libraries, public high schools, community colleges, armories, Veterans Affairs offices, community action agencies and other social services organizations including homeless and women’s shelters, Department of Corrections facilities including community re-entry points, Vocational Rehabilitation Services offices and facilities, agricultural extension service offices, senior citizen centers, Job Corps and faith-based facilities.

Iowa**WORKS** Access Points are designed to provide services for job seekers and employers. To date, these services include: unemployment claim information, job search and resume development assistance, access to thousands of employment opportunities, skill assessment and testing tools, information specific for students in Iowa’s high schools, information specific to Iowa’s veterans and their families, workforce data and trends, and job posting assistance for Iowa’s employers.

Extended Service Hours

In addition, to the current delivery system available to Iowans of 8:30 AM to 4:30 PM, Monday through Friday, Iowa Workforce Development implemented extended service hours for Iowans in October 2011. Dedicated workforce professionals are available to assist individuals from 8:00 AM to 8:00 PM Monday through Thursday, 8:00 AM to 7:00 PM on Fridays, and 9:00 AM – 2:00 PM via live chat at the access point or by calling the toll-free telephone number, 866-239-0843.

CTS LanguageLink Telephonic Access

Iowa Workforce Development implemented the CTS LanguageLink Telephonic access to over 240 languages and dialects that will provide One-Stop Center staff with the tools to serve English Language learners in their native language, 24 hours a day and seven days a week in December 2011. This access will also ensure that these participants receive the highest level of comprehension during service delivery at all of the 15 One-Stop Centers in Iowa while providing an opportunity for staff to overcome a language barrier in a professional and timely manner.

In just the first few months after implementation, Iowa Workforce Development has found that the CTS LanguageLink builds a professional service bridge between cultures and allows for improved service delivery when a bilingual Iowa Workforce Development staff member is not available. CTS is a proven tool to serve English Language Learners in their native language and has been utilized by the Washington State Department of Social and Health Services as well as Johnson and Johnson. In addition to the telephonic access, CTS LanguageLink is also accessible by the Internet at <http://www.ctslanguagelink.com>.

Mobile Technology Partnership

In July 2012, Iowa Workforce Development added mobile technology to its workforce services. Iowa Workforce Development's statewide job bank available in a mobile version at <http://workiniowa.jobs> because of a partnership with Direct Employers Association and the National Association of State Workforce Agencies (NASWA). Iowa is an active member in NASWA.

The mobile technology is an enhancement to the partnership between Direct Employers Association and NASWA) known as the National Labor Exchange. Iowans are able to access job listings that have been verified by Iowa Workforce Development, 24/7 via the web site. The job opportunities can be searched by city, employer name and key word.

In addition to the main site, we have also added four other microsites:

- www.workiniowa-disability.jobs
- www.workiniowa-veterans.jobs
- www.workiniowa-stem.jobs
- www.workiniowa-green.jobs

Integrated One-Stop Centers

House File 2699 passed by the Iowa Legislature in 2008 directed the Iowa Workforce Development Board with the Association of Iowa Workforce Partners and the Employer's Council of Iowa, to develop a "statewide workforce innovation plan" to optimize the role of the public workforce system.

Since the development of that plan in 2008, 13 of the 15 One-Stop Centers in Iowa are now working to improve the effectiveness of workforce programs and streamlining administrative processes by participating in the demand-driven, skills-based *integration* model to ensure that each customer knows his/her skills, has an opportunity and is encouraged to grow their skills; and gets the best job possible utilizing their skills. *Integration*, as it has become known as across the state is Iowa's commitment to maximizing program efficiency.

Iowa's integrated system has three basic components:

- Integrated Customer Pool – Iowa's customers, including Unemployment Insurance claimants are identified as job seekers. Each job seeker is routed through the One-Stop Centers through one of three service cohorts: career development, career advancement, or employment express.
- Integrated Customer Flow – All three cohorts of job seekers will flow through the Centers in three stages, organized by "function" rather than "program": membership services, skill development services, and employment services.
- Integrated Customer Service Teams – All partner members of the workforce system contribute, as appropriate, to service delivery in teams correlated to the service areas. As a result, there is a membership team, a skill development team and an employment team in each office. In One-Stop Centers, which are too small for "full" teams, these tasks are carried out as functions.

A. One-Stop Service Delivery Coordination Strategies

The Iowa Workforce Development Board and Iowa Workforce Development provided program goals, policies, and multiple service strategies to the regional boards and service providers in an effort to produce a comprehensive, coordinated, and customer-focused One-Stop System in Iowa. This guidance has been further supported through state resources that maintain the system and by a variety of seminars, training opportunities, on-going technical assistance, and monitoring reviews.

A comprehensive and coordinated One-Stop System is supported in Iowa by the following strategies:

- Local planning requirements that include a comprehensive analysis of the workforce needs of each region, strategies to address those needs, and an MOU that defines the context of a seamless delivery of services by partners in the local One-Stop Center.
- Policies that encourage the integration of multiple programs that serve dislocated workers, including the WIA formula and National Emergency Grant funds, the Trade Adjustment Act,

the Re-Employment Services funds, State Early Intervention grants, and the Iowa Advantage program.

- Inter-agency collaboration efforts and program policies that support a comprehensive youth development concept, and effective use of all youth resources.
- A statewide information tracking system that enables oversight boards and program managers to make data-driven decisions to improve services.
- Comprehensive WIA and Wagner-Peyser Operations Handbooks that support consistent policy direction and guidance.
- A Field Information Memo series to provide a formal communications system for state policies, initiatives, and program guidance.
- Establishment of local Employers' Councils of Iowa in each workforce area to ensure increased levels of business input into the workforce system.
- Identification of Business Service representatives in each region to conduct outreach and services for the business community.
- Access to web-based services in all Iowa Workforce Development offices to support and encourage self-service by program participants, and to expand the information and services available to them.

Services for Veterans and their Families: Iowa's services for veterans, disabled veterans and their families are fully integrated into Iowa's Integrated Service Delivery system as detailed in the Iowa Veterans State Plan. Iowa's DVOP/LVER staff does not supplant the Wagner-Peyser staff responsibilities in the One-Stop Centers but instead assist veterans that have serious barriers to gain employment through intensified direct services such as case management and employer job development within the separate roles for Wagner-Peyser and DVOP/LVER. In addition, DVOP will share case management for veterans enrolled in Iowa's Workforce Investment Act services. Iowa does not assign DVOP/LVER staff to duties that would violate Title 38.

Iowa believes that all staff working in one of Iowa's Integrated Service Delivery One-Stops serves veterans with core, staff-assisted core, and can ensure that a veteran in their local regions receives the referrals to intensive and support services as needed. All One-Stop Centers and Workforce Investment Act Service Providers are monitored to ensure that programs are providing the required priority of service to veterans. Corrective action plans will be developed and appropriate technical assistance will be provided as necessary.

The DVOP/LVER grant requires compliance with Title 38, Chapter 41 and 42, in that all service delivery points of the grantee will provide veterans' priority of service in the provision of all labor-exchange services, and specifically when making referrals for job openings and training opportunities.

Iowa is actively participating in the Gold Card initiative. All One-Stop Center staff has receiving information, materials, and receiving training on the initiative. Iowa has developed a tracking system to enable the necessary reporting for the Gold Card initiative as required. Iowa continues to locate additional veterans to promote VRAP through our contacts with National Guard and Reserve Units, other service providers and agencies, and through one-on-one contact with veterans. Iowa has had 251 Approved VRAP Applicants with 96 participating in training.

Services for Limited English Proficient Persons: New Iowan services continue to deliver services to minorities and individuals with multiple barriers, especially those with limited English-speaking proficiency. As part of the integrated One-Stop, the atmosphere is welcoming to all minorities thanks to training on cultural sensitivity and the presence of bilingual staff in some offices. Hundreds of people have been assisted with English as a Second Language classes, citizenship classes and the interactive English as a Second Language program, Rosetta Stone. This new technology is user-friendly, allows the client to work at an individual pace, and diminishes accents in speech. The program is also a great support to individuals preparing to apply for U.S. citizenship. Rosetta Stone, in Spanish and English, has been offered in a few targeted Iowa Workforce Development service delivery areas since 2005 and was expanded in 2010 to include a new model, a networked application. In addition, the following languages are now available as part of Iowa Workforce Development's integrated One-Stop Center services: Hindi, French, Vietnamese, Mandarin Chinese and Arabic. Iowa Workforce Development, Targeted Service Bureau staff members assigned to provide technical assistance and training for One-Stop Center staff are now in the process of implementing quarterly service delivery training. Bi-annual monitoring of service delivery efforts will begin in the spring of 2013. Key staff and collaborations with community members allow this to be an effective component of Iowa's integrated One-Stop Center service for a diverse and growing population of Iowans.

Services for Migrant Seasonal Farm Workers and Agricultural Employers: Iowa Workforce Development has implemented strategies to ensure accessibility to the full range of employment and training programs and services delivered through the state's One-Stop delivery system to meet the needs of migrant and seasonal farm workers.

A part of that strategy is the collaborative partnership that exists between Iowa Workforce Development and Proteus, Inc., which operates the National Farmworker Jobs Program in Iowa. Proteus is a partner at both state and local levels, working with Iowa Workforce Development's Migrant and Seasonal Farm Workers Outreach program, the New Iowan Centers, and One-Stop Partners in all regions of the state.

The Iowa Workforce Development Migrant and Seasonal Farm Workers Outreach program is now part of the New Iowan Center program. It employs five Migrant Seasonal Farm Worker Outreach Specialists, based in Sioux City, Storm Lake, Iowa City, Des Moines/Perry, and Ottumwa. These staff members travel to all regions to assist migrant and seasonal workers by providing information about their labor rights, helping to find temporary employment in the off season, and to find permanent employment and meet any other needs by connecting them with appropriate agencies.

In addition to meeting with the workers, the Migrant and Seasonal Workers Outreach Specialists meet one-on-one with agricultural employers to introduce the Migrant and Seasonal Workers program and provide a network or resource for worker referrals. They also meet with chambers of commerce and other community organizations to help the communities recognize the needs of the migrant and seasonal workers and their families. Some communities have created diversity committees and others have simply been more welcoming and aware of their new community members.

Because the number of migrant and seasonal farm workers that Iowa serves annually for core, intensive, and training services in the One-Stop Center System continues to increase, Iowa Workforce Development has a full-time State Monitor Advocate (non-management position). This is a US Department of Labor requirement.

California Indian Manpower Consortium, Inc. is a non-profit organization that supports and assists American Indians, Alaska natives and Native Hawaiians adults and youth living in California, Illinois, and Iowa. This is an important partnership for Iowa's American Indian population living in Clinton, Muscatine and Scott counties that are unemployed, underemployed, or low income. CIMC is a WIA Program under WIA Title I, Section 166 Comprehensive Services Program.

The goal of the Consortium is to empower Native Americans to achieve excellence, revitalize our communities, and embrace the challenges of the 21st Century. Each participant is encouraged to believe that self-sufficiency and self-reliance are not Indian dreams, but are an Indian reality. The Consortium is another bridge to linking the gap between Iowa's business and its Native American resources.

Section II – Iowa’s Operational Plan
C. Services to State Target Populations

Employment and Training Needs of Individuals with Disabilities

Since 1998, seven State agencies, including the Iowa Vocational Rehabilitation Services, Iowa Department for the Blind, Iowa Department of Human Services, Iowa Department of Education, Iowa Division of Persons with Disabilities and Iowa Workforce Development, have been working with Iowa’s community organizations, local offices and Regional Workforce Investment Boards to learn how our partnerships can strengthen Iowa communities. This effort is centered on improving employment opportunities and workforce success of people with disabilities. In partnership with local offices and boards, these agencies have collaboratively entered into grant initiatives from the Rehabilitation Services Administration, Department of Labor and the Social Security Administration. Each initiative has provided additional insight that has supported the state agencies in supporting local offices with direction that will reward local collaborations in sharing customers, information and resources for the benefit of the community.

Availability/Accessibility of One-Stop Services for individuals with Disabilities: Iowa Workforce Development is working collaboratively with other state and local agencies on a long-term objective to design products and services that are universally accessible so that needs for accommodation will be kept at a minimum. Strategies to support planning that will facilitate progress in this area include:

- Local focus groups with Iowans with disabilities to generate feedback on service use;
- Development of a multi-agency “Assistive Technology Team” or “A-Team” that is available to one-stop partner agencies to review how job seekers access services and develop recommendations to support increased service access;
- Regular reviews of use of available assistive technology and recommendations of state partner agencies including Iowa Department for the Blind, Iowa Deaf Services, Iowa Program for Assistive Technology, Iowa Division of Persons with Disabilities, and Iowa Governor’s Developmental Disability Council;
- Local partner agencies engage local resources to review accessibility of services and support the outreach and focus groups with local people with disabilities; and
- Utilization of the direction in Section 188 of WIA, to support the effective development of policy that will support the enhanced use of workforce products and services by people with disabilities. Iowa Workforce Development’s Equal Opportunity Officer oversees the review of state and local application of this direction, and will coordinate with local partners to facilitate the enhanced understanding of the importance of Section 188 by One-Stop staff.

Section II – Iowa’s Operational Plan
C. Services to State Target Populations

Comprehensive Services for Eligible Youth

In keeping with the Governor’s vision to provide Iowa’s youth with the best education in the nation and increase the family income by 25%, the local regional plans will describe their priorities for the delivery of youth services with a focus on these goals. This will also include a discussion and inclusion of the ten required elements of the youth service delivery. With a renewed focus each regional plan will illustrate the provision of services by coordination with multiple partners across the State including the business community. With the limited funding for youth programming, all service providers are working closely with partners to provide the services needed for youth across the State.

One of the strategies in the WIA Annual Report for the upcoming year is the reinvigoration of the WIA youth program across the State with a focus on the Governor’s goals. The State is working with the Iowa Council on Youth Development to examine ways in which youth programming across the State could establish methods of developing and meeting common measures for youth programs and are enlisting congressional assistance in this endeavor. For the first time in the history of WIA in the State, there are new youth providers that are not tied to the service provider for the adult and dislocated worker programs and some regions now have multiple youth providers. This practice will be observed closely over the oncoming year for best practices with an eye on implementation in other regions across the State.

As in other states, Iowa too is grappling with the issue of youth in foster care and youth aging out of foster care. Moving these youth into a successful transition to independent living and becoming successful adults requires more than meeting their immediate needs for shelter, food and safety. Many agencies and community organizations must work together to provide the support and encouragement these youth need to become responsible and productive. The regional youth advisory councils are working in conjunction with other regional youth service providers in a concerted effort to address these issues and work toward program development of solutions that are effective for this population.

One of the strategies being provided by one of new youth provider is a program design that addresses the needs of the youth and local employers. The curriculum is designed in conjunction with employers from a high growth career cluster locally, financial services. In addition to the curriculum for occupational training, there are cohorts that address the lack of a GED (if necessary), work place skills for job seeking and retention, leadership training and an interview with an employer of their choice upon successful completion of each cohort. This design will meet the immediate needs of the out of school youth in providing the skills and credentials required to enter the workforce. The timeframe for the entire program design is four months. All employers involved in the development of the curriculum are hiring. Therefore successful completion of all cohorts guarantees an employment placement in an entry level position that provides for continued advancement and post-secondary educational attainment. The State is working with the state Youth Advocacy Council to develop a statewide Youth Conference at the start of 2013 with the following possible workshops:

- Credentials that Count
- What is an effective Youth Council? How do we get there from here?
- WIA Youth Common Measures
- A Hand Up, Not a Hand Out
- Habitudes-Learning and Practicing Leadership
- Bridging the “Opportunity Divide”
- Outreach – What’s in it for me?
- What are the high growth industries/occupations for youth in your region?
- Best practices for youth programming in rural areas
- Short-term training – Biggest bang for the buck?
- The Art of Creating Opportunity
- Beyond Barriers to Passion and Possibility

This conference will provide a wide range of information using several partner programs and guest speakers.

The Stimulus Act of 2009 provided youth providers within the State a renewed interest in the summer work experience activity. All fifteen regions provide some form of the summer work experience for the youth enrollments. Following are some of the innovative activities for the summer youth program that have set an example for future implementation:

- Summer Youth Academy which includes MSSC Certified Production Technology in the areas of safety awareness and manufacturing process and production; retail operations offered through the National Federation of Retailers; Microsoft Word Certification and medical terminology. This summer program utilized 23 private businesses to support the work experience component of the program.
- In collaboration with the local community college, the National Guard of Iowa, regional chambers of commerce, Iowa Highway Patrol, Hy-Vee grocers, Job Corps, local YMCA, other community agencies and employers, the region 15 youth staff provided a five-week summer youth program which included multiple academic and work related activities. A Game for Youth, Workin’ It Out, budgeting class, safety class, Colors personality assessment, Fish, Highway Patrol class “Driving While Impaired Awareness Course”, LEAN training and an Urban Orientation were just a few of the more memorable activities in this five week program which included a work experience with a day each week for community service.
- High Lakes Youth Leadership Initiative. This partnership provides comprehensive leadership development for youth, as well as a stream of referrals and community connections. Participants in the program also participated in a course at the Adventure Learning Center in Des Moines where they learned valuable team-building, communications, problem-solving and goal-setting skills on low and high ropes courses.
- Supervised Career Preparation Program (SCPP). The SCPP utilizes a combination of Perkins funding and business contributions. SCPP youth are placed in employment at for-profit

businesses with the business paying the wages of the youth. The program offers youth an opportunity to work in an area of career interest. Youth are eligible for high school and college credit after successfully completing the program. The program has been in operation for 16 years and has allowed the region to maintain a program for summer youth employment when no such program was funded through the WIA.

Iowa has two Job Corps locations. The Jobs Corps in Denison is a well-established center. The Job Corps Center in Ottumwa was established in the summer of 2012 and is located on the Indian Hills Community College campus with the integrated Workforce Center. Iowa's WIA Service Provider in Region 8 has had a long standing relationship with the Denison Job Corps.

The Single Parents Program in the Denison Job Corps allows the students to live on campus with their children. The local WIA Service Provider has worked with the Job Corps personnel to assist as many of these students as possible due to their greater need related to their early parenthood. The support group for these students consists of Job Corps staff, Promise Jobs staff, Human Services staff, and WIA staff which meet monthly to discuss the needs and progress of the parenting students. The most common services provided to the students are partnering in the progress of the student through the Job Corps training, school to work transitions and support costs. Some of the other services requested of the WIA Service Provider are assistance with financial barriers that may interfere with completing training or transitioning to work. This year the twelve students that are enrolled in WIA from the Job Corps program participated in the summer youth program receiving academic upgrading, job keeping workshop and a work experience that was career related. This region has a very small youth budget. However, the goal for this year is to increase enrollments for Job Corps students providing the identified service needs of work experiences, vocational exploration, tutoring, leadership events, and job seeking/keeping and career assessment workshops.

The Job Corps in Ottumwa does not have single parent housing so there have not been as many PROMISE JOBS participants attending this Job Corps location. However, Job Corps students do attend the WIA workshops designed to assist with job seeking and job-keeping skills, which include assisting with the development and a review of resumes. The participants receive the login for Key Train during their first week at the Workforce Center and before leaving the integrated Workforce Center, each participant completes the three-hour session for the National Career Readiness Certificate.

The summer of 2012 is the first summer, Job Corps provided services in Ottumwa. Some of the youth were enrolled in the summer youth program, including one participant that was enrolled in a work experience that assisted with the activities of the summer youth program. All Job Corps participants are invited to the Targeted Job Fairs held in the region and has been well attended by the participants.

The integrated Workforce Center also has "tours" of the office. These tours include discussions on proper work ethics, how to dress appropriately, how to interact with staff, the importance of not utilizing cell phones at work, the proper way to utilize social media, etc. This discussion reinforces what the participants are learning while attending Job Corps.

Section II – Iowa’s Operational Plan

C. Wagner-Peyser Agricultural Outreach Plan

The Migrant and Seasonal Agricultural Strategic Outreach Plan (Agricultural Outreach Plan) sets policies, and objectives in providing Wagner-Peyser services to the agricultural community, specifically migrant and seasonal farm workers. Iowa Workforce Development provides these services through the One-Stop Centers, ensuring that migrant and seasonal farm workers receive the full range of employment, training, and educational services on a basis, which is qualitatively equivalent and quantitatively proportionate to services provided to non-MSFWs. This Ag Plan presents the following information:

- **Assessment of need:** A review of the previous year’s agricultural, migrant and seasonal farm workers’ activity in the state, and projected levels of agricultural and MSFW activity in the coming year.
- **Outreach activities:** A review of the resources available for migrant and seasonal farm workers outreach and description of outreach efforts to be provided to migrant and seasonal farm workers.
- **Services provided to migrant and seasonal farm workers through the One-Stop Delivery System:** A description of ways the State will ensure that migrant and seasonal farm workers have equal access to employment opportunities.
- **Services provided to agricultural employers through the One-Stop Delivery System:** A description of how the State will promote and provide labor exchange services and identify agricultural employers expected to employ migrant and seasonal farm workers.
- **Review and comments from key stakeholders.**

Assessment of Need

Value of Agricultural Production

The value of total agricultural production in Iowa, crop and livestock production combined, totaled \$22.6 million in 2010. This ranked Iowa as the nation’s second largest agricultural producer in 2010, outpacing Texas (\$20.8 million) and Nebraska (\$16.9 million). Iowa alone accounted for about 7.2 percent of the national agricultural production. Iowa was the third nation’s leader in crop production in 2010, with crops produced valued at \$12.43 million. The state accounted for 7.2 percent of the value of total U.S. crop production similar to Illinois (second nationwide for a small percent \$12.45 million). Iowa’s livestock production was valued at \$10.2 million in 2010, second highest among all states only after Texas. Table 1 shows the nation’s largest agriculture, crop, and livestock producing states in 2010.

Table 1
Largest Agricultural Producing States in the United States in 2010
 (Values are expressed as millions of dollars)

	Total		Crop Production Only			Livestock Production Only		
	Value	Share of U.S. Total		Value	Share of U.S. Total		Value	Share of U.S. Total
United States	\$312,784	--	United States	\$172,068	--	United States	\$140,716	--
California	\$37,556	12.0%	California	\$27,697	16.1%	Texas	\$11,769	8.4%
Iowa	\$22,630	7.2%	Illinois	\$12,454	7.2%	Iowa	\$10,193	7.2%
Texas	\$20,793	6.6%	Iowa	\$12,437	7.2%	California	\$9,859	7.0%
Nebraska	\$16,920	5.4%	Minnesota	\$9,198	5.3%	Nebraska	\$8,374	6.0%
Minnesota	\$15,415	4.9%	Texas	\$9,024	5.2%	Kansas	\$7,819	5.6%
Illinois	\$14,675	4.7%	Nebraska	\$8,546	5.0%	North Carolina	\$6,291	4.5%
Kansas	\$13,933	4.5%	Indiana	\$6,553	3.8%	Minnesota	\$6,216	4.4%
North Carolina	\$9,451	3.0%	Florida	\$6,457	3.8%	Wisconsin	\$5,970	4.2%
Indiana	\$9,409	3.0%	Kansas	\$6,114	3.6%	Georgia	\$4,480	3.2%
Wisconsin	\$9,193	2.9%	North Dakota	\$5,830	3.4%	Oklahoma	\$4,436	3.2%

Source: USDA, Economic Research Service.

Iowa ranked second over all other states as one of the nation's top agricultural exporters in 2010-2011, with exports valued surpassing those from Texas, Illinois and Nebraska. Table 2 shows the estimated value of the ten top states, in terms of agricultural exports, from FY 2006 through FY 2010.

Table 2
Largest Agriculture Exporting States in the United States:
FY 2006 - FY 2010
 (Estimated values are expressed as millions of dollars)

Area	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
United States	\$68,594	\$82,217	\$114,910	\$96,295	\$108,664
California	\$9,361	\$10,019	\$11,852	\$11,229	\$12,794
Iowa	\$4,140	\$5,166	\$7,382	\$6,545	\$7,041
Texas	\$3,448	\$5,003	\$5,784	\$4,645	\$6,125
Illinois	\$3,426	\$4,238	\$6,838	\$5,023	\$5,786
Nebraska	\$3,040	\$3,911	\$5,606	\$4,871	\$5,317
Minnesota	\$2,739	\$3,368	\$5,110	\$4,136	\$5,037
Kansas	\$2,945	\$3,729	\$5,766	\$4,734	\$4,866
Indiana	\$1,952	\$2,356	\$3,647	\$3,116	\$3,422
North Dakota	\$1,543	\$2,327	\$3,687	\$2,893	\$3,245
Missouri	\$1,626	\$2,031	\$3,085	\$2,738	\$2,861

Source: USDA, Economic Research Service

Iowa's agricultural exports increased by \$ 497 million from FY 2009 to FY 2010 as showed in table 3. Iowa's agricultural exports grew in value even as the nonfarm economy fell into a deep recession, increasing by \$2.9 billion from FY 2006 through FY 2010.

Table 3

Iowa Leading Agricultural Commodities		
Iowa Agricultural Export	2009	2010
Wheat and products	29.3	29.6
Rice	0.0	0.0
Feed grains	2007.3	1873.7
Soybeans and products	2549.6	3291.9
Sunflower seed and products	0.0	0.0
Peanuts and products	0.0	0.0
Cotton and linters	0.0	0.0
Cottonseed and products	0.0	0.0
Unmanufactured tobacco	0.0	0.0
Fruit and preparations	0.5	0.4
Tree nuts	0.0	0.0
Vegetables and preparations	0.0	0.0
Live animals and meat	1550.2	1402.7
Hides and skins	45.6	56.1
Poultry and products	61.4	66.8
Fats, oils, and greases	33.9	44.4
Dairy products	37.3	59.0
Feeds and fodders	178.8	172.1
Seeds	26.7	18.3
Other	24.0	26.2
Total agricultural exports	6544.6	7041.3

Source: USDA Economic Research Service; USDA Foreign Agricultural Service (Global Agricultural Trade System).

An aging phenomenon

Every five years, when the Census of agricultural results are released, new alarms are sounded about the advancing age of farmers, and what it will mean for farm structure and farm succession. Unfortunately, Census collections provide limited information to shed light on those concerns. This is particularly true since demographic data such as gender, age, race and Hispanic ethnicity were collected only for the principal operator of each farm. However, for the 2002 census for agricultural information was collected for the first time on the total number of operators on each farm and demographics information for the first three main operators, another key 2002 addition was asking how many individuals lived in the household of each operator.

The average age of all U.S. principal farm operators in the 2002 Census was 55.3 years of age.

Table 1: Comparisons of numbers and percentages of U.S. principal farm operators by age group, U.S. Censuses of Agriculture, 1974 to 2002

age group	2002	1997	1997	1992	1987	1982	1978	1974
<25	16,962	adj. 23,771	not adj. 20,850	not adj. 27,906	not adj. 35,851	not adj. 62,336	not adj. 66,575	not adj. 52,418
25-34	106,097	154,839	128,455	178,826	242,688	293,810	285,420	239,674
35-44	366,306	444,003	371,442	381,746	411,153	443,420	433,900	400,059
45-54	572,664	552,170	466,729	429,333	454,910	505,412	549,159	577,064
55-64	509,123	481,220	427,354	429,839	495,816	536,402	552,175	588,584
>65	557,830	559,873	497,029	477,650	447,341	399,596	370,546	421,471
<35	123,059	178,610	149,305	206,732	278,539	356,146	351,995	292,092
avg age	55.3	54.0	54.3	53.3	52.0	50.5	50.3	51.7

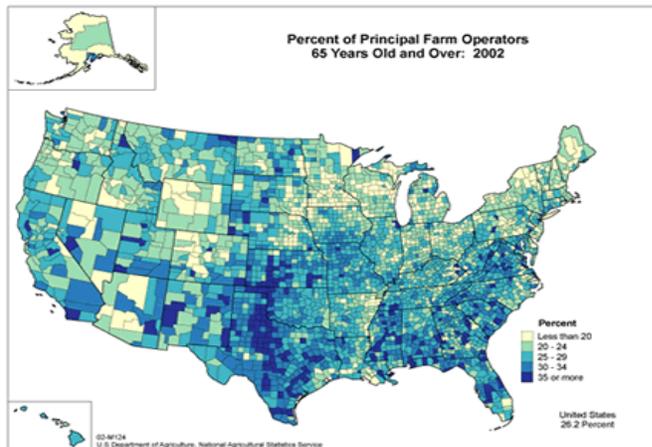
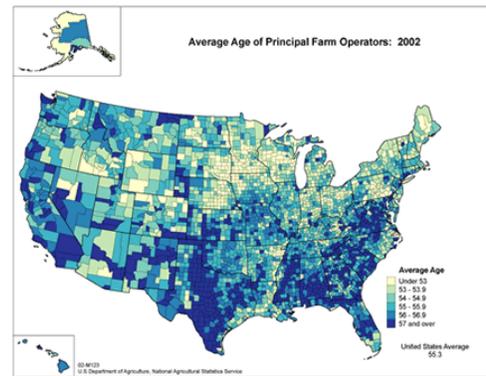
age group	2002	1997	1997	1992	1987	1982	1978	1974
<25	0.8%	adj. 1.1%	not adj. 1.1%	not adj. 1.4%	not adj. 1.7%	not adj. 2.8%	not adj. 2.9%	not adj. 2.3%
25-34	5.0%	7.0%	6.7%	9.3%	11.6%	13.1%	12.6%	10.5%
35-54	17.2%	20.0%	19.4%	19.8%	19.7%	19.8%	19.2%	17.6%
45-54	26.9%	24.9%	24.4%	22.3%	21.8%	22.6%	24.3%	25.3%
55-64	23.9%	21.7%	22.4%	22.3%	23.7%	23.9%	24.5%	25.8%
>65	26.2%	25.3%	26.0%	24.8%	21.4%	17.8%	16.4%	18.5%
<35	5.8%	8.1%	7.8%	10.7%	13.3%	15.9%	15.6%	12.8%

This average has been more than 50 years of age since at least the 1974 Census of Agriculture and has increased in each census since 1978—usually by one year or more from one census to the next. (See [Table 1.](#))

In addition, the percentage of principal farm operators 65 or

older has risen consistently since 1978 (when it was about 1 in 6) and reached 26.2 percent (more than 1 in 4) in 2002. At the other end of the spectrum, the percentage of principal operators with average ages of less than 35 years has been declining since 1982, when it was 15.9 percent, and was only 5.8 percent in 2002. (On a relative basis, the percent of principal operators who are 34 years or younger has dropped about 20 percent in each subsequent census since 1982.)

Map 1, from the NASS on-line Census of Agriculture Agricultural Atlas, displays county level average ages of principal farm operators.



Map 2, displays the county percentages of principal farm operators 65 years of age or greater. Both maps indicate, in general, lower average ages in the upper Midwest and along the Mississippi River Delta in Arkansas.

The average age of principal farm operators in all states in 2002 was above 50 years, with 52.9 in Minnesota being the lowest average and 57.2 in Mississippi being the highest. (See Table 2.)

One factor that does seem to influence average age by State is climate. The 13 states with average ages of 54.1 years of age or less (1.2 years under the National average) are Idaho, Indiana, Maine, Minnesota, Nebraska, New Hampshire, New York, Ohio, Pennsylvania, South Dakota, Vermont, Wisconsin, and Wyoming—all cool or colder climates.

The nine states with average ages of 56.5 years of age or more (1.2 years over the National average) are Alabama, California, Florida, Georgia, Hawaii, Mississippi, South Carolina, Texas, and Virginia—all in warmer parts of the country than those with the lower average ages. It appears these relationships have been there over time.

The average age of Alaska, Iowa, Nebraska, North Dakota, and South Dakota farmers was under 50 years of age until 1992 and until 1997 for Minnesota.

Table 2: Comparisons of average age of principal farm operators by State, U.S. Censuses of Agriculture, 1974 to 2002

State	2002	1997	1997	1992	1987	1982	1978	1974
		adj.	not adj.					
AL	56.6	54.7	54.9	54.8	53.1	51.8	51.1	52.3
AK	55.2	53.3	53.3	51.3	48.9	45.8	46.8	48.6
AZ	54.9	55.1	55.6	54.3	51.5	50.5	50	51.6
AR	54.9	53.4	53.5	53	51.8	50.9	50.2	51.6
CA	56.8	55.7	56.5	55.2	53.6	51.8	51.3	53.2
CO	54.5	53.5	53.8	52.9	51.8	50.4	49.9	51.2
CT	55.4	55	55.5	55	53.5	52.5	52.2	53.1
DE	54.8	53.4	54	52.7	51.5	50.6	50.1	51.9
FL	57	56.3	56.5	55.3	53.7	52.5	51.6	52.8
GA	56.5	55.6	55.9	55	53.2	51.7	51.1	52.6
HI	56.5	55	55	53.8	53	52.7	52.7	55.4
ID	54.1	52.8	53.2	52.2	51.1	49.6	49.6	50.8
IL	55.1	53.2	53.4	51.7	50.4	49.2	49.2	50.9
IN	53.7	52.3	52.8	51.6	50.5	49.1	49	50.2
IA	54.3	52.3	52.4	50.3	49.3	47.6	47.5	49.3
KS	56	54.3	54.4	53.2	52	50.9	50.7	52.2
KY	55.2	53.7	54	53.2	52.2	50.5	50.5	52.2
LA	55.1	53.5	53.7	53.5	52	50.5	50.4	51.7
ME	53.7	53.8	54.4	53	51.7	49.8	49.7	51.5
MD	55.9	54.9	55.2	53.9	52.7	51.5	51.3	52.3
MA	54.9	54.2	54.9	53.8	52.6	51.5	52.5	54.2
MI	54.2	52.8	53.3	51.9	50.9	49.5	49.7	50.9
MN	52.9	51	51.2	49.6	48.5	47.2	47.7	49.8
MS	57.2	55.3	55.6	55.3	53.8	52.5	51.8	53.6
MO	56	54.4	54.7	53.8	52.9	51	50.6	52.1
MT	55.4	53.7	54	52.9	51.4	50.5	50	51.1
NE	53.9	52.5	52.5	50.7	49.4	48.5	48.7	50.3
NV	55.9	54.9	55.4	54.2	52.3	51.5	51.2	52.1
NH	54.1	53.6	54.3	53.4	51.9	50.9	50.7	52
NJ	55.1	55.2	55.4	53.9	52.9	51.9	52.2	53.8
NM	56.4	55.9	56.5	55.3	53.7	51.9	51.9	52.7
NY	54.1	52.9	53.5	52.5	51.4	50	50.1	51
NC	56.1	54.8	55.2	54.7	53.3	51.7	51.1	52.9
ND	54.4	51.4	51.4	50	48.3	47.3	47.9	49.9
OH	53.8	52.5	53.1	52	51.1	49.8	49.4	50.5
OK	56	54.8	55.1	55	53.6	51.9	51.4	52.6
OR	54.9	54	54.5	53.4	52.7	50.4	50.7	52.4
PA	53.1	52.4	52.7	52.2	51.1	50	50	50.6
RI	54.3	54	54.1	53.4	52.7	52.4	52.3	53.3
SC	56.9	55.9	56.3	55.5	54.5	52.6	51.9	53.4
SD	53.3	51.7	51.8	51.1	49.7	48.6	48.7	50.1
TN	56	54.8	55.4	54.6	53.8	52.3	52	53.3
TX	56.9	56	56.6	56.1	54.4	52.9	52.4	53.7
UT	55.2	55.1	55.4	54.8	53.7	52	51.9	52.6
VT	53.9	52.7	53.1	51.4	50.4	49.1	49.4	50
VA	56.7	55.8	56.4	55.6	54.5	53.3	52.9	54.1
WA	55.4	53.2	54.2	53.1	51.6	50.1	50.3	51.7
WV	56.3	56.2	56.7	56.4	55.6	53.8	53.2	54.3
WI	53	52	52.2	50.6	50.3	48.4	49	50.2
WY	54.1	54.3	54.4	53.4	52	50.8	50.4	51.4
US	55.3	54	54.3	53.3	52	50.5	50.3	51.7

The average age of U.S. farm operators increased from 55.3 in 2002 to 57.1 in 2007. The number of operators 75 years and older grew by 20 percent from 2002, while the number of operators under 25 years of age decreased 30 percent.

Farming as Lifestyle

Most farms in the United States are small, with 60 percent of all farms reporting less than \$10,000 in sales of agricultural products. Of the 2.2 million farms nationwide, only 1 million show positive net cash income from the farm operation. The remaining 1.2 million farms depend on non-farm income to cover farm expenses.

Of the 2.2 million principal farm operators in the nation, 1.2 million report something other than farming as their primary occupation. Almost 900,000 principal operators report working off the farm more than 200 days a year. The share of farmers working off-farm grew from 55 percent in 2002 to 65 percent in 2007.

The demographic characteristics of operators on larger farms, with sales over \$250,000, differ from those of small farms. Operators of larger farms tend to be younger, are more likely to report farming as their primary occupation, and are less likely to work off the farm.

Analysis of Multiple Generation Operator Data

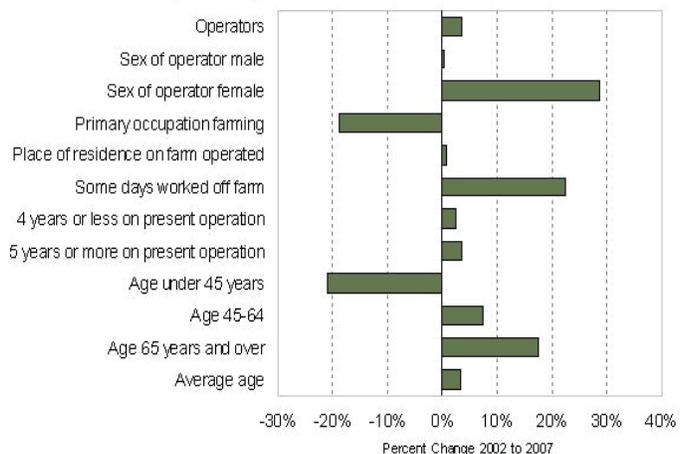
Of the 803,127 farms that reported multiple operators, 609,496 of them (75.9 percent) consist only of operators from the same generation. Thus, only 193,631 of the total 2,128,982 operations (or 9.1 percent of all farms) indicate that they have operators from different generations working on their farm operations—as operators.

Table 11 provides state-by-state calculations of the percent of farms with multiple operators and with operators from different generations. The overall U.S. average is 24.1 percent. Illinois, at 30.4 percent, had the highest state level percent. States with less than 20 percent were Idaho, Maine, and Oregon.

Average Age of Principal Operator



Principal Operator Characteristics



By separating out the farms most likely to be operated by spouses and looking at the age of the principal operator, a better picture can be derived of whether the farm operation has different generations of operators involved (the assumption being that spouses belong to the same generation).

When the analysis is limited to farms with a male principal operator and a male second operator, we find that over half (52.6 percent) of the operations reporting more than one operator involve operators of a different generation.

Farms where the male principal operator is between 35 and 44 years of age are the least likely to report male second operators of different generations (34.5 percent). Both older and younger principal operators are much more likely to report having a second operator of a different generation.

For principal operators 75 years or more in age, 85.3 percent report farming with a second operator of a younger generation.

For operators between 65 and 74, 72.7 percent report farming with a second operator of a younger generation. When a male principal operator and female second operator combination is present, only 5.8 percent are of different generations and only the under 25 years of age and over 75 years of age categories for the principal operator exceed 10.0 percent.

Table 11: Number of multiple operator farms with single and multiple generations represented by State and total value of sales, 2002 *Census of Agriculture*

State	Farms with 2+ Operators	Same Generation	Different Generation	% different generations (all farms)	% different generations (<100K)	% different generations (100K-<250K)	% different generations (>=250K)
AL	14,641	11,227	3,414	23.3%	22.0%	32.9%	30.7%
AK	236	188	48	20.3%	17.8%	35.7%	35.0%
AZ	3,714	2,806	908	24.4%	20.7%	41.5%	41.1%
AR	18,557	14,852	3,705	20.0%	18.1%	26.1%	26.3%
CA	34,664	25,776	8,888	25.6%	19.6%	34.2%	44.4%
CO	15,314	12,011	3,303	21.6%	18.6%	36.4%	43.4%
CT	1,913	1,393	520	27.2%	24.4%	38.9%	48.2%
DE	1,040	774	266	25.6%	26.5%	20.9%	25.4%
FL	16,432	12,612	3,820	23.2%	20.9%	36.6%	39.5%
GA	14,713	11,085	3,628	24.7%	22.8%	34.6%	34.6%
HI	2,092	1,618	474	22.7%	22.1%	23.6%	29.6%
ID	11,174	8,948	2,226	19.9%	15.6%	38.3%	40.5%
IL	22,824	15,889	6,935	30.4%	26.1%	37.4%	41.8%
IN	21,929	16,102	5,827	26.6%	22.6%	38.0%	44.0%
IA	30,216	22,492	7,724	25.6%	23.5%	27.1%	31.6%
KS	21,258	15,895	5,363	25.2%	21.9%	36.8%	39.6%
KY	30,338	22,339	7,999	26.4%	25.0%	44.3%	40.4%
LA	8,975	6,865	2,110	23.5%	21.5%	33.5%	33.5%
ME	3,470	2,796	674	19.4%	16.2%	38.6%	48.5%
MD	5,083	3,691	1,392	27.4%	25.0%	40.0%	33.9%
MA	2,876	2,154	722	25.1%	22.1%	39.4%	44.5%
MI	21,482	16,340	5,142	23.9%	20.4%	39.8%	44.4%
MN	27,467	21,356	6,111	22.2%	19.0%	28.6%	32.2%
MS	12,608	9,695	2,913	23.1%	21.3%	33.8%	33.7%
MO	42,625	33,054	9,571	22.5%	20.5%	37.6%	40.6%
MT	12,180	9,273	2,907	23.9%	20.0%	34.5%	41.7%
NE	17,404	12,821	4,583	26.3%	21.8%	29.3%	38.3%
NV	1,551	1,171	380	24.5%	19.0%	43.8%	50.0%
NH	1,792	1,394	398	22.2%	19.2%	38.4%	59.1%
NJ	4,341	3,290	1,051	24.2%	21.0%	41.9%	45.5%
NM	5,951	4,477	1,474	24.8%	22.0%	40.2%	48.2%
NY	16,249	11,887	4,362	26.8%	22.0%	37.7%	49.0%
NC	17,427	12,577	4,850	27.8%	25.1%	39.0%	38.0%
ND	9,144	6,824	2,320	25.4%	23.7%	27.7%	28.9%
OH	28,695	20,861	7,834	27.3%	24.7%	39.4%	46.1%
OK	32,275	25,611	6,664	20.6%	19.5%	34.0%	33.7%
OR	21,366	17,701	3,665	17.2%	14.5%	33.7%	40.2%
PA	22,674	16,346	6,328	27.9%	24.8%	34.7%	45.2%
RI	353	264	89	25.2%	23.7%	32.1%	32.4%
SC	7,112	5,293	1,819	25.6%	23.6%	48.6%	39.7%
SD	11,231	8,232	2,999	26.7%	22.2%	30.7%	39.9%
TN	29,439	21,860	7,579	25.7%	24.7%	47.2%	42.0%
TX	88,316	68,648	19,668	22.3%	21.2%	36.3%	37.7%
UT	6,562	4,650	1,912	29.1%	26.1%	47.1%	50.3%
VT	3,371	2,632	739	21.9%	17.8%	34.5%	36.1%
VA	17,955	13,094	4,861	27.1%	25.1%	44.5%	41.9%
WA	16,408	13,085	3,323	20.3%	16.3%	32.4%	39.7%
WV	7,195	5,316	1,879	26.1%	25.4%	35.9%	42.3%
WI	33,609	26,533	7,076	21.1%	16.7%	30.9%	40.6%
WY	4,886	3,698	1,188	24.3%	19.2%	39.3%	47.8%
Total	803,127	609,496	193,631	24.1%	21.4%	34.3%	38.8%

Summary and Conclusions

Each subsequent census of agriculture has indicated that the average age of U.S. (principal) farm operators is increasing. The 2002 Census of Agriculture once again indicated that the average age of principal operators increased more than one full year from 1997. However, the 2002 data collection provided new information that average ages of second and third operators were lower than for the principal operator average and percentages of operators less than 35 years of age were higher.

The detailed analyses in this report perhaps present mixed signals as far as farm succession. New 2002 Census of Agriculture data indicate that 37.7 percent of all farms reported multiple farm operators—an indication of succession potential. However, further analyses indicate that the majority of the additional operators are most likely spouses.

The simplistic approach in this report for evidence of a possible succession plan in place was to count multiple operators with at least a 20-year age difference among those operators as having evidence of a possible succession plan. Some operations may have already implemented a succession plan. Note that over 60 percent of the male principal operators less than 25 years of age and almost 50 percent of the male principal operators between 25 and 34 years of age with a male second operator have a second or third operator who is at least 20 years older.

In total, only 9.1 percent of the 2,128,982 farm operations qualified as having evidence of possible succession planning under the criteria of having multiple generations presently reported as farm operators. Therefore, there must be many other succession approaches in place—ones that do not require a successor to be presently in place as an operator.

The calculated percentage of operations implying a possible succession plan in place does vary considerably by state, income sales classes, and types of farms. Farms with multiple operators and sales of \$250,000 or more were nearly twice more likely (38.8 percent) to have multiple generational operators than those farms with less than \$100,000 in sales (21.4 percent). Dairy, cotton, tobacco, and grain and oilseeds farms were the most likely to have operators from multiple generations, if they had multiple operators.

Summary by age of Principal Operator - 2007

Item	total farming	Farming						
		age of operators (years)						
		total	under 25	25 - 34	35 - 44	45 - 54	55 - 64	65 & over
Farms	92,856	48,637	334	2,957	5,575	12,439	12,020	15,312
%	100	52.4	0.4	3.2	6	13.4	12.9	16.5
Acres	30,747,550	24,973,426	85,800	1,169,195	3,119,374	8,303,625	6,926,049	5,369,383
Size farm	331	513	257	395	560	668	576	351

Source: 2007 Census of Agriculture – State data. USDA National Agricultural Statistics Services

Another issue affecting farmers in Iowa is the soaring land values and operating costs, competition from large-scale operations, tax hurdles and market forces have made it difficult for young families to take over for the nation's graying farmers.

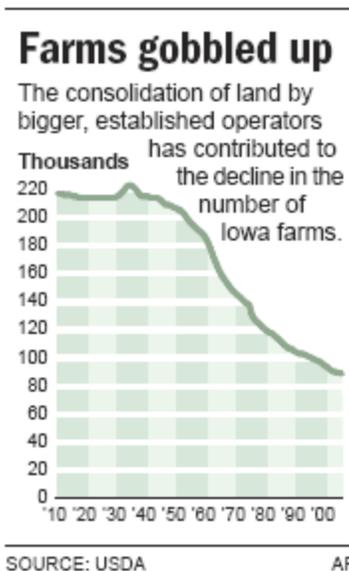
Although principal farm operators might be aging fast and second and even third generation heirs are deciding not to follow on their parents' footsteps, farmland will still be farmed by the increasingly large-scale operations, which will need skilled Migrant and Seasonal farm workers regardless improvements in technology in the fields.

Agricultural Employment in Iowa

Generally, migrant farm workers return to the same worksite year after year with several generations of the same family working the same company fields and following the same migrant path to Iowa. Seasonal farm workers reside year round in Iowa and work in other areas during the off agricultural season. There are an estimated 2,500 vegetable, fruit, sod and dairy farms, orchards, and nurseries in Iowa, which employ farm workers seasonally. Iowa Workforce Development primarily serves migrants and seasonal farm workers through its Migrant and Seasonal Farm Workers Outreach program in the following types of agricultural work: planting, harvesting, hoeing, detasseling, weeding, sowing, cultivating, bunching, picking, thinning, packing, or loading. Iowa agricultural crops include vegetables, fruits, potatoes, berries, oilseeds, dry beans, dry peas, hay. Migrant and seasonal farm workers are also seasonally employed to work with farm equipment and farm duties, hogs and pigs, cattle and calves, sheep and goats, horses and ponies, poultry and eggs, milk and other dairy products, also in nurseries and green houses, floriculture, and Christmas trees. Source: Iowa Workforce Development – Targeted Population, MSFW website.

Iowa employment in agriculture is inherently difficult to estimate because agricultural production, and in particular, crop production, is characterized by seasonal spikes in the demand for farm labor, some of which are often of short duration. For example, most crops must be planted at certain times of the year, weeded and pruned, and perhaps most importantly, harvested and prepared for market as they ripen. As a result, Iowa agriculture-based employers have traditionally employed large numbers of seasonal, and often migrant, farm workers who move from farm to farm and region to region, but also from state to state. However, official estimates of agricultural employment are derived from a survey of agricultural establishments that participate in the unemployment insurance system, and are thus more likely to count more permanent agricultural workers than migrant and seasonal farm workers.

According to official estimates from the Iowa Workforce Development's Migrant and Seasonal Farm Workers Outreach program and Iowa's Foreign Labor Certification office's monthly reports, jobs in Iowa's farm sector totaled 1,245 H2A agricultural workers and an estimate of 5,200 Migrant and/or Seasonal Farm Workers jobs in 2011. These numbers do not include farm owners and their relatives, students traveling in groups working in DE tasseling, religious



organizations owning farm land (and not considered under migrant and seasonal farm workers definitions) but still working on farm labor.

On an annual average basis, Iowa farm jobs increased by 800 jobs from 2009 to 2010. Total farm employment has been remarkably stable over the last decade amidst this year-to-year variability. From 2001 through 2011, annual average total farm employment in Iowa grew by 800 jobs, or by an average of less than 600 jobs per year. However, the factual job data seems to show agricultural jobs diminished last agricultural season due to the increase of adverse weather conditions affecting the western side of the State. Migrant and seasonal farm workers started working but were done at an earlier time.

The Farm Labor survey provides estimates of number of hired workers; average hours worked, and wage rates at regional and national levels. Information is also collected on the number and wages of workers performing agricultural services on farms in California and Florida.

The target population for the establishment portion of the Farm Labor survey is all farms with value of sales of \$1,000 or more. The target population for the agricultural services is all operations that provide agricultural services to farmers.

Iowa's agricultural employment estimates are broken out into four areas: Northwest area or area 1, Southwest area or area 2, Northeast area or area 3, and Southeast area or area 4. Based on five years' projections, the state will be adding one new staff in FY 2013 and another staff in FY 2014. Nearly half (49 percent) of Iowa's agricultural jobs were in the Southeast area in 2010-2011 season. These areas are displayed on the following map.



Outreach Activities

Iowa Workforce Development will successfully serve the agricultural community through its outreach program designed to contact migrant and seasonal farm workers who are not being reached by normal intake activities conducted by the local Workforce Services sites. The MSFW Outreach Specialist is trained in local office procedures, informal resolution of complaints, and in the services, benefits, and protections afforded to migrant and seasonal farm workers.

The MSFW Outreach Specialist is fluent in Spanish and English and able to relate to the needs of migrant and seasonal farm workers who may not be aware of community resources available to them. There are currently four MSFW Outreach Specialists located in four sites that travel throughout their respective areas, full-time between March and October each year and on a scheduled basis during November to February and conduct a variety of migrant and seasonal farm worker outreach activities. This will be modified as Iowa adds a new staff member in PY 2013 and another staff member in PY 2014.

The primary responsibility of the MSFW Outreach Specialist is to spend time in the service area contacting, explaining, and encouraging migrant and seasonal farm workers to use the services and resources available in the One-Stop Center. The MSFW Outreach Specialists search for migrant and seasonal farm workers throughout their area, especially in rural areas where they live, work, and gather, such as markets, parks, and other locations. The many responsibilities of the MSFW Outreach Specialists include the following:

- Educating migrant and seasonal workers on rights with respect to terms and conditions of employment;
- Developing and maintaining links between migrant and seasonal farm workers, One-Stop Centers, public and private community agencies, migrant and seasonal farm workers groups, and employers;
- Coordinating outreach efforts with migrant and seasonal farm workers' community service providers, including WIA Section 167 providers;
- Assisting migrant and seasonal farm workers with job search and placement, initiating job development contacts, and referrals to supportive services;
- Assisting with the completion of the IWorks System registration, resume, job applications, and other documents as needed;
- Providing assistance with obtaining unemployment insurance benefits, information on the Iowa training benefits programs, and referrals to specific employment opportunities if migrant and seasonal farm workers are unemployed;
- Making referrals to supportive services which migrant and seasonal farm workers and their family members may be eligible to receive;
- Providing information regarding current and future employment opportunities, which may be available in the future. This includes posting job orders and informing migrant and seasonal farm workers about available H-2A Job Orders, among others;
- Informing migrant and seasonal farm workers of the full range of available services, including job training opportunities available through the One-Stop centers and local community-based organizations;

- Informing migrant and seasonal farm workers about the One-Stop Center Complaint System and providing assistance with filing and processing complaints.
- Provide housing information options for workers extending their stay in the state beyond the initial growing or contract period.
- Provide assistance in setting up English as a Second Language (ESL) as well as Civic Preparation classes in local communities.
- Assist the State Monitor Advocate and the Foreign Labor Certification Coordinator with housing inspections for H2A workers or migrant and seasonal workers as prescribed by federal regulation or state migrant camp law.
- Conduct field visits/checks for health and safety issues as required by federal regulation.

In addition, information from WIA Section 167 partners is included to help migrant and seasonal workers receive a comprehensive blend of core, intensive, and training services designed to jointly place them into full-time, non-seasonal employment or upgraded agricultural employment. The Iowa Workforce Development One-Stop Centers are heavily engaged in a number of job services activities including the recruitment efforts of domestic workers to H-2A vacancies. These activities include:

- Sending IWorks letters (emails) that enable site staff to create and send formatted letters to job seekers who are registered in IWorks including job offers, job opportunities, and targeted recruitment letters;
- Performing various recruitment activities, including outreach, to find and refer qualified domestic workers in order to fill H-2A job openings; and
- Assisting with resume searches and site staff mediated services that encourage agricultural employers to publish their job openings using IWorks to fill their job openings locally, and/or through the H-2A program if necessary.

As part of its outreach activities, Iowa Workforce Development will partner with the Texas Migrant Council, Iowa Legal Aid, Proteus and internal new Iowan services implementing WIA Section 167 services to support migrant and seasonal farm workers achieve self-sufficiency, such as: ESL, GED, adult and family literacy, basic education, and employment as well as employer based training.

New Iowan services will also provide dislocated migrant and seasonal farm workers with a comprehensive program of core intensive and training services designed to place them into full-time, non-seasonal employment or upgraded agricultural employment. This comprehensive program will be implemented in coordination with the Iowa's WIA Section 167 grantees and our One-Stop Center offices.

In addition, Iowa Workforce Development through its Migrant and Seasonal Farm Workers Outreach program will collaborate on a public information and awareness campaign designed to assist migrant and seasonal farm workers with labor market and social service information. As part of this campaign, MSFW Outreach Specialists will promote, in English and Spanish, targeted trainings to migrant and seasonal farm workers, providing information on agricultural issues, employment opportunities, crop activities, and federal and state services. Printed

materials will be channeled through our State Monitor Advocate’s office and copies will be disseminated statewide through over 400 collaborative agency distribution points.

The data gathered by MSFW Outreach Specialists on the number of migrant and seasonal farm workers contacted through outreach activities and by other agencies in the area will be recorded and submitted to the State Monitor Advocate. The State Monitor Advocate will work directly with Iowa Workforce Development One-Stop Centers to ensure that these sites are in compliance with federal mandates and Iowa Workforce Development’s policies and procedures. During FY 2010-11, MSFW Outreach Specialists contacted 3,525 migrant and seasonal farm workers throughout Iowa. As a result, Iowa Workforce Development will continue to meet the very basic statewide goals in serving the migrant and seasonal farm worker community especially during this economic downturn, which has resulted in high unemployment rates in many significant areas. Table 3 illustrates the total number of migrant and seasonal farm worker contacts made throughout Iowa by agricultural region. However, more contacts and services to migrants and seasonal farm workers could have been made if one or two MSFW Outreach Specialists were added to the current outreach staff.

Table 3: MSFW Contacts through Outreach Activities by Agricultural Areas

Areas	PY 2010-2011
Northwest area (1)	449
Southwest area (2)	726
Northeast area (3)	813
Southeast area (4)	1537
Totals	3,525

Source: Iowa LEARS report

Despite a slight decrease in the number of migrant and seasonal farm worker contacts (4,857 PY 2009-2010) during PY 2010-11 due to reduction in staff from 7 to 4 MSFW outreach specialists, Iowa Workforce Development reached its goal of making contact with 3,525 migrant and seasonal farm workers statewide. Additionally, Iowa Workforce Development’s dynamic collaboration with other community-based organizations, WIA Section 167 providers, and other migrant and seasonal farm worker groups present an opportunity to boost the number of services provided to migrant and seasonal farm workers.

The number of migrant and seasonal farm worker contacts by outreach staff per day, according to U.S. Department of Labor guidelines, is a minimum of five contacts per eight hours worked. Although Iowa has consistently tried to surpass the requirement of 12 or more contacts per eight-hour day, outreach efforts to all estimated migrant and seasonal farm workers within the state is

not reachable in its entirety because of the reduced number of MSFW Outreach Specialists that now cover a wider regional area than before.

Table 4 and 5 details the Outreach days and staff allocated to the outreach areas for migrant and seasonal farm worker outreach activity during the next five years in order to reach the U.S. Department of Labor guidelines.

Table 4: MSFW Outreach Days/Staff Allocation projection for PY 2012-16 (March to October)

5 years Outreach Days/Staff allocation projections

Areas	FY2012			FY2013			FY2014			FY2015			FY2016		
	FTE	Hours	Days												
1	1	1,024	128	1	1,024	128	1	1,024	128	1	1,024	128	1	1,024	128
2	1	1,024	128	1	1,024	128	1	1,024	128	1	1,024	128	1	1,024	128
3	1	1,024	128	1	1,024	128	1	1,024	128	1	1,024	128	1	1,024	128
4	1	1,024	128	1	1,024	128	1	1,024	128	1	1,024	128	1	1,024	128
5				1	1,024	128	1	1,024	128	1	1,024	128	1	1,024	128
6				1	1,024	128	1	1,024	128	1	1,024	128	1	1,024	128
Total	4	4,096	512	5	5,120	640	6	6,144	768	6	6,144	768	6	6,144	768

Table 5: MSFW Outreach Days/Staff Allocation for PY 2012-16 (November - February)

5 years Outreach Days/Staff allocation projections

Area s	FY2012			FY2013			FY2014			FY2015			FY2016		
	FT E	Hour s	Day s												
1	1	256	32	1	256	32	1	256	32	1	256	32	1	256	32
2	1	256	32	1	256	32	1	256	32	1	256	32	1	256	32
3	1	256	32	1	256	32	1	256	32	1	256	32	1	256	32
4	1	256	32	1	256	32	1	256	32	1	256	32	1	256	32
5				1	256	32	1	256	32	1	256	32	1	256	32
6							1	256	32	1	256	32	1	256	32
Total	4	1,024	128	5	1,280	160	6	1,536	192	6	1,536	192	6	1,536	192

The formula to determine the number of days is (hours/8 = 1 outreach days) and is rounded up to the next number.

During FY 2012 – 2016 special attention will be focused on direct trainings to all Iowa Workforce Development One-Stop Center staff in to how to accomplish these five Equity Ratio indicators as well as the seven Minimum Service Level indicators. Webinars with these and other related topics, trainings, as well as in-person visits will widen staff knowledge not only of these minimum level indicators but also how to increase their capacity to serve migrant and seasonal farm workers at each office and utilize the Virtual Access Point(VAP) to focus on flexibility, customer choice, universal access and continuous improvement in developing the One-stop Centers to allow for self-service and staff assisted services to migrant and seasonal farm workers.

Iowa Workforce Development will strive to meet and exceed federal program requirements with respect to equity and minimum services indicators of compliance. It will also include assisting agricultural and non-agricultural employers in recruitment efforts in attaining and maintaining compliance with laws and regulations affecting their business operations.

Iowa Workforce Development will continue developing strategies that will promote direct and indirect agricultural job orders, applicant skills, employment and training opportunities, and timely resolutions of complaints, apparent MSPA violations and other labor related issues. Elements covered on an equitable and non-discriminatory basis will include migrant and

seasonal farm worker benefits and protections, vocational counseling, testing, job development, and job referrals services.

Iowa Workforce Development will adhere to guiding principles that ensure a system of services delivery to migrant and seasonal farm workers that:

- Is individual and family driven,
- Is effectively integrated,
- Protects the rights of migrant and seasonal farm workers and their families,
- Allows smooth transition between programs and agencies,
- Builds community capacity to serve migrant and seasonal farm workers and their families,
- Emphasizes prevention and early intervention,
- Respects customers, partners, and fellow employees,
- Is evaluated by our own customers,
- Is coordinated across systems,
- Is personalized to meet the needs of migrant and seasonal farm workers and their families,
- Is accessible, accountable, and comprehensive,
- Is culturally and linguistically appropriate and respectful, and
- Is strength-based and delivered in the least intrusive manner.

Iowa's farm labor workforce is made of:

- **Seasonal Farm Worker** – individuals who during the prior 12 months worked at least 25 full or partial days performing farm work, earned at least half of their income from farm work, and did not do farm work year-round for the same employer.
- **Migrant Farm Worker** – seasonal farm workers who travel to perform farm work and who are unable to return to their permanent residence the same day.
- **Migrant Food Processors** – seasonal farm workers who travel to perform farm work in food processing (as classified in the North American Industry Classification System) for food processing), and are unable to return to their permanent residence the same day.
- **Intrastate Migrant Farm Workers** – individuals who follow migrant streams within our state. Those farm workers usually migrate throughout areas and/or counties that are significant for farm workers. For example, from northeastern Iowa counties to southeastern Iowa counties. From North central Iowa counties to northwestern Iowa counties, and so forth.
- **Interstate Migrant Farm Workers** - individuals who follow migrant streams within our state but that are coming from other states. Most of these farm workers migrate from Texas, Georgia, Wisconsin, Michigan, Florida, Colorado and New Mexico.
- **Foreign Labor Certified Farm Workers** – individuals with temporary H2A visas authorizing them to work in the United States on a seasonal basis for a pre-determined employer under specific terms and conditions.

Seasonal, Migrant, and Migrant Food Processor are identified, coded in IWorks, tracked and referenced in services report for the purpose of meeting compliance with federal program requirements. Farm Labor Contractors are employed seasonally by more than one agricultural

producer and are also counted as migrant and seasonal farm workers and services to them will contribute towards the attainment of program indicators of compliance. Focus will be placed in identifying and providing services to migrant farm workers as they are usually in greater need of support services when they migrate to Iowa areas where they are not as aware of services and resources.

Iowa Workforce Development recognizes that farm workers possess specific needs and face certain barriers that result from cultural, educational, linguistic, scheduling, logistic, and other dynamics that are inherent to farm worker populations. Iowa Worker Development will continue to seek stakeholder and customer input and will engage and encourage migrant and seasonal farm worker service providers to address needs and to collaborate in order to remove barriers to improve living and working conditions.

Farm worker needs include, but are limited to the following:

- Labor market information on a timely basis to facilitate planning for continuous employment,
- Training and guidance on occupational matters to maintain a job and/or transition into a different occupation or industry,
- Lack of transportation to seek employment and/or supportive services,
- Affordable and adequate housing (under proper housing codes),
- Labor laws, workers' rights, and protections,
- Supportive services to enable them to obtain and maintain employment,
- Fair and equitable conditions and supervision from trained and committed foremen, supervisors and Farm Labor Contractors (FLC).

Services Provided to Migrant and Seasonal Farm Workers through the One-Stop Delivery System

Iowa is required to make the services of the One-Stop Centers available to all job seekers, including migrant and seasonal farm workers, in an equitable manner. Each One-Stop Center site will offer the full range of employment services, benefits and protections, including the full range of counseling, testing, and job and training referral services to migrant and seasonal farm workers as are provided to non-migrant and seasonal farm workers. Therefore, the services available from these sites, including all other US Department of Labor-funded Workforce Investment Act services, will be available to migrant and seasonal farm workers in a manner appropriate to their needs as job seekers.

Iowa Workforce Development through its Migrant and Seasonal Farm Workers Outreach Program will focus on locating and contacting farm workers not reached by normal local efforts. Outreach activities will be consistent with federal regulations 20 CFR part 653.107 and will implement strategies designed to identify, document, and track migrant and seasonal farm workers as they access core, intensive and training services within the One-Stop Center system. Services delivery strategies are intended to help farm workers achieve integration and self-sufficiency by providing and promoting services and support, including assessment of skill levels, abilities and aptitudes, as well as providing career guidance, vocational training, education, job search workshops, and referrals to job opportunities. Outreach policy will

emphasize providing sufficient information to agricultural employers, Limited English Proficiency individuals and migrant and seasonal farm workers to enable them to exercise informed choices on accessing services through multiple physical and/or electronic access points (VAPs). Outreach policy will be fluid and will afford staff the flexibility, time, tools, and training necessary to participate in joint ventures to address dynamics that affect migrant and seasonal farm workers' living and working conditions.

New technology will provide access and mobility needed to our outreach specialists in order to work with this unique population. Laptop and wireless printer equipment will be part of the mobile tool set provided to enhance MSFW Outreach Specialists' efficiency and effectiveness in providing onsite services delivery to migrant and seasonal farm workers and agricultural employers. Up-to-date laptops will allow Iowa's MSFW Outreach Specialists to access electronic documents, guidelines, inspection checklists, and related materials to conduct housing inspections and agricultural surveys. With better mobile equipment, the MSFW Outreach Specialists will be able to download program specific documents, complete them and print them as they conduct outreach and field inspections and/or interviews with agricultural employers and farm workers. This will allow for a smoother and timely transition from the laptop to the Iowa Workforce Development MIS system, IWorks. Wireless printers located in the MSFW Outreach Specialists' vehicle will allow employers and farm workers to sign required documents in the field. Mobile equipment will allow for a more timely, complete, and accurate documentation, including the capacity of pictures and/or video recording of information pertaining to outreach and complaint and/or apparent violation-related activities conducted on site.

Each One-Stop Center office in coordination with other One-Stop Center partners will provide migrant and seasonal farm workers and Limited English Proficiency individuals with services including but not limited to the following:

- Assistance with full range of employment services, benefits, and protections on a basis that is qualitatively equivalent and qualitatively proportionate to services provided to non-agricultural workers,
- Assistance in utilizing job order information effectively,
- Assistance through staff-assisted activities and/or as requested or necessary when accessing self-assisted services via electronic technology,
- Referral to agricultural and non-agricultural jobs, training, and support services, as well as available testing, counseling and other job development services,
- Provide basic information on labor rights, protections, and responsibilities with respect to terms and conditions of employment,
- Assistance in the preparation of complaints related to employment services and non-employment services,
- Acceptance and referral of labor-related complaints and apparent violations in accordance with established policies and procedures,
- Assistance in making appointments for individuals and families,
- Contact to follow-up as necessary and appropriate to provide supportive services and information to the maximum extent possible,
- Provide information on how to post resumes on-line and how to do an on-line job search,

- Assistance in communicating between Limited English Proficient (LEP) individuals referred to jobs and employers, and
- Provide information on Unemployment Insurance benefits.

The U.S. Department of Labor Employment and Training Administration require that states ensure equity of services for migrant, non-migrant, and seasonal farm workers. Iowa’s IWorks system records all service outcomes tracked for regular job seekers, including migrant and seasonal farm workers, such as receiving staff-assisted services, referrals to supportive services, referrals to jobs, career guidance, and job development contacts to ensure migrant and seasonal farm workers continue to receive qualitatively equivalent and quantitatively proportional services (shown in Table 6).

Iowa is a significant migrant and seasonal farm work state and has self-designated significant migrant and seasonal farm worker local offices. Program performance was only analyzed on the equity indicators as detailed in the MIS report and LEAR’s quarterly reports. During the specified 12-month period FY 2010, Iowa met two of the five ES Controlled Indicators of Compliance. However, as illustrated in Table 6 below, in most cases in which an indicator was below a compliance standard, it was one percent of meeting that indicator.

Table 6: Statistical data based on ES Equity indicator

Equity Ratio Indicators (MSFW)		
Participants from 7/1/2010 - 6/30/2011	Total	% of total
Total Participants	5,120	100
1. Referred to a job *	4,048	79.1
2. Received Staff assisted services *	3,524	68.8
3. Referred to support services	863	16.9
4. Career Guidance	393	7.7
5. Job Development contact	5	0.1

Source: LEARS report and IWD IT data * indicates reached Equity Ratio indicator

Iowa met two of five equity indicators during PY 2010-11. To ensure that all equity indicators are fully met, the State Monitor Advocate and the Foreign Labor Certification Coordinator will continue conducting annual programmatic reviews of all One-Stop Center sites. After reviewing program performance data, the Advocate and the Coordinator will contact the local regional manager to discuss findings and offer initial recommendations and appropriate technical assistance. If the State Monitor Advocate or the Foreign Labor Certification Coordinator identifies a finding, a Corrective Action Plan will be requested and the Advocate and the Coordinator will follow up with each site to ensure the corrective action plan has been implemented appropriately and the One-Stop Center site is brought into full compliance.

The State Monitor Advocate, the Foreign Labor Certification Coordinator, as well as other administrative and supervisory level staff will support and conduct outreach efforts to promote the Migrant and Seasonal Farm Workers Outreach Program and to assess and address needs to ensure program integrity and compliance, customer satisfaction and appropriate staffing allocations.

2012-2016 MSFW Program Areas and Staff Projections

Area/ Office site	Service area	Position	FTEs				
			2012	2013	2014	2015	2016
State Central office	Statewide	State Monitor Advocate	1	1	1	1	1
State Central office	Statewide	Foreign Labor Cert Coordinator	1	1	1	1	1
Northwest area	23 counties	Outreach Specialist	1	0	0	0	0
Southwest area	26 counties	Outreach Specialist	1	0	0	0	0
Northeast area	26 counties	Outreach Specialist	1	0	0	0	0
Southeast area	24 counties	Outreach Specialist	1	0	0	0	0
Northwest area	19 counties	Outreach Specialist	0	1	0	0	0
Southwest area	19 counties	Outreach Specialist	0	1	0	0	0
Northeast area	20 counties	Outreach Specialist	0	1	0	0	0
South central area	21 counties	Outreach Specialist	0	1	0	0	0
Southeast area	20 counties	Outreach Specialist	0	1	0	0	0
Northwest area	15 counties	Outreach Specialist	0	0	1	1	1
Southwest area	16 counties	Outreach Specialist	0	0	1	1	1
Northeast area	16 counties	Outreach Specialist	0	0	1	1	1
South central area	18 counties	Outreach Specialist	0	0	1	1	1
East Central area	17 counties	Outreach Specialist	0	0	1	1	1
Southeast area	17 counties	Outreach Specialist	0	0	1	1	1

Services Provided to Agricultural Employers through the One-Stop Delivery System

Iowa Workforce Development recognizes the importance of the agricultural industry in Iowa and has devoted resources to meet the labor needs of agricultural employers and migrant and seasonal farm workers. Funding for agricultural services comes from Wagner-Peyser and Foreign Labor Certification funds granted to the states annually. Wagner-Peyser funds are provided to Iowa based on a formula basis. The Foreign Labor Certification funds are provided by the U.S. Department of Labor Employment and Training Administration to Iowa to process foreign labor application requests, conduct housing inspections, conduct agricultural wage and prevailing practice surveys, and collect agricultural crop and labor information.

Iowa Workforce Development keeps an electronic database of job orders. This is accessible through our website. Employers are directly assisted by the outreach specialists. The outreach specialists visit the worksite to meet the employer and provide assistance with recruitment including posting agricultural job orders to the Iowa Workforce Development database. The employer has the option of posting job orders directly to our website, call in or complete a paper form that is provided to the local office for review and posting. Upon review by Iowa Workforce Development staff, the job order is opened for public application on our public job database.

Our database has implemented an indexing system that allows all job orders, agricultural and non-agricultural, to be automatically uploaded to the national U.S. Jobs database. When the letter of acceptance is received from the Office of Foreign Labor Certification we send a copy of the job order via email to the states listed in the accept letter. Any job order listed with Iowa Workforce Development is released for public application.

Iowa Workforce Development will provide special services to employers on an individual, as needed basis. These services are in addition to the IWorks electronic job listing system. In conjunction with services provided to migrant and seasonal farm workers, MSFW Outreach Specialists inform agricultural employers about the services available to them including:

- Assistance to generate IWorks letters (emails) that enable each site staff to create and send formatted letters or emails to job seekers who are registered in IWorks including job offers, job opportunities, and targeted recruitment trainings;
- Perform recruitment activities to find and refer qualified migrant and seasonal farm workers in order to fill the labor needs of agricultural employers;
- Assist with resume searches and on-site-staff mediated services that encourage agricultural employers to publish and fill their job openings using IWorks;
- Provide labor market information with such data as supply and demand, salaries, training requirements, new and emerging occupations, and industry growth;
- Provide Rapid Response services due to plant closure or mass layoffs. These services are offered to workers at the employer's job site and include information on assistance that can be provided at the One-Stop Center.
- A more personalized employer service approach;
- Up-to-date information on potential applicants' availability as well as Labor Market information;
- Assistance in writing effective job orders;
- Faster assistance with pre-occupancy inspections for those agricultural employers requesting participation in the inter/intra state recruitment system and/or H2A Foreign Labor Certification;
- Assistance with targeted recruitment, best practices to locate farm workers pools;
- Assistance with Farm Labor Contractors to meet U.S. Department of Labor complaints and regulations;
- Workshops tailored to agricultural employers' need;
- Assistance with internet websites links;
- Assistance with informal, timely, and appropriate resolutions of complaints and apparent violations;
- Assistance with information on employment training programs;
- Assistance with new approaches on agricultural ventures in areas not previously identified as agriculturally active, such as immigrants' and refugees' agricultural backgrounds, co-farm tenants, farmland rentals and the incorporation of new produce that these immigrants used to harvest in their own countries.

The above needs were identified in the last two years when performing migrant and seasonal farm worker outreach to agricultural employers. Although information has been provided, Iowa

Workforce Development will dedicate more time providing targeted presentations, workshops, seminars and webinars to Co-ops and other agricultural groups to meet growers' needs.

In coordination with the network of One-Stop Center offices, we will continue to market services to agricultural employers through an integrated approach. The State Monitor Advocate, Foreign Labor Certification Coordinator, MSFW Outreach Specialists and designated local office staff will lead the efforts to enhance service delivery to agricultural employers. This approach will provide better and faster communication and coordination of agricultural job orders throughout the State as well as up-to-date contacts. Other contacts will be done via telephone, fax, regular mail, e-mail and personal meetings. Identification of new agricultural employers will take place through daily outreach, local office records, farm labor contractors' listings, past job orders, community agencies' networks, and through a partnership with Iowa State University Extension Services utilizing their current website tool to bring more agricultural employment opportunities into our labor exchange system through indexing.

Identification of other services will occur through on-going need assessments and a proactive, coordinated effort between the lead team and local One-Stop Center office staff, and will include engaging agricultural employers in local, regional and State meetings where agendas can be defined and organized for future agricultural issues.

Review and Comment by Key Stakeholders

Iowa Workforce Development works full-time by overseeing the operations of the Migrant and Seasonal Farm Workers Outreach Program to ensure that migrant and seasonal farm workers receive equal employment services in both quality and quantity as those employment services provided to non-migrant and seasonal farm workers. Iowa Workforce Development staff works both as monitors and advocates for migrant and seasonal farm workers.

In their role as advocates, Iowa Workforce Development staff promotes the needs and concerns of migrant and seasonal farm workers to the Migrant and Seasonal Farm Workers Outreach Program Administrator. Additionally, Iowa Workforce Development reviews and comments on directives and policy changes that affect migrant and seasonal farm workers through the State Monitor Advocate's office. Iowa Workforce Development has duly afforded the public and 167 grantees with the opportunity to comment on this Wagner-Peyser Agricultural Outreach Plan as required by Title 20 CFR part 653.111 (h).

The State has also afforded other migrant and seasonal farm workers' organizations with the opportunity to comment on this Wagner-Peyser Agricultural Outreach Plan as required by Title 20 CFR part 653.111 (d)

Section II – Iowa’s Operational Plan

D. Services to Employers

Iowa uses a number of mechanisms and partnerships to keep the pulse on the needs of Iowa’s employers and the business community. A cornerstone for maintaining a business-customer focus workforce development system is the preparation of a Regional Assessment and Analysis by local boards. The information from this process will help the local Workforce Investment Board identify the workforce development needs in its regions, and determine the course of action to meet those needs. The representation of business members on the Regional Workforce Investment Board helps to ensure this focus and accuracy on the needs analysis. In addition, the Iowa Workforce Development Board will use the information as it updates its Strategic Workforce Development Plan.

Locally, Wagner-Peyser and Workforce Investment Act Adult and Youth staff are engaged in outreach activities to business and to economic development organizations, sharing labor market information and assisting with their recruitment and retention issues. These efforts are complemented by activities of the Regional Workforce Investment Board and Chief Elected Officials, and through the community colleges, since many of those institutions are Workforce Investment Act Service Providers, and all of which work closely with the One-Stop partners. It is through this grassroots approach that the workforce system garners its greatest knowledge about the current and future needs of business.

Iowa's Employers' Councils are groups of employers who work in partnership with Iowa Workforce Development to meet the workforce needs of employers. They provide an employer perspective in advising Iowa Workforce Development and other policy makers on the full range of workforce issues and topics of concern to employers. There are 19 councils statewide, which provide support and recommendations to the state level Employers’ Council. The special role of the state level Employers' Council is to help gather and disseminate information about the activities of local councils, and to represent the local councils at the state and federal levels.

Finally, Iowa Workforce Development is involved in a coordinated effort with the Department of Economic Development and private sector businesses called the Human Resource Recruitment Consortium to attract graduates and former Iowans back to Iowa. The membership of this group is made up entirely of businesses interested in the same goal.

Integration of Business Services: As stated earlier, Wagner-Peyser Act funded staff provide the cornerstone for core services in the Iowa One-Stop Center system. Core services to business are no exception. Management for Wagner-Peyser staff have been empowered to work with their local partners and boards to ensure that the delivery of services to business is non-duplicative and focused on the priorities of the local workforce boards.

Specific examples of this activity include working with economic development groups such as the Professional Developers of Iowa, the Iowa Association of Business and Industry, and Chambers of Commerce; being involved with community and regional leadership in seeking economic development grants; and directing business service representatives’ activities in support of all partner programs.

Streamline Federal Tax Credit Programs: Iowa has streamlined administration of the Work Opportunity Tax Credit program and Federal Bonding programs by centralizing the certification and record keeping at the state level. Local One-Stop staff (primarily state staff) is trained to identify potentially eligible candidates for Work Opportunity Tax Credit and to complete the appropriate documentation. Questions about Federal Bonding are referred directly to a state level staff person who provides direct customer service.

After meeting with numerous Iowa employers, Iowa Workforce Development has developed a menu of services designed to find workers for employers. Those services, listed below, are known as the “Dyersville Model” in recognition of the first community where these services were offered. This model was so successful that the employer in question dropped plans to move to another state, and continue operations at their existing facility in Dyersville, a community in Northeast Iowa.

Skilled Iowa Business Services

Outreach to Unemployment Insurance Recipients

- Request the names of all Unemployment Insurance recipients in the affected area and surrounding counties with the appropriate skills.
- Will call all qualified Unemployment Insurance recipients to advise them of Employer job opportunities.
- Applicants accepting referral will be directed to follow company application process.
- Applicants refusing referral will be referred to Unemployment Insurance Service Center adjudication for possible disqualification.

Targeted Groups

- Veterans – outreach to veterans through existing agency partnership with ESGR, DOL, VA. Iowa Workforce Development will also promote employer opportunities to job ready veterans.
- Women – outreach to qualified PROMISE JOBS participants.
- Able bodied adults – outreach to qualified food assistance recipients.
- Dislocated workers – promote employer opportunities at Rapid Response meetings where affected employees possess identified skills.

Hiring Events

- Coordinate hiring event specifically for the employer on site in affected community.
- Virtual career fair – feature the employer on Region XX website with “interest surveys” that the company can use as a job application or means to directly contact possible employees.

Marketing

- Iowa Workforce Development will produce flyers/posters promoting employer opportunities to be distributed within agreed upon geographic area.
- Iowa Workforce Development will underwrite cost of radio spots promoting employer opportunities

- Iowa Workforce Development will utilize social media – Twitter, Facebook, LinkedIn – to promote employer opportunities and hiring events.

Miscellaneous

- Iowa Workforce Development will assign one member of the Regional Recruitment & Placement team to work with the employer.
- Check if the employer's job orders are already being indexed by us.jobs, and if not, determine if that is an option. If not, offer other options to capture job listings. Iowa Workforce will utilize IWorks to send out email job opportunity notices.
- Will coordinate linkages between company and U.S. Department of Labor Office of Apprenticeship when company indicates readiness.
- NCRC – Staff will work with the company to identify the appropriate National Career Readiness Certificate (NCRC) level(s), platinum-gold-silver-bronze, specific to the company's employee job classifications. Has the company signed Letter of Commitment?
- WOTC – Worker Opportunity Tax Credit (WOTC) staff will work with the company on potential tax credit incentives
- ECI – is the company participating in the local Employer's Council of Iowa (ECI) events?
- Iowa Workforce Development will ensure that all of the local regions are aware of the employer opportunities, particularly surrounding regions, where commuting is available. Iowa Workforce Development will also provide outreach to Job Corps in Ottumwa and in Denison.
- National Career Readiness Certificate (NCRC) testing will be provided at no cost to Skilled Iowa member businesses.

Section II – Iowa’s Operational Plan Trade Adjustment Assistance (TAA)

The Iowa Trade Adjustment Assistance program will provide seamless services to participants through a coordinated and functionally aligned effort between the Workforce Investment Act and Wagner-Peyser. The team does the following:

- Provides early intervention to worker groups on whose behalf a Trade Adjustment Act petition has been filed:
 - Rapid Response is initiated by communications between the State Trade Coordinator and the State Rapid Response Coordinator. The State Trade Coordinator informs the State Rapid Response Coordinator of the following:

- Name of the Company
- Location of the Company
- Number of impacted employees
- Date of the event
- Union affiliation, if any
- Contact person at the company

The State Rapid Response Coordinator subsequently informs the Local Workforce Area of the event and organizes the full array of Rapid Response services as necessary.

- Each Local Workforce Area has a Rapid Response Team consisting of staff from Workforce Investment 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 3-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 Investment Act applications are completed.
- Afterwards, customers begin to engage in further orientation and intake sessions.
- Provides core and intensive services to TAA participants, conforming to the guidance and stemming from co-enrollment efforts:
 - Effective January 1, 2012, Governor Branstad changed the participant enrollment policy under Iowa’s WIA 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 WIA take the lead 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 TAA training is necessary to secure employment, any possible barriers to employment/training success, and how those barriers will be addressed. Both WIA and W-P staff conduct re-employment workshops for customers needing additional assistance in job search resources, resume writing, interviewing skills, etc. Furthermore, all TAA customers have access to any other resources provided by W-P and WIA. Because specific W-P or WIA 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 WIA counselors and W-P representatives. Because WIA and W-P have a shared computer system and all partners/staff have access to the TAA computer system, case notes are accessible by either program, allowing staff to determine if monthly contact has been made. If contact has been made and the documentation shows ongoing progress toward goals with no issues, the contact will satisfy all programs' requirements. Ongoing communication is stressed among all partners—WIA, W-P, and the State TAA office, and each region has established its own processes. Examples include: periodic combined staff meetings to reinforce the open communication and “staffings” 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, WIA takes the lead in development of the training plans in accordance with the six criteria for TAA-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 TAA office then reviews all training requests and issues determinations. While TAA will be the primary funding source for an individual's training, WIA may offer assistance with supportive services (e.g., childcare, counseling, utility and rental assistance) as needed for a customer to be able to be successful in the chosen training program. Co-funding of training also may occur, if it is necessary to meet a customer's needs. Once a customer enters approved training, there is additional coordination with W-P and Unemployment Insurance for an individual's ongoing income support.
- Has developed and managed resources to integrate data provided through different agencies administering benefits and services in order to ensure consistent program administration and fiscal integrity, as well as reliable fiscal and performance reporting.
 - TAA, Trade Readjustment Allowances (TRA), Re-Employment Trade Adjustment Assistance (RTAA), WIA, and W-P/Employment Service utilize Lotus Notes, IWORKS, and the UI mainframe systems to collect universal information (e.g., customer demographics, veteran Information, migrant worker information, employment status, disability, older worker, low income, public assistance, needs and barriers, etc.) for each customer. Through these systems, customer enrollment in various programs, customer participation, and exit outcomes are tracked.
 - In an effort to ensure reliable reporting, several mechanisms are in place. Each database (e.g., Lotus Notes) is programmed with its own logical checks or warnings that, depending on the nature of the potential error, will alert either the front-line user to it or the Trade Act Coordinator and the IT team member, at the time of running reports, to it. Such potential errors are examined and corrected as appropriate to ensure data integrity.

Furthermore, regular TAA and WIA program monitoring (elements of which include reviews of participant files and the corresponding management information systems) as well as ongoing staff training improves the reliability of performance reporting.

Section II – Iowa’s Operational Plan

G. WIA Waiver Requests

Current Waivers

Iowa currently has two waivers and is requesting an additional waiver to move to Common Measures for performance reporting. Below are the two currently approved measures.

- (1) Waiver of provision at 20 CFR 663.530 that prescribes a time limit on the period of initial eligibility for training providers. As can be related in the regional reports this waiver continues to simplify the process for the use of the many programs available through the various training providers. Many would take themselves off the list if required to provide the supplemental data due to the cumbersome nature of the process.
- (2) Waiver of 20 CFR 667.140(a) transfer of Adult and Dislocated Worker Funds with the transfer authority limited to 50%. This flexibility is critical in these times of high layoffs and closures. This allows the regional staff the ability to meet the needs of the potential applicant pool at any given point in time.

In order to effectively use the flexibility afforded by the waiver process, and to further enhance the efficiency of program operations in the state, Iowa requests the following waivers:

1. Policy and Procedures for Continuing Eligibility of Workforce Investment Act Training Providers: Iowa is requesting an extension to the existing waiver to extend the period of “Initial Eligibility of Training Providers” through the end of this two-year planning cycle, thereby postponing the “Subsequent Eligibility of Training Providers” determination period. This request is a waiver from the Workforce Investment Act Section 122 (c) (5) and 20CFR 663.530. The extension is needed to maintain the broadest range of eligible providers to enable individuals to make informed choices relating to their training goals.

Iowa is committed to the philosophy of maximizing customer choice and assuring that all significant population groups are served. This waiver, if approved, will provide us with the increased flexibility to meet the standards required by the Workforce Investment Act and ensure state and local accountability for the results of our system.

2. Transfer of Funds between Adult and Dislocated Worker Programs: In order to be afforded maximum flexibility to respond to the needs of workers and job seekers, Iowa requests a waiver to allow the transfer of 50% of funds between the Adult and Dislocated Worker funding streams. Such a waiver will allow regional boards to respond to specific needs in their areas that may be created by significant numbers of worker dislocations, changes in the local economic environment, intent to increase services to specific populations, or similar issues. This request is a waiver from the Workforce Investment Act Section 133(b)(4), and 20CFR667.140.

Iowa is committed to customer service, and this waiver will provide the flexibility to meet customer needs as they arise. The waiver will support both federal and state goals to support

the local direction for resource use, will continue to emphasize the training element of the WIA program, and will provide the flexibility of merged funding streams while maintaining core service delivery in the One-Stop Centers supported by Wagner-Peyser funding streams.

Regional Workforce Investment Boards must initiate any requests for the transfer of funds. State policies will be established to ensure that such transfers will not negatively affect performance achievement or the potential to acquire additional program resources, such as National Emergency Grants. In such cases, the state will have the authority to deny transfer requests.

3. Move to the Common Measures for Reporting Performance. Iowa Workforce Development requests a waiver under the authority of the Secretary of Labor to waive performance reporting requirements of the Workforce Investment Act (WIA), Title I, Subtitles B and E. Section 136(b) of WIA provides that State performance measures for WIA shall consist of seventeen (17) specific core indicators of performance and customer satisfaction. Iowa is requesting a waiver to reporting the 17 measures required under WIA 136(b), and the performance measures applicable to Employment Services (ES), veterans' services and Trade services. Iowa Workforce Development, as the State of Iowa's administrator for the Workforce Investment Act is requesting is requesting to eliminate the required seventeen (17) (15 core and two customer satisfaction) performance measures and replaces them with the common measures delineated in TEGE 28-04. For Program Year 2012, the state of Iowa would be operating under nine measures: Adult/Dislocated Worker Entered Employment, Adult/Dislocated Worker Retention, Adult/Dislocated Worker Earnings Change, Youth Placement in Employment or Education, Youth Attainment of a Degree or Certificate, and Youth Literacy and Numeracy Gains.

The waiver will allow Iowa to align with the common measures developed by the United States Department of Labor (USDOL) and begin implementation of these measures by July 1, 2012. Through this waiver, the State is hoping to mitigate the potential confusion of the current reporting system by discontinuing the use of the 17 measures and reducing them to the six common performance criteria called for under Adult and Youth common measures.

Iowa has embarked on a service delivery model process that will ensure services are integrated at the front line level and unified at the management level. Granting this waiver would complement our efforts through the provision of common workforce system performance measures and make Iowa's workforce system more efficient and effective. By refocusing the local regions' performance assessment from individual program performance measures to universal outcome measures, service integration can be enhanced.

The common measures will also be easier to manage and more clearly understood by Regional Workforce Investment Boards (RWIB), businesses, and workforce investment system partners.

The waiver protocol for all three waivers is included in Attachment C.

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H. SCSEP

In order to receive funds for the Senior Community Service Employment Program (SCSEP), each state is required to submit a state plan that includes a four-year strategy for statewide provisions of community service training and other authorized activities for eligible unemployed low-income seniors.

The development of the Iowa State Plan for SCSEP is the responsibility of the Iowa Department of Aging. In Iowa, SCSEP is known as the Senior Internship Program (SIP) and is designed to provide subsidized part-time employment training for low-income persons age 55 or older.

Iowa is exercising its option to submit the Iowa SCSEP State Plan as a stand-alone document and will be submitted to US Department of Labor, Employment and Training Administration on or before September 15, 2012.

Section III. Integrated Workforce Plan Assurances and Attachments

This section provides a "check-the-box" table of assurance statements and a single signature sheet to certify that the information provided by the state, and submitted to the Department, in the following table is accurate, complete, and meets all legal and guidance requirements. The table below contains the assurances, the legal reference that corresponds to each assurance, and a column for the state to provide a reference to the document(s) that it believes meets the stated assurance or where the statute requires documentation of a policy or procedure. Such a reference may be a hyperlink to an on-line document or it may be an attachment. Not all assurances require documents to be attached or referenced. Where an approved special exemption, waiver, or an approved alternate structure makes an assurance not applicable to your state, please insert the words "Not Applicable" in the reference column.

By checking each assurance, attaching the proper documentation or links, and signing the certification at the end of the document, the state is certifying it has met each of the legal planning requirements outlined in WIA law and regulations and in corresponding Departmental guidance. By checking each box and signing the certification, the state is also indicating that its supporting documentation meets all applicable Federal and state laws and regulations and is available for review. Any deficiencies in the documentation attached to each assurance identified during the state plan review process may result in additional technical assistance and a written corrective action as part of the Department's conditional approval of the state's Integrated Workforce Plan. Assurances that are part of the state's grant agreement are not duplicated here.

1	X	The state established processes and timelines, consistent with WIA Section 111(g) – and, where appropriate, 20 CFR 641.325 (g) – to obtain input into the development of the Integrated Workforce Plan and to give opportunity for comment by representatives of local elected officials, local workforce investment boards, businesses, labor organizations, other primary stakeholders, and the general public.	WIA Sections 112(b)(9), 111(g) 20 CFR 661.207 20 CFR 661.220(d) 20 CFR 641.325(f), (g), (h), 20 CFR 641.335	Posted at www.iowaworkforce.org and no comments received.
2	X	The state afforded opportunities to those responsible for planning or administering programs and activities covered in the Integrated Workforce Plan to review and comment on the draft plan.	WIA Sections 112(b)(9), 111(g) 20 CFR 661.207 20 CFR 661.220(d)	Posted at www.iowaworkforce.org and no comments received.
3	X	The final Integrated Workforce Plan and State Operational Plan are available and accessible to the general public.		Posted at www.iowaworkforce.org and no comments were received
4	X	The state afforded the State Monitor Advocate an opportunity to approve and comment on the Agricultural Outreach Plan. The state solicited information and suggestions from WIA 167 National Farmworker Jobs Program grantees, other	WIA Sections 112(b)(9), 111(g) 20 CFR 661.207 20CFR 661.220(d) 20 CFR 653.107 (d) 20 CFR 653.108(f)	Posted at www.iowaworkforce.org and no comments were received.

		appropriate MSFW groups, public agencies, agricultural employer organizations, and other interested organizations. At least 45 days before submitting its final outreach, the State provided a proposed plan to the organizations listed above and allowed at least 30 days for review and comment. The State considered any comments received in formulating its final proposed plan, informed all commenting parties in writing whether their comments have been incorporated and, if not, the reasons therefore, and included the comments and recommendations received and its responses with the submission of the plan.		
5	X	In the development of the plan, the state considered the recommendations submitted by the State Monitor Advocate in the annual summary of services to Migrant and Seasonal Farmworkers.	20 CFR 653.108(t)	Plan developed and written by the State Monitor Advocate
6	X	The state established a written policy and procedure to ensure public access (including people with disabilities) to board meetings and information	WIA Sections 111(g), 112(b)(9), 117(e) 20 CFR 661.207	Posted at http://www.state.ia.us/government/ag/images/pdfs/Openmeetings_out.pdf http://www.drakejournalism.com/newsite_ifoic/omorph/omorph_intro.htm

		regarding board activities, such as board membership and minutes.		
7	X	Where SCSEP is included in the Integrated Workforce Plan, the state established a written policy and procedure to obtain advice and recommendations on the State Plan from representatives of the State and area agencies on aging; State and local boards under the WIA; public and private nonprofit agencies and organizations providing employment services, including each grantee operating a SCSEP project within the state, except as provided under section 506 (a)(3) of OAA and 20 CFR 641.320(b); Social service organizations providing services to older individuals; Grantees under Title III of OAA, Affected Communities, Unemployed older individuals, Community-based organizations serving older individuals; business organizations and labor organizations.	20 CFR 641.315(a)(1-10), 641.325 (f), (g), (h)	Not applicable
8		The state made available to the public state-imposed requirements such as statewide policies or guidance, for the statewide	WIA Sections 112(b)(2), 129, 134 20 CFR 665.100	Posted at http://www.iowaworkforce.org/centers/wiahandbook.pdf

		public workforce system, including policy for the use of WIA title I statewide funds.		
9	X	The state established a written policy and procedure that identifies circumstances that might present a conflict of interest for any state or local workforce investment board member or the entity that s/he represents, and provides for the resolution of conflicts. The policy meets the requirements of WIA Sections 111(f) and 117(g).	WIA Sections 112(b)(13), 111(f), 117(g)	Conflict of Interest form is included as attachment #9.
10	X	The state has established a written policy and procedure that describes the state's appeals process available to units of local government or grant recipients that request, but are not granted, designation of an area as a local area under WIA Section 116.	WIA Sections 112(b)(15), 116(a)(5) 20 CFR 661.280 20 CFR 667.700	See attachment #10
11	X	The state established written policy and procedures that describe the state's appeal process for requests not granted for automatic or temporary and subsequent designation as a local workforce investment area.	20 CFR 667.640 20 CFR 662.280	See attachment #10
12	X	The state established a written policy and procedure that set forth criteria to be used by chief elected officials for the	WIA Sections 112(b)(6), 117(b) 20 CFR 661.300(a), 20 CFR 661.325	See attachment #12

		appointment of local workforce investment board members.		
13	X	The state established written policy and procedures to ensure local workforce investment boards are certified by the governor every two years.	WIA Sec 117(c) 20 CFR 661.325	See attachment #13
14	X	Where an alternative entity takes the place of an SWIB, the state has written policy and procedures to ensure the alternative entity meets the definition under section 111(e) and the legal requirements for membership.	WIA Sections 111(e), (b) 20 CFR 661.210	Posted at http://www2.legis.state.ia.us/asp/ACODocs/ruleList.aspx?pubDate=10-17-2012&agency=877&chapter=1
15	X	Where the alternative entity does not provide representative membership of the categories of required SWIB membership, the state has a written policy or procedure to ensure an ongoing role for any unrepresented membership group in the workforce investment system. (Only applicable in cases where a state uses an alternative entity as its SWIB, and that entity does not provide for representative membership by individuals in the categories required by WIA sec. 111(b).)	WIA Sections 111(b), (e) 20 CFR 661.210(c)	Not applicable
16	X	When applicable, the state takes any action necessary to assist local areas in developing and	WIA Sections 112(b)(14), 134(c) W-P Section 8(c)	See Attachment #16

		implementing the One-Stop system.		
17	X	The state established procedures for determining initial and subsequent eligibility of training providers.	WIA Sections 112(b)(17)(A)(iii), 122, 134(d)(4) 20 CFR 663.515, 663.535	The State currently has a waiver for this process. All providers are initially approved by the RWIB.
18	X	All partners in the workforce and education system described in this plan will ensure the physical, programmatic, and communications accessibility of facilities, programs, services, technology, and materials for individuals with disabilities in One-Stop Career Centers.	WIA Section 188 W-P Section 8(b) 29 CFR part 37 20 CFR 652.8(j)	See attachment #18
19	X	The state ensures that outreach is provided to populations and sub-populations who can benefit from One-Stop Career Center services.	WIA Section 188 29 CFR 37	See attachment #18
20	X	The state implements universal access to programs and activities to all individuals through reasonable recruitment targeting, outreach efforts, assessments, services delivery, partnership development, and numeric goals.	WIA Section 188 29 CFR 37.42	See attachment #18
21	X	The state complies with the nondiscrimination provisions of section 188, including that Methods of Administration were developed and implemented.	WIA Section 188 29 CFR 37.20	See attachment #18

22	X	The state collects and maintains data necessary to show compliance with nondiscrimination provisions of section 188.	WIA Section 185	See Attachment #22
23		For WIA Single-Area States only, the state has memorandums of understanding between the local workforce investment board and each of the One-Stop partners concerning the operation of the One-Stop delivery system in the local area.	WIA Sections 112(b)(5), 116(b), 118(b)(2)(B), 20 CFR 661.350(a)(3)(ii)	Not applicable
24	X	The state established written policy and procedures that outline the methods and factors used in distributing funds, including WIA Adult, Dislocated Worker, and Youth formula and rapid response funds. The policy establishes a process for funds distribution to local areas for youth activities under WIA Section 128(b)(3)(B), and for adult and training activities under WIA Section 133(b), to the level of detail required by Section 112(b)(12)(a). In addition, the policy establishes a formula, prescribed by the governor under Section 133(b)(2)(B), for the allocation of funds to local areas	WIA Sections 111(d)(5), 112(b)(12)(A), (C), 128 (b)(3)(B), 133(b)(2)(B), 133(b)(3)(B) 20 CFR 661.205(e)	See attachment #24

		for dislocated worker employment and training activities.		
24a	X	For Dislocated Worker funding formulas, the state's policy and procedure includes the data used and weights assigned. If the state uses other information or chooses to omit any of the information sources set forth in WIA when determining the Dislocated Worker formula, the state assures that written rationale exists to explain the decision.	WIA Section 133(b)(2)(B) 20 CFR 667.130(e)(2)(i)-(ii)	See attachment 24a
25	X	The state established a written policy and procedure for how the individuals and entities represented on the SWIB help to determine the methods and factors of distribution, and how the state consults with chief elected officials in local workforce investment areas throughout the state in determining the distributions.	WIA Sections 111(d)(5), 112(b)(12)(A), 128(b)(3)(B), 133(b)(3)(B), 20 CFR 661.205(e)	See attachments 24 and 24a
26	X	The state established written policy and procedures for any distribution of funds to local workforce investment areas reserved for rapid response activities, including the timing and process for determining whether a distribution will take	WIA Sections 133(a)(2), 134(a)(2)(A) 20 CFR 667.130(b)(2), (e)(4), 665.340	See attachment #26

		place.		
27	X	The state established written policy and procedures to competitively award grants and contracts for WIA Title I activities.	WIA Section 112(b)(16)	See attachment #27
28	X	The state established written criteria to be used by local workforce investment boards in awarding grants for youth activities, including criteria that the governor and local workforce investment boards will use to identify effective and ineffective youth activities and providers of such activities.	WIA Sections 112(b)(18)(B), 123, 129	See Attachment #27. Please see highlighted section of this attachment.
29	X	The state established written criteria for a process to award a grant or contract on a competitive basis for Summer Youth Employment Opportunities element of the local youth program, where a provider is other than the grant recipient/fiscal agent.	WIA Sections 123, 129(c)(2)(C) 20 CFR 664.610.	Summer Youth Employment Opportunities are provided by the service provider, selected by the RFP process, for youth activities. The sub-recipient of the grant is always selected by the RFP process as noted in Attachment #27 and this is also the provider of the Summer Youth Opportunities.
30	X	The state distributes adult and youth funds received under WIA equitably throughout the state, and no local areas suffer significant shifts in funding from year-to-year during the period covered by this plan.	WIA Section 112(b)(12)(B)	See Attachment #24
31	X	The state established written	WIA Sections	Phhttp://das.sae.iowa.gov/internal_services/policy_manual.html

		fiscal-controls and fund-accounting procedures and ensures such procedures are followed to ensure the proper disbursement and accounting of funds paid to the state through funding allotments made for WIA Adult, Dislocated Worker, and Youth programs, and the Wagner-Peyser Act.	112(b)(11), 127, 132, 184 W-P Sections 9(a), (c) 20 CFR 652.8(b), (c)	Above is the link to our state accounting policies and procedures. Our agencies internal financial policies and procedures manual is on our secure web based SharePoint below. http://portal.iowaworkforce.org/administrationservices/financialmanagement/default.aspx
32	X	The state ensures compliance with the uniform administrative requirements in WIA through annual, onsite monitoring of each local area.	WIA Sections 184(a)(3), (4) 20 CFR 667.200, .400(c)(2), 667.410	See attachment #32
33	X	The state follows confidentiality requirements for wage and education records as required by the Family Educational Rights and Privacy Act of 1974 (FERPA), as amended, WIA, and applicable Departmental regulations.	WIA Sections 136(f)(2), (f)(3), 122, 185(a)(4)(B) 20 USC 1232g 20 CFR 666.150 20 CFR part 603	Iowa Workforce Development follows all confidentiality requirements for wage and education records as required by FERPA.
34	X	The state will not use funds received under WIA to assist, promote, or deter union organizing.	WIA Section 181(b)(7) 20 CFR 663.730	See Attachment #34
35	X	Where the SWIB chooses to establish them, the state established definitions and eligibility documentation requirements regarding the	WIA Sections 101(13)(C)(i) CFR 664.205(b)	See Attachment #35

		“deficient in basic literacy skills” criterion.		
36	X	Where the SWIB chooses to establish them, the state established definitions and eligibility documentation requirements regarding “requires additional assistance to complete and educational program, or to secure and hold employment” criterion.	WIA Sections 101(13)(C)(iv) 20 CFR 664. 200(c)(6), 664.210	All definitions for this criteria are established locally in the customer service plan
37	X	The state established policies, procedures, and criteria for prioritizing adult title I employment and training funds for use by recipients of public assistance and other low-income individuals in the local area when funds are limited.	WIA Section 134(d)(4)(E) 20 CFR 663.600	See Attachment #37
38	X	The state established policies for the delivery of priority of service for veterans and eligible spouses by the state workforce agency or agencies, local workforce investment boards, and One-Stop Career Centers for all qualified job-training programs delivered through the state's workforce system. The state policies: 1. Ensure that covered persons are identified at the point of entry and given an opportunity to take full advantage of priority of	WIA Sections 112(b)(17)(B), 322 38 USC Chapter 41 20 CFR 1001.120-.125 Jobs for Veterans Act, P.L. 107-288 38 USC 4215 20 CFR 1010.230, 1010.300-.310	See Attachment #38

		<p>service; and</p> <p>2. Ensure that covered persons are aware of:</p> <p>a. Their entitlement to priority of service;</p> <p>b. The full array of employment, training, and placement services available under priority of service; and</p> <p>c. Any applicable eligibility requirements for those programs and/ or services.</p> <p>3. Require local workforce investment boards to develop and include policies in their local plan to implement priority of service for the local One-Stop Career Centers and for service delivery by local workforce preparation and training providers.</p>		
39	X	<p>The state assures that Migrant and Seasonal Farmworker (MSFW) significant office requirements are met.</p> <p>Note: The five states with the highest estimated year-round MSFW activities must assign full-time, year-round staff to outreach activities. The Employment and Training Administration designates these states each year. The remainder of the top 20 significant MSFW</p>	<p>WIA Section 112(b)(8)(A)(iii), 112(b)(17)(A)(iv) W-P Sections 3(a), (c)(1)-(2) 20 CFR 653.107(a), 107(i), 653.112(a), 653.108(d)(1)</p>	<p>See Attachment #39</p>

		<p>states must make maximum efforts to hire outreach staff with MSFW experience for year-round positions and shall assign outreach staff to work full-time during the period of highest activity.</p> <p>If a state proposes that its State Monitor Advocate work less than full-time, the state must submit, for approval by the Department, a plan for less than full-time work, demonstrating that the state MSFW Monitor Advocate function can be effectively performed with part-time staffing.</p>		
40	X	Merit-based public employees provide Wagner-Peyser Act-funded labor exchange activities in accordance with Departmental regulations.	W-P Sections 3(a), 5(b) 20 CFR 652.215 Intergovernmental Personnel Act, 42 USC 4728(b)	See attachment #40.
41	X	The state has designated at least one person in each state or Federal employment office to promote and develop employment opportunities, job counseling, and placement for individuals with disabilities.	W-P Section 8(b) 20 CFR 652.211	Harvey Andrews is the designated person for Iowa Workforce Development. Harvey's contact information is: Harvey.Andrews@iwd.iowa.gov or by phone: 515-281-8149.
42	X	If a SWIB, department, or agency administers state laws for	W-P Section 8(b) 20 CFR 652.211	See Attachment #42

		vocational rehabilitation of persons with disabilities, that board, department, or agency cooperates with the agency that administers Wagner-Peyser services.		
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Attachment to Assurance #9

Workforce Investment Act *Conflict of Interest Policy*

All Regional Workforce Investment Board members must be aware of and properly manage all conflicts of interest and appearances of a conflict of interest. This Conflict of Interest Policy is designed to assist WIA directors and Board members identify situations that present potential conflicts of interest and to provide the State with a procedure to appropriately manage conflicts in accordance with legal requirements and the goals of accountability and transparency in the RWIB's operations.

Conflict of Interest Defined.

In this policy, a person with a conflict of interest is referred to as an "interested person." For purposes of this policy, the following circumstances shall be deemed to create a Conflict of Interest:

- a. A Regional Workforce Board member or service provider employee is a party to a contract, or involved in a transaction regional Workforce Investment Act funds.
- b. A Regional Workforce Board member, service provider employee or family member of either entity has a material financial interest in a transaction between coordinating service provider and the Regional Workforce Investment Board in which the coordinating service provider employee, RWIB member or family member of either entity is a director, officer, agent, partner, associate, employee, trustee, personal representative, receiver, guardian, custodian, or other legal representative.
- c. A director, officer, employee or volunteer, (or a family member of the foregoing) is engaged in some capacity or has a material financial interest in a business or enterprise that competes with the Coordinating Service Provider.

Other situations may create the *appearance of a conflict*, or present a *duality of interests* in connection with a person who has influence over the activities or finances of the Coordinating Service Provider. All such circumstances should be disclosed to the board or staff, as appropriate, and a decision made as to what course of action the organization or individuals should take so that the best interests of the Coordinating Service Provider or RWB are not compromised.

Accepting gifts, entertainment or other favors from individuals or entities can also result in a conflict or duality of interest when the party providing the gift/entertainment/favor does so under circumstances where it might be inferred that such action was intended to influence or possibly would influence the interested person in the performance of his or her duties. This does not preclude the acceptance of items of nominal or insignificant value or entertainment of nominal or insignificant value, which are not related to any particular transaction, or activity of the Coordinating Service Provider or RWIB.

Definitions

"Conflict of Interest" is any circumstance described in Part 1 of this Policy.

"Interested Person" is any person serving as an officer, employee, member of the Regional Workforce Investment or the coordinating service provider or anyone else who is in a position of control over the Coordinating Service Provider who has a personal interest that is in conflict with the interests of the RWIB or Coordinating Service Provider.

A "Family Member" is a spouse, parent, child or spouse of a child, brother, sister, or spouse of a brother or sister, of an interested person.

A "Material Financial Interest" in an entity is a financial interest of any kind, which, in view of all the circumstances, is substantial enough that it would, or reasonably could, affect an Interested Person's or Family Member's judgment with respect to transactions to which the entity is a party.

A "Contract or Transaction" is any agreement or relationship involving the sale or purchase of goods or services, the providing or receipt of a loan or grant, the establishment of any other type of financial relationship, or the exercise of control over another organization. The making of a gift to the RWIB is not a Contract or Transaction.

Procedures.

Prior to board or committee action on a Contract or Transaction involving a Conflict of Interest, a Board member having a Conflict of Interest and who attends at the meeting shall disclose all facts material to the Conflict of Interest. Such disclosure shall be reflected in the minutes of the meeting. If Board members are aware that staff or other volunteers have a conflict of interest, relevant facts should be disclosed by the Board member or by the interested person him/herself if invited to the Board meeting as a guest for purposes of disclosure.

A Board member who plans not to attend a meeting at which he or she has reason to believe that the board or committee will act on a matter in which the person has a Conflict of Interest shall disclose to the chair of the meeting all facts material to the Conflict of Interest. The chair shall report the disclosure at the meeting and the disclosure shall be reflected in the minutes of the meeting.

A person who has a Conflict of Interest shall not participate in or be permitted to hear the Board's discussion of the matter except to disclose material facts and to respond to questions. Such person shall not attempt to exert his or her personal influence with respect to the matter, either at or outside the meeting.

A person who has a Conflict of Interest with respect to a Contract or Transaction that will be voted on at a meeting shall not be counted in determining the presence of a quorum for purposes of the vote.

The person having a conflict of interest may not vote on the Contract or Transaction and shall not be present in the meeting room when the vote is taken, unless the vote is by secret ballot. Such person's ineligibility to vote shall be reflected in the minutes of the meeting.

Interested Persons who are not members of the Board, or who have a Conflict of Interest with respect to a Contract or Transaction that is not the subject of Board or committee action, shall disclose to the Executive Director, or the Chair, or the Chair's designee, any Conflict of Interest that such Interested Person has with respect to a Contract or Transaction. Such disclosure shall be made as soon as the Conflict of Interest is known to the Interested Person. The Interested Person shall refrain from any action that may affect the Board's participation in such Contract or Transaction.

In the event it is not entirely clear that a Conflict of Interest exists, the individual with the potential conflict shall disclose the circumstances to the Executive Director or the Chair or the Chair's designee, who shall determine whether full board discussion is warranted or whether there exists a Conflict of Interest that is subject to this policy.

Confidentiality

Each director, officer, employee and volunteer shall exercise care not to disclose confidential information acquired in connection with disclosures of conflicts of interest or potential conflicts, which might be adverse to the interests of the RWIB. Furthermore, directors, officers, employees and volunteers shall not disclose or use information relating to the business of the RWIB for their personal profit or advantage or the personal profit or advantage of their Family Member(s).

Review of policy.

Each director, officer, employee and volunteer shall be provided with and asked to review a copy of this Policy and to acknowledge in writing that he or she has done so.

All newly appointed and reappointed directors and new employees will be required to complete the disclosure form unless a Conflict of Interest occurs as a result of a change in relationships, positions or circumstances with current directors, officers, employees and volunteers. Such relationships, positions or circumstances might include service as a director of or consultant to another nonprofit organization, or ownership of a business that might provide goods or services to the RWIB. Any such information regarding the business interests of a director, officer, employee or volunteer, or a family member thereof, shall be treated as confidential and shall generally be made available only to the Chair, the Executive Director, and any committee appointed to address Conflicts of Interest, except to the extent additional disclosure is necessary in connection with the implementation of this Policy.

This policy shall be reviewed annually by each member of the Regional Workforce Investment Board. Any changes to the policy shall be communicated to Coordinating Service Provider.

Violations

Each director, officer, or volunteer who violates this Conflict of Interest Policy may be dismissed from the Board.

I, _____, received and read this Policy on _____.

Conflict of Interest Disclosure Form

Date: _____

Name: _____

Position (employee/volunteer/board member): _____

Please describe below any relationships, transactions, positions you hold (volunteer or otherwise), or circumstances that you believe could contribute to a conflict of interest between Regional Workforce Investment Board and your personal interests, financial or otherwise:

_____ I have no conflict of interest to report

Attachment to Assurance #10

WIA Handbook, Section 24 – State Complaint Procedures, page 180

Complaints of Non-Designation of a Local Area

A unit or combination of units of general local governments or a rural concentrated employment program grant recipient (described in the Workforce Investment Act of 1998 section 116(a)(2)(B)) that requests, but is not granted automatic or temporary and subsequent designation as a local workforce investment area under the Workforce Investment Act of 1998 section 116(a)(2) or 116(a)(3) may appeal to the State Workforce Development Board within 30 days of the non-designation.

If the State Workforce Development Board does grant designation on appeal, the decision may be appealed to the Secretary of Labor within 30 days of the written notice of denial. The appeal must be submitted by certified mail, return receipt requested, to the Secretary, U.S. Department of Labor, Washington, D.C. 20210. The appellant must establish that it was not accorded procedural rights under the appeal process described in the state plan or establish it meets the requirements for designation in the Workforce Investment Act of 1998 section 116(a)(2) or 116(a)(3). The Secretary will take into account any comments submitted by the State Workforce Investment Board.

Attachment to Assurance #12

WIA Handbook, Section 4 –Regional Workforce Investment Board, page 3 Appointment Process

The process for making appointments to the local board is:

- 1) The CEO board or its designee must solicit nominations from the required business, labor, education, and governmental entities upon notification of a RWIB vacancy.
- 2) The nominating organization must complete and submit the nomination form to the CEO board.
- 3) The CEO board must submit a list of nominees for a board vacancy to Iowa Workforce Development. As future vacancies occur, the CEO board must submit nominations within 45 days of the vacancy. The CEO board must submit at least two nominees for each vacancy to Iowa Workforce Development at the address listed below for the Governor's review:

Iowa Workforce Development
Attention: IWD Director
1000 E Grand
Des Moines, IA 50319

- 4) The Governor will review the list, add or delete nominees from the list and return the revised list to the CEO board within 45 days of receipt of the list by the department.
- 5) If the CEO board fails to submit nominations for a vacancy within the 45-day time period or fails to reach agreement locally on appointments to the board, the governor may appoint a person to fill the vacancy.
- 6) The CEO board will review the revised list and make the final selection of a person to fill a vacancy from the revised list. If the revised list of candidates is not acceptable to the board, the CEO board may submit new candidates to the Governor for consideration and repeat the process until a candidate is appointed,
- 7) 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 within 30 days of receipt of the revised list and send a copy of the letter to Iowa Workforce Development at the above address. If the CEO board fails to submit nominations for a vacancy within the 45-day time period or fails to reach agreement locally on appointments to the board, the Governor may appoint a person to fill the vacancy.

Attachment to Assurance #13

From the Iowa Code - <https://www.legis.iowa.gov/DOCS/ACO/IAC/LINC/09-05-2012.Agency.877.pdf>

877—6.8(84A,PL105-220) Board certification. Each board will be certified by the governor every two years based upon:

1. The extent to which the board's composition complies with rule 6.3(84A,PL105-220), and
2. The extent to which the board has ensured the workforce development activities carried out in a region have enabled the region to meet local performance measures.

The first certification shall be conducted by the governor by July 1, 2000, on the basis of 6.8“1” only.

Certifications after July 1, 2000, will be based upon both criteria.

Attachment to Assurance #16

WIA Handbook, Section 3 – Local Roles and Responsibilities, page 6

In January of 1999, Iowa Workforce Development was the entity designated by Governor Thomas Vilsack to implement the Workforce Investment Act of 1998 within the state. Working on behalf of and in conjunction with the Governor and the State Workforce Development Board, Iowa Workforce Development's roles and responsibilities include:

- 1) Developing the state plan;
- 2) Developing and continuously improving the regional Workforce Development Center system, including:
- 3) Developing linkages to assure coordination and non-duplication of programs and activities as carried out by Workforce Development Center System Partners;
- 4) Addressing any impasse situations in the development of regional Memorandums of Understanding;
- 5) Reviewing regional Customer Service Plans;
- 6) Commenting at least once annually on the measures taken under the Carl Perkins Vocational and Technical Education Act;
- 7) Designating workforce investment regions within the state;
- 8) Developing allocation formulas for the distribution of funds for the WIA Adult and Youth programs;
- 9) Developing and continuously improving state performance measures to assess the effectiveness of the workforce investment activities in the state;
- 10) Preparing an annual report to the Secretary of Labor;
- 11) Developing a state-wide employment statistics system; and
- 12) Developing an application for WIA incentive grants;
- 13) Verifying data provided for the certification of training providers;
- 14) Maintaining a state-wide list of certified training providers; and
- 15) Facilitating the nomination process of RWIB members between the CEO board and the Governor.

Attachment to Assurance #18

Excerpt from the current guidance for regional workforce board strategic planning document. Complete document available upon request.

One-Stop System for Service Delivery

List the One-Stop Centers in your local region, including address, email, telephone and FAX numbers. Indicate the One-Stop Operator for each site and whether it is a comprehensive or satellite center.

Describe the general operation and delivery of service in your One-Stop Centers. This should include a description of how services are currently provided by each of the required and optional One-Stop partners, and particularly the integration of Wagner-Peyser and WIA services. Also, address how services are provided to individuals within the region that do not have access to a physical One-Stop Center.

Describe how the needs of dislocated workers, displaced homemakers, low-income individuals such as migrants and seasonal farm workers, public assistance recipients, women, minorities, individuals training for non-traditional employment, veterans and individuals with multiple barriers to employment (including older individuals, people with limited English-speaking ability, and people with disabilities) are being met.

Describe the role (if any) of local and/or regional faith or community-based organizations in your workforce development system.

Provide a copy of each MOU and Resource Sharing Agreement (RSA) between the RWIB and the One-Stop partners at each center as an attachment to this plan. Also, provide a copy of the current One-Stop Operator Agreement(s).

Attachment to Assurance #22

Section 27 – Equal Employment Opportunity – WIA Handbook

The purpose of this part is to implement the nondiscrimination and equal opportunity provisions of the Workforce Investment Act of 1998 (WIA), which is contained in section 188 of WIA. Section 188 prohibits discrimination on the grounds of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and for beneficiaries only, citizenship or participation in a WIA Title I - financially assisted program or activity. 29 CFR Part 37 clarifies the application of the nondiscrimination and equal opportunity provisions of WIA and provides uniform procedures for implementing them.

No individual in the United States may, on the ground of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and for beneficiaries only, citizenship or participation in any WIA Title I - financially assisted program or activity, be excluded from participation in denied the benefits of, subjected to discrimination under, or denied employment in the administration of or in connection with any WIA Title I-funded program or activity.

To Whom This Section Applies

- 1) Recipients*;
- 2) Applicants/claimants;
- 3) Participants;
- 4) Employment applicants;
- 5) Employees;
- 6) Grant applicants.

* Recipient means any entity to which financial assistance under WIA Title I is extended, either directly from the Department (DOL) or through the Governor or another recipient (including any successor, assignee, or transferee of a recipient), but excluding the ultimate beneficiaries of the WIA Title I-funded program or activity.

This section does not apply to:

- 1) Programs or activities that are financially assisted by the Department exclusively under laws other than Title I of WIA, and that are not part of the Workforce Development Center delivery system (including programs or activities implemented under, authorized by, and/ or financially assisted by the Department under, JTPA);
- 2) Contracts of insurance or guaranty;
- 3) The ultimate beneficiary to this program of Federal financial assistance;
- 4) Federal procurement contracts, with the exception of contracts to operate or provide services to Job Corps Centers; and
- 5) Federally-operated Job Corps Centers; The operating Department is responsible for enforcing the nondiscrimination and equal opportunity laws to which such Centers are subject.

Prohibited Actions

For the purposes of this section, "prohibited ground" means race, color, religion, sex, national origin, age, political affiliation or belief, and for beneficiaries only, citizenship or participation in any WIA Title I-financially assisted program or activity.

- 1) A recipient must not, directly or through contractual, licensing, or other arrangements, on a prohibited ground:
 - a) Deny an individual any aid, benefits, services, or training provided under a WIA Title I-funded program or activity;
 - b) Provide to an individual any aid, benefits, services, or training that is different, or is provided in a different manner, from that provided to others under a WIA Title I-funded program or activity;
 - c) Subject an individual to segregation or separate treatment in any matter related to his or her receipt of any aid, benefits, services, or training under a WIA Title I-funded program or activity;
 - d) Restrict an individual in any way in the enjoyment of any advantage or privilege enjoyed by others receiving any aid, benefits, services, or training under a WIA Title I-funded program or activity;
 - e) Treat an individual differently from others in determining whether he or she satisfies any admission, enrollment, eligibility, membership, or other requirement or condition for any aid, benefits, services, or training provided under a WIA Title I-funded program or activity;
 - f) Deny or limit an individual with respect to any opportunity to participate in a WIA Title I-funded program or activity, or afford him or her an opportunity to do so that is different from the opportunity afforded others under a WIA Title I-funded program or activity;
 - g) Deny an individual the opportunity to participate as a member of a planning or advisory body that is an integral part of the WIA Title I-funded program or activity; or
 - h) Otherwise limit on a prohibited ground an individual in enjoyment of any right, privilege, advantage, or opportunity enjoyed by others receiving any WIA Title I-financially assisted aid, benefits, services, or training.
- 2) A recipient must not, directly or through contractual, licensing, or other arrangements:
 - a) Aid or perpetuate discrimination by providing significant assistance to an agency, organization, or person that discriminates on a prohibited ground in providing any aid, benefits, services, or training to registrants, applicants or participants in a WIA Title I-funded program or activity; or
 - b) Refuse to accommodate an individual's religious practices or beliefs, unless to do so would result in undue hardship, as defined in section 37.4.
- 3) In making any of the determinations listed in paragraph (4 of this section, either directly or through contractual, licensing, or other arrangements, a recipient must not use standards, procedures, criteria, or administrative methods that have any of the following purposes or effects:
 - a) Subjecting individuals to discrimination on a prohibited ground; or
 - b) Defeating or substantially impairing, on a prohibited ground, accomplishment of the objectives of either:
 - i. The WIA Title 1-funded program or activity; or

- ii. The nondiscrimination and equal opportunity provisions of WIA
- 4) The determinations to which this paragraph applies include, but are not limited to:
 - a) The types of aid, benefits, services, training, or facilities that will be provided under any WIA Title I- funded program or activity;
 - b) The class of individuals to whom such aid, benefits, services, training, or facilities will be provided; or
 - c) The situations in which such aid, benefits, services, training, or facilities will be provided.
- 5) Paragraphs (3) and (4) of this section apply to the administration of WIA Title I-funded programs or activities providing aid, benefits, services, training, or facilities in any manner, including, but not limited to:
 - a) Outreach and recruitment;
 - b) Registration;
 - c) Counseling and guidance;
 - d) Testing;
 - e) Selection, placement, appointment, and referral;
 - f) Training; and
 - g) Promotion and retention.
- 6) A recipient must not take any of the prohibited actions listed in paragraphs (3) and (4) of this section either directly or through contractual, licensing, or other arrangements.
- 7) In determining the site or location of facilities, a grant applicant or recipient must not make selections that have any of the following purposes or effects:
 - a) On a prohibited ground:
 - i. Excluding individuals from a WIA Title I-financially assisted program or activity;
 - ii. Denying them the benefits of such a program or activity; or
 - iii. Subjecting them to discrimination; or
 - b) Defeating or substantially impairing the accomplishment of the objectives of either:
 - i. The WIA Title I-financially assisted program or activity; or
 - ii. The nondiscrimination and equal opportunity provisions of WIA or this part.
- 8) A recipient must not permit participants to be employed or trained in sectarian activities.
- 9) This paragraph applies to any facility that is, or will be, primarily used or inherently devoted either:
 - a) For sectarian instruction; or
 - b) As a place of worship,
 - i. A recipient must not permit participants to be employed or trained in any way to:
 - Construct any part of such a facility,
 - Operate any part of such a facility, or
 - Maintain any part of that facility.
- 10) If a facility is not primarily or inherently devoted to sectarian instruction or religious worship, a recipient may permit the use of WIA Title I funds to employ participants to maintain the facility, if the organization that operates the facility is part of a program or activity that it provides.

- 11) The exclusion of an individual from programs or activities limited by Federal statute or Executive Order to a certain class or classes of individuals of which the individual in question is not a member is not prohibited by this part.

Methods of Administration (Reserved)

Additional information will be provided pending clarification from the Department of Labor.

Equal Opportunity Officer

The following entities must identify an individual to serve as the Equal Opportunity Officer as described in 29 CFR part 37:

- 1) Iowa Workforce Development State Equal Opportunity Officer and Recipient's designated Equal Opportunity officers
- 2) recipients *and* their staffs, including SESAs, State agencies administering WIA Title 1, SDA grant recipients, substate grantees, service providers, any other public or private agency receiving funds directly or Indirectly under WIA Title I-financially assisted State programs.

State Equal Opportunity Officer

The State's Equal Opportunity Officer serves as liaison with the Civil Rights Center of the Department of Labor, develops, and carries out the State's Methods of Administration (MOA). He or she ensures recipient compliance with EO provisions.

The state's Equal Opportunity officer is Harvey Andrews. He is located in the Employee Services section of the Customer Services Division of Iowa Workforce Development in Des Moines at 1000 East Grand Avenue. Phone number (515)-281-3316.

An Equal Opportunity Officer is responsible for coordinating a recipient's obligations under 29 CFR Part 37.

The Equal Opportunity Officer responsibilities include, but are not limited to:

- 1) Serving as the recipient's liaison with the Civil Rights Center;
- 2) Monitoring and investigating the recipient's activities, and the activities of the entities that receive WIA Title I funds from the recipient, to make sure that the recipient and its subrecipients are not violating their nondiscrimination and equal opportunity obligations under WIA Title I and. this part;
- 3) Reviewing the recipient's written policies to make sure that those policies are nondiscriminatory;
- 4) Developing and publishing the recipient's procedures for processing discrimination complaints and making sure that those procedures are followed;
- 5) Reporting directly to the appropriate official (including, but not limited to, the State WIA Director, Governor's WIA Liaison, Job Corps Center Director, SESA Administrator, or LWIA grant recipient) about equal opportunity matters;
- 6) Undergoing training at the recipient's expense to maintain competency, if the Director (DOL, CRC) requires him or her, and/or his or her staff, to do so; and

- 7) If applicable, overseeing the development and implementation of the recipient's Methods of Administration.

Discrimination Complaints

Any person who believes that either he or she, or any specific class of individuals, has been or is being subjected to discrimination prohibited by WIA or this part, may file a written complaint, either by him/herself or through a representative.

A complainant may file a complaint with either the recipient or the Director.

Generally, a complaint must be filed within 180 days of the alleged discrimination. However, for good cause shown, the Director may extend the filing time. The time period for filing is for the administrative convenience of CRC, and does not create a defense for the respondent.

Each complaint must be filed in accordance with section 25 of this handbook:

Note: It is the responsibility of all WIA Title I service providers of programs, services, and activities to develop an internal complaint procedure in accordance with the requirements of 29CFR Part 37.76.

Attachment to Assurance #24

Allocation Formulas

Sub-state Allocation Process for the Title I Youth Program Funds: Eighty-five percent of the funds Iowa receives for the WIA youth employment and training activities are allocated to the regions. Iowa allocates 70 percent of that amount using the following federally prescribed formula:

- 33 1/3% of the funds are allocated on the basis of the number of disadvantaged youth in each region compared to the total number of disadvantaged youth in the state;
- 33 1/3% of the funds are allocated on the basis of the excess number of unemployed individuals in each region compared to the total excess number of unemployed individuals in the state;
- 33 1/3% of the funds are allocated on the basis of the number of unemployed individuals in areas of substantial unemployment in each region compared to the total number of unemployed individuals in areas of substantial unemployment in the state.

The remaining 30 percent of regional allocations are based on the number of disadvantaged youth in each region as compared to the total numbers of disadvantaged youth in the state. This option is used to diminish the impact of unemployment concentrations dictated by the federal formula and focus on low-income youth.

The federal statute also requires that a “hold harmless” provision be applied to the WIA Youth funding streams. This provision ensures that each region will receive a share of funds of at least 90% of the average share of funds received by that region in the previous two years.

Sub-state Allocation Process for the Title I Adult Program Funds: Eighty-five percent of the funds Iowa receives for the WIA adult employment and training activities are allocated to the regions. Iowa allocates 70 percent of that amount using the following federally prescribed formula.

- 33 1/3% of the funds are allocated on the basis of the number of disadvantaged adults in each region compared to the total number of disadvantaged adults in the state;
- 33 1/3% of the funds are allocated on the basis of the excess number of unemployed individuals in each region compared to the total excess number of unemployed individuals in the state;
- 33 1/3% of the funds are allocated on the basis of the number of unemployed individuals in areas of substantial unemployment in each region compared to the total number of unemployed individuals in areas of substantial unemployment in the state.

The remaining 30 percent is allocated in two parts: 1) one-half is based on the excess number of unemployed in each region as compared to the total excess number of unemployed individuals in the state; 2) one half is based on the number of disadvantaged adults in each region as compared to the total number of disadvantaged adults in the state. In this way, allocation credit is provided to support low-income individuals in the state.

The federal statute also requires that a “hold harmless” provision be applied to the WIA Adult funding streams. This provision ensures that each region will receive a share of funds of at least 90% of the average share of funds received by that region in the previous two years.

Sub-state Allocation Process for the Title I Dislocated Worker Program Funds: Of the funds received by Iowa for dislocated worker employment and training activities, the state allocates 70 percent to the regions using the following data and giving equal weight to each factor:

- ◆ **Insured Unemployment Data:** For the most recent calendar year, the monthly average number of individuals who were receiving unemployment insurance.
- ◆ **Unemployment Concentrations Data:** Based on the most recent calendar year, regions with unemployment rates above the state average.
- ◆ **Plant Closing and Mass Layoff Data:** The number of employees during the most recent calendar year that were impacted by a mass layoff or plant closing.
- ◆ **Declining Industries Data:** During the most recent 24-months, the total number of jobs lost in the most recent four quarters as compared to the previous four quarters.
- ◆ **Farmer-Rancher Economic Hardship Data:** During the most recent calendar year, the number of farmers/ranchers who have delinquent loans as reported by U. S. Department of Agriculture.
- ◆ **Long-Term Unemployment Data:** For the most recent calendar year, the monthly average number of individuals who meet the definition of long-term unemployed. An individual is considered to be long-term unemployed if he/she was out of work for 15-weeks out of a continuous 26-week period of time.

For the dislocated worker allocation process, equal application of all six factors of the formula ensures that all possible economic and workforce elements that exist in each local area affect the allocation process. In this manner, factors that might favor or disadvantage certain areas are equally applied.

The factors and methods used in all allocation factors are discussed with State Board members as a part of the plan development process. That process also provides the opportunity for input and comment by local boards and other constituencies.

Attachment to Assurance #24a

Sub-state Allocation Process for the Title I Dislocated Worker Program Funds: Of the funds received by Iowa for dislocated worker employment and training activities, the state allocates 70 percent to the regions using the following data and giving equal weight to each factor:

- ◆ **Insured Unemployment Data:** For the most recent calendar year, the monthly average number of individuals who were receiving unemployment insurance.
- ◆ **Unemployment Concentrations Data:** Based on the most recent calendar year, regions with unemployment rates above the state average.
- ◆ **Plant Closing and Mass Layoff Data:** The number of employees during the most recent calendar year that were impacted by a mass layoff or plant closing.
- ◆ **Declining Industries Data:** During the most recent 24-months, the total number of jobs lost in the most recent four quarters as compared to the previous four quarters.
- ◆ **Farmer-Rancher Economic Hardship Data:** During the most recent calendar year, the number of farmers/ranchers who have delinquent loans as reported by U. S. Department of Agriculture.
- ◆ **Long-Term Unemployment Data:** For the most recent calendar year, the monthly average number of individuals who meet the definition of long-term unemployed. An individual is considered to be long-term unemployed if he/she was out of work for 15-weeks out of a continuous 26-week period of time.

For the dislocated worker allocation process, equal application of all six factors of the formula ensures that all possible economic and workforce elements that exist in each local area affect the allocation process. In this manner, factors that might favor or disadvantage certain areas are equally applied.

The factors and methods used in all allocation factors are discussed with State Board members as a part of the plan development process. That process also provides the opportunity for input and comment by local boards and other constituencies.

Attachment to Assurance #26

WIA Handbook, Section 40 - Grants

Early Intervention Grants (EIG) –

Early Intervention Grant funds come from Rapid Response Funds and are used to assist Regions impacted by singular business closings and mass layoffs, resulting in 30 or more dislocations, to immediately respond to the needs of the dislocated workers. The use of Early Intervention Grant funds should only provide for these immediate needs and prepare for additional participant services that will be funded by formula funds, a National Emergency Grant (NEG) for dislocations resulting in enrollment of 50 or more, or State Emergency Grants (SEG) that result in 10 or more enrollments to a maximum of 49 enrollments or Trade-related dislocations of 30 or more.

Early Intervention Funds for Regional Dislocated Worker Program

A. Purpose

The purpose of the Early Intervention funds is to assist Regions impacted by business closings and mass layoffs to immediately respond to the needs of the dislocated workers. Generally, the use of Early Intervention funds should only provide for these immediate needs and prepare for additional participant services that will be funded by formula funds or a National Emergency Grant (NEG). However, it is important to remember that Early Intervention funds are primarily for participant's needs, rather than for the agency/organization's expenses. These funds cannot be used for outreach as a stand-alone activity. Any outreach activities must be in conjunction with other WIA activities. They must be used for participant services provided by the WIA organization and their partner(s) that result in the participant being involved in core, staff assisted core, intensive or training services.

B. Activities and Services

Funds available through an Early Intervention contract may be used for any dislocated worker formula activities per Regional guidelines. However, it is expected most services will be directed at immediate response to meeting the needs of the group rather than individual services. Intensive and training services may also be supported, but only for short-term programs or with the expectation funding will continue through other funding sources. All participants receiving staff assisted core, intensive or training services under Early Intervention must be registered in the Workforce Investment Act (WIA) program(s). This rule applies for staff assisted core, intensive or training services either provided by an agency, a partner or provided by a contractor. Any workshops, sessions and services that enhance an individual's employability, including information on writing resumes and cover letters, interviewing skills, completing applications, etc., with one-on-one staff guidance and counseling are staff assisted core services and require enrollment. Skills assessments and testing are normally a part of the Objective Assessment, which is an intensive service and requires enrollment. Non-credited skills upgrading classes, such as introduction to computers or specific computer programs, are also considered to be an intensive service and require enrollment.

Use of the funds must include two or more of the following:

Development of community-based task forces designed to support workers and their families through the transition process;

Reference materials on available State and local services and resources;

Information and materials concerning local labor market conditions and employment opportunities;

Creating and conducting surveys to determine the reemployment and retraining needs of dislocated workers in the affected target group;

Hiring additional temporary staff to assist in providing early intervention services or to “back-fill” in the local office while experienced specialists provide Early Intervention services;

Early Intervention funds cannot be used to supplement current staff salaries or defray expenses that have already been budgeted;

Costs associated with workshops (such as dealing with a layoff, financial management, job seeking strategies, etc.) for the affected workers; and

Other approved activities as described in the Request Form and attached to the contract.

C. Levels of Funding

The amount of funds available per business closing or mass layoff is proportionate to the number of workers dislocated in each instance. The State Dislocated Worker Unit has established the amount of \$100 per dislocated worker as verified by the WARN notice or written verification from the affected company. All funding levels refer to dislocated workers from a single target group. These funds are intended to serve individuals from a particular closing or mass layoff and cannot be combined with other dislocations. Request for under \$3,000 (less than 30 workers) or over the \$30,000 maximum will not be considered.

D. Application for Funds

The Region of the target group may apply for funds upon the receipt of a WARN notice and/or written verification from the affected company. Funds will be awarded and a contract initiated when a written request from the Region of the target group, received within 30 days following the receipt of a WARN notice or written verification from the affected company, or within 30 days of the occurrence (i.e., first layoff) after the announcement of the business closure or permanent layoff, has been received, reviewed, and approved by the State Dislocated Worker Unit of the Targeted Services Bureau, Workforce Services Division, Iowa Workforce Development.

Requests must be made using the attached format. Once the request is made and approved by the State Dislocated Worker Unit, the Region must follow all aspects of what it has indicated in the request. Failure to provide all services indicated, or failure to register participants receiving staff-assisted core or intensive services or training services through the agency, partner, or contractor, or failure to notify and gain the approval of the State Dislocated Worker Unit of any deviations from the original request may result in forfeiture and return of funds awarded in the Early Intervention Grant.

The State, in awarding the Grant, reserves the right to monitor the project at any time during the 120- day length of the grant, or within 120 days following the end of the Grant, to review all files, to review all timesheets, to interview workers, specialists, supervisors, and participants, to review surveys, to review all expenditures and to request intermediate reports in addition to the Final Report.

Although it is not a requirement, Regions are encouraged to seek matching funds from organizations affiliated with or affected by the dislocation, e.g., the company, labor organizations, community groups and associations, etc.

Requests for Early Intervention funds will be reviewed within (10) working days from the receipt of the request and the applicant will be notified of the decision to approve or deny the application.

E. Life of the Funds

Early Intervention funds must be expended within 120 calendar days of the start date as listed on the Early Intervention Funds Request Form. No extension of the end date will be granted. An Early Intervention Grant Final Report must be completed and forwarded to the State Dislocated Worker Unit within 45 calendar days of the expiration date of the funds. (Final Report Form attached.)

F. Project Evaluation

The State will review the final report submitted within 45 days of the completion of the project.

Special Intervention Funds (SIF) –

Special Intervention Funds (SIF) – Note: Only Applicable to Trade-Related Dislocations.

Special Intervention Funds (SIF) come from Rapid Response Funds and are to assist the Regions impacted by closings and mass layoffs where a National Emergency Grant (NEG) would not be appropriate due to pending certification of Trade Adjustment Assistance (TAA). If a Region has expended or obligated its Dislocated Worker funds and a NEG would not be appropriate, SIF may be requested to provide immediate assistance to eligible workers to initiate case management, provide assessment and career counseling, and develop an Individual Employment Plan (IEP). All dislocated workers receiving assistance with these funds must be co-enrolled in the Workforce Investment Act. In addition, the funds may be used to fund staff, staff related expenses, and assessment costs. The funds may also be used in conjunction with Early Intervention Grant (EIG) funds, which may be used to defray the costs of workshops.

A. Purpose

The purpose of the Special Intervention Funds (SIF) is to assist the Regions impacted by closings and mass layoffs where a National Emergency Grant (NEG) would not be appropriate due to pending certification of Trade Adjustment Assistance (TAA) or North American Free Trade Agreement (NAFTA). SIF may also include short-term training options not covered by TAA/NAFTA. If a Region has expended, but not to include obligations, its Dislocated Worker funds and a NEG would not be appropriate, SIF may be requested to provide immediate assistance to eligible workers to initiate case management provide assessment and career counseling, and develop an Individual

Employment Plan (IEP). All dislocated workers receiving assistance with these funds must be co-enrolled in the Workforce Investment Act. These funds are intended to fund staff, staff related expenses and assessment costs. The funds may also be used in conjunction with Early Intervention (EI) funds, which may be used to defray the costs of workshops, short-term training not covered under TAA/NAFTA, and other EI related expenditures.

B. Background

To provide the assessment and counseling services to assist Trade impacted workers with their training decision, a State funding source has been established. The purpose of this funding is to allow the dislocated workers to maximize the use of their TAA funds and successfully transition to employment. State WIA funds will be made available for application under a Special Intervention Fund (SIF).

C. Activities and Services

Funds available through the SIF contract may be used for any TAA/NAFTA eligible Dislocated Worker activities to insure compliance with assessment, labor market information, and career counseling as required by TAA/NAFTA projects. Participants receiving any service under SIF projects must be registered in the local WIA Dislocated Worker program. Use of these funds may include the following:

- 1) Purchase of information and materials concerning local labor market conditions and employment opportunities;
- 2) Purchase of assessment materials;
- 3) Leasing (no purchase) of equipment for 6 months;
- 4) Contracting for assessments (enrollment required);
- 6) Establishment of an outreach office;
- 7) Skills upgrading; and
- 8) IST's short-term not TAA approved.

D. Levels of Funding

Funding will be based upon \$200 per affected worker to a maximum of \$40,000.

All funding levels refer to Dislocated Workers from a single TAA petition or target group. These funds are intended to serve individuals from a particular closing or mass layoff and cannot be combined with other dislocation projects, other than EI funds.

E. Application for Funds

The Regional WIA service provider will be eligible to apply for SIF. The location of the business must be within the Region of application unless it can be demonstrated agreements with adjacent Regions have been established. All applications will be reviewed by the State TAA Coordinator and other members of the State Dislocated

Worker Unit for appropriateness. Funds will be awarded and a contract initiated when a written request has been received, reviewed and approved by the Iowa Workforce Development Division of Workforce Center Administration. Approval of the request will be based upon review of the submitted materials, past performance of SIF projects and reports generated at the State level regarding Regional Dislocated Worker formula performance. Requests must be made using the attached format (see Attachment A). Requests will also include a WIA compliant budget (see sample budget, Attachment B).

F. Request for SIF Funds

Will be reviewed and approved/not approved within (10) working days from the receipt of the request, and
Contracts will be instigated within (15) days of the approval of a request.

G. Life of the Funds

A start date must be determined by the Region and justified in the application. The end date cannot exceed six (6) calendar months from the start date. Extensions will be granted only under extenuating circumstances. Extenuating circumstances will include, but are not limited to, a delay in the schedule of layoffs or closures. Extensions of the end date will not include any additional funds.

Request for an extension of the end date:

- (1) Will be reviewed and approved/not approved within (10) working days from the receipt of the request, and
- (2) Contract modifications will be instigated within (15) days of the approval of a request.

H. Project Evaluation

State Dislocated Worker Unit staff will conduct an evaluation and appropriate technical assistance will be provided. This evaluation will include a review of registrations, services, activities, expenditures, and obligations. The State assures technical assistance will be available for the duration of the project. A final report is due to the State Dislocated Worker Unit/Bureau of Programs no later than 45 days upon project completion.

State Emergency Grants (SEG)

State Emergency Grants (SEG) – State Emergency Grants are Rapid Response Funds available for regions to enroll and serve at least 10 or more enrollments to a maximum of 49 enrollments of dislocated workers that occur within a 45 calendar day period. In order for a project to be considered for SEG funding, there must be at least 10 or more workers from a single or multiple company layoffs that will be served.

A. Purpose:

To provide funding for the regions when a dislocation event does not meet National Emergency Grant (NEG) application requirements.

B. Background:

Significant events are those that create a sudden need for assistance that cannot reasonably be expected to be accommodated within the ongoing operations of the formula-funded Dislocated Worker program. Generally, in order for a project to be considered for SEG funding, there must be at least 10 or more workers from a single company layoff that will be served or multiple company layoffs where the dislocations from each company result in a total of 10 or more workers that will be served.

Many dislocation events in Iowa result in services for less than 50 dislocated workers, but these events can severely deplete Dislocated Worker formula funding, especially when there are several major layoffs, none of which are at the 50 or more enrollment level required for a National Emergency Grant (NEG). Therefore, the State developed State Emergency Grants (SEGs) that are available for regions to enroll and serve at least 10 or more enrollments to a maximum of 49 enrollments of dislocated workers that occur within a 45 calendar day period.

C. Activities and Services

The following policy guidelines have been developed for the use of SEG funds:

Eligible Dislocation Events: SEG applications covering the following dislocation events are accepted for consideration of SEG funding.

SEG funds are available for significant dislocation events, such as business closures and permanent mass layoffs that result in enrollment and services to a minimum of 10 or more enrollments to a maximum of 49 enrollments of dislocated workers from a single layoff event or multiple layoff events.

The event is not eligible for a NEG grant.

Companies and events may be “bundled” to reach 10 or more enrollments of dislocated workers that are within the same geographical location.

If the company of dislocation is approved for Trade at the time of the SEG request, then the policies governing Trade Dual-Enrollment NEG’s will be the same for the SEG. Specifically, SEG funds can only be used for Guidance and Counseling, Objective Assessment, Remedial & Basic Skills training, Skills Upgrading training, Transportation of less than 50 miles, Dependent Care, and other factors that are not covered by Trade. Use of SEG funds for post-secondary training will not be allowed. If the dislocation meets eligibility for a Special Intervention Funds Grant (See definition and guidelines above) then those funds must be applied for and approved.

D. Levels of Funding

Funding will be based upon \$200 per affected worker to a maximum of \$40,000.

All funding levels refer to Dislocated Workers from a single TAA petition or target group. These funds are intended to serve individuals from a particular closing or mass layoff and cannot be combined with other dislocation projects, other than EI funds.

E. Application for Funds

The Regional WIA service provider will be eligible to apply for SIF. The location of the business must be within the Region of application unless it can be demonstrated agreements with adjacent Regions have been established. All applications will be reviewed by the State TAA Coordinator and other members of the State Dislocated Worker Unit for appropriateness. Funds will be awarded and a contract initiated when a written request has been received, reviewed and approved by the Iowa Workforce Development, Workforce Services Division. Approval of the request will be based upon review of the submitted materials, past performance of SIF projects and reports generated at the State level regarding Regional Dislocated Worker formula performance. Requests must be made using the attached format (see Attachment A). Requests will also include a WIA compliant budget (see sample budget, Attachment B).

F. Request for SIF Funds

Will be reviewed and approved/not approved within (10) working days from the receipt of the request, and

Contracts will be instigated within (15) days of the approval of a request.

G. Life of the Funds

A start date must be determined by the Region and justified in the application. The end date cannot exceed six (6) calendar months from the start date. Extensions will be granted only under extenuating circumstances. Extenuating circumstances will include, but are not limited to, a delay in the schedule of layoffs or closures. Extensions of the end date will not include any additional funds.

Request for an extension of the end date:

- (1) Will be reviewed and approved/not approved within (10) working days from the receipt of the request, and
- (2) Contract modifications will be instigated within (15) days of the approval of a request.

H. Project Evaluation

State Dislocated Worker Unit staff will conduct an evaluation and appropriate technical assistance will be provided. This evaluation will include a review of registrations, services, activities, expenditures, and obligations. The State assures technical assistance will be available for the duration of the project. A final report is due to the State Dislocated Worker Unit/Bureau of Programs no later than 45 days upon project completion.

State Emergency Grants (SEG)

State Emergency Grants (SEG) – State Emergency Grants are Rapid Response Funds available for regions to enroll and serve at least 10 or more enrollments to a maximum of 49 enrollments of dislocated workers that occur within a 45 calendar day period. In order for a project to be considered for SEG funding, there must be at least 10 or more workers from a single or multiple company layoffs that will be served.

A. Purpose:

To provide funding for the regions when a dislocation event does not meet National Emergency Grant (NEG) application requirements.

B. Background:

Significant events are those that create a sudden need for assistance that cannot reasonably be expected to be accommodated within the ongoing operations of the formula-funded Dislocated Worker program. Generally, in order for a project to be considered for SEG funding, there must be at least 10 or more workers from a single company layoff that will be served or multiple company layoffs where the dislocations from each company result in a total of 10 or more workers that will be served.

Many dislocation events in Iowa result in services for less than 50 dislocated workers, but these events can severely deplete Dislocated Worker formula funding, especially when there are several major layoffs, none of which are at the 50 or more enrollment level required for a National Emergency Grant (NEG). Therefore, the State developed State Emergency Grants (SEGs) that are available for regions to enroll and serve at least 10 or more enrollments to a maximum of 49 enrollments of dislocated workers that occur within a 45 calendar day period.

C. Activities and Services

The following policy guidelines have been developed for the use of SEG funds:

Eligible Dislocation Events: SEG applications covering the following dislocation events are accepted for consideration of SEG funding.

SEG funds are available for significant dislocation events, such as business closures and permanent mass layoffs that result in enrollment and services to a minimum of 10 or more enrollments to a maximum of 49 enrollments of dislocated workers from a single layoff event or multiple layoff events.

The event is not eligible for a NEG grant.

Companies and events may be “bundled” to reach 10 or more enrollments of dislocated workers that are within the same geographical location.

If the company of dislocation is approved for Trade at the time of the SEG request, then the policies governing Trade Dual-Enrollment NEG’s will be the same for the SEG. Specifically, SEG funds can only be used for Guidance and Counseling, Objective Assessment, Remedial & Basic Skills training, Skills Upgrading training, Transportation of less than 50 miles, Dependent Care, and other factors that are not covered by Trade. Use of SEG funds for post-secondary training will not be allowed. If the dislocation meets eligibility for a Special Intervention Funds Grant (See definition and guidelines above) then those funds must be applied for and approved. If the company(s) of the original dislocation is subsequently approved for Trade, then funds expended up to the date of Trade certification from the SEG will not be recouped. However, it will require that a Revised Line Item Budget, a Revised Implementation Schedule, and a Revised Cumulative Quarterly Expenditure Report be submitted within 15 calendar days starting with the effective date of the Trade certification. Funds obligated from the SEG prior to the effective date

of the Trade certification will have to be changed and a new ISS/ITA will need to be obtained and signed for each affected participant to reflect the changes due to eligibility for Trade. It is also possible that Objective Assessment may have to be reopened in order to meet Trade guidelines for eligibility. Further, effective with the date of the Trade certification, the restrictions on the use of SEG funds will be immediately implemented as denoted above.

D. Levels of Funding

Funding will be based on the number to be enrolled and served.

The first SEG contract written for the region during the Program Year will continue to be used through modifications to add additional dislocations of 10 or more either through single dislocations or multiple dislocations. If it is found that additional funds will be needed during a specific Program Year due to increased enrollments or if the state lacks sufficient funds to award additional funds, then this will be dealt with on a case-by-case basis.

The project must be fully loaded by the end of the second full quarter.

E. Application for Funds

Application and Service Design Requirements and Procedures:

- 1) If the event(s) is eligible, an Early Intervention Grant (E.I. Grant – See definition and guidelines above) must be applied for and approved. Further, it must be documented to include core services, staff assisted core, intensive, and training as well as survey results for the specific target group. An E.I. Grant can run concurrently with the SEG.
- 2) The pre-electronic NEG application format that is included in this Section must be completed. In addition, a 1-3 page description of how the funds will be used will need to be provided.
- 3) The application must be submitted within 45 calendar days of the target group(s) eligibility or dislocation.
- 4) The Line Item Budget must reflect that 100 percent of the funds awarded will be used for Program expenses.
- 5) Support services and needs related payment policies must be consistent with the local formula Dislocated Worker program. Or, any proposed variations must be explained and approved by the RWIB/CEO Boards.
- 6) Uniform project policies are required when multiple operators are involved in one or more service areas.

To apply for additional funds beyond what was initially approved for the SEG generally requires a new application and must be based upon an additional minimum of 10 dislocated workers. Adding to the target group additional eligible workers or workers from an additional employer may only be done if the grant request has not yet been approved within the 10 calendar days established for approval by the State. Situations other than this will require a new application with a minimum of 10 dislocated workers.

Any variation of these rules for an SEG may be made at the discretion of the State coordinator when such variation is justified, documented and approved in writing.

Approval Process: The State will respond to SEG requests **within ten working days from the date the application is received.** Approval will be based on the following criteria:

- Merits of the proposal.
- Past SEG performance. If SEG performance is not available, NEG performance or Special Intervention Funds (SIF) performance or Early Intervention (EI) performance, if available.
- Availability of State funds.

F. Life of the Funds

There is a 24-month program limit from the start date of each segment (modification request for additional groups).

G. Project Reporting and Evaluation

Quarterly reports will be required for all SEGs and will be due by the 45th calendar day following the end of the quarter.

Quarterly reports will follow the same format as pre-electronic NEGs (see format included in this Section).

The State will review the project at 90 days, and at mid-project.

Attachment to Assurance #27

WIA Handbook, Section 8 –Designation of the Coordinating Service Provider and WIA Service Providers

Designation of the Coordinating Service Provider and WIA Service Providers

To receive funds made available under Title I of WIA, the Regional Workforce Investment Board (RWIB), in agreement with the Chief Elected Official (CEO) board, must designate an entity as the Coordinating Service Provider (CSP) for the local workforce investment region. In addition, the RWIB must designate Service Providers for core and intensive services for Adults and Dislocated Workers, as well as a Youth Service Provider to provide day-to-day oversight of the Youth Program and to provide eligibility determinations, enrollment, objective assessment and individual service strategies for Youth.

The RWIB and CEO board must first determine the role of the CSP. The CSP could simply be a coordinator of service providers, or it could be the primary provider of WIA services within the center. This must be the first step in the process since the RWIB and CEO board may want to consider grandfathering the current CSP, but must know the role of the CSP to determine if the current CSP has the expertise to fulfill the role.

The second step in the process is for the RWIB and CEO board to determine if they want to grandfather the current CSP, based on the role that has been determined. The boards also need to determine if the current CSP desires to be grandfathered. If all parties agree to the grandfathering of the current CSP then proceed to #1 under the Designation Process Options subsection below.

If the RWIB or CEO Boards do not desire to grandfather the existing CSP, or if the CSP members do not desire to be grandfathered, then the WIA Service Provider(s) need to be selected prior to the designation of the CSP. This allows the RWIB and CEO board to utilize either of the two additional options for selecting the CSP: the competitive process; or the consortium of three or more of the mandatory partners.

Coordinating Service Provider (CSP)

The CSP is the entity, or consortium of entities, which coordinates the operation of the regional Workforce Development Center system. A written agreement between the RWIB, CEO and the CSP must specify the CSP's role. Refer to the Roles and Responsibilities section of this Handbook for minimum responsibilities of the CSP.

Eligible Entities

The Coordinating Service Provider may be a public or private entity of demonstrated effectiveness, or a consortium of entities, located in the region. Eligible entities may include, but are not limited to the following:

- 1) The current Coordinating Service Provider;
- 2) A post-secondary educational institution;
- 3) An Employment Service agency established under the Wagner-Peyser Act on behalf of the local office of the agency (Iowa Workforce Development);
- 4) A private nonprofit organization (including a community based organization);
- 5) A private for-profit entity; a government agency; or
- 6) Another interested organization (includes a local chamber of commerce or other business organization).

Under WIA, elementary schools and secondary schools are the only entities not eligible for designation or certification as a Coordinating Service Provider. However, nontraditional public secondary schools and area vocational schools are eligible for designation.

Designation Process Options

To designate a Coordinating Service Provider, the RWIB must utilize one of the three processes listed below. The RWIB may pursue more than one option concurrently.

- 1) An agreement with the Governor to designate the Coordinating Service Provider (CSP) that was in place on August 7, 1998;

In order to utilize this option, the chairpersons of the RWIB and CEO must provide a written notice to Iowa Workforce Development indicating that both boards have taken appropriate action and desire to pursue this option.

- 2) A competitive process;

At a minimum, the competitive process to designate the Coordinating Service Provider must include the following:

- a) Public Notice

A public notice must be published in one of the official county newspapers, as designated by the county board of supervisors. The public notice must indicate that the RWIB and CEOs will be holding a joint meeting to select the Coordinating Service Provider(s) for the Region. The notice must list the criteria that will be used in the selection of the Coordinating Service Provider(s). The notice must also require that written proposals be submitted by a specific date, and should invite interested entities to give presentations and answer questions relating to the selection criteria listed below at the joint public meeting. Notices must also be mailed to potentially interested entities within the local region.

- b) Public Meeting

Since the RWIB and CEO board must agree on the designation of the CSP, at a minimum, the RWIB and CEO must conduct a public meeting to review the written proposals received, obtain any additional information from entities submitting written proposals, and reach an agreement as to the selection(s).

Criteria for Selecting Coordinating Service Provider(s): The following criteria are suggested to be considered and addressed in the selection of a CSP:

- The effectiveness of the agency or organization in delivering comparable or related services based on documentation of: achievement of performance and service level requirements, previous audit and monitoring reports and capability of the agency's fiscal unit to manage a similar type of program or project;

The likelihood of meeting program goals based upon factors such as past performance, staff commitment, and availability and location of staff;

- The effectiveness of the agency or organization in minimizing the duplication of services, while at the same time maximizing the coordination with other agencies and organizations to provide the highest quality activities and services to the participants in the programs; and
 - Other criteria as determined by the RWIB and CEO.
- 3) An Agreement between the RWIB and a consortium of entities that, at a minimum, includes three (3) or more of the Required Partners.

In order to utilize this option, at a minimum, the RWIB and CEOs must notify all Partners that they are willing to consider proposals from Mandatory Partners, and hold an open meeting to obtain input and finalize the action.

Adult and Dislocated Worker Service Provider

The Act requires that core and intensive services for the Adult program and the Dislocated Worker program be provided through the Workforce Development Center. The Act also indicates that these services, for the two separate WIA programs, may be provided by one entity or a number of different entities. If the role of the CSP includes the provision of core and intensive services for adults and dislocated workers, then the selection of adult and youth service providers may be combined with the selection of the CSP. The RWIB and CEOs must therefore determine the most effective and efficient manner to provide these services in the Region. The RWIB and CEOs must also determine which Service Providers will be responsible for ensuring that WIA performance standards are met, and that the Service Provider(s) responsible for performance have the authority to make enrollment decisions for the participants for whom they are responsible for performance. In selecting Service Providers under WIA, the RWIB may use the following procedure, or may develop a more formal procurement procedure.

Designation Procedure

At a minimum, the procedure to designate Service Providers must include the following:

1) Public Notice

A public notice must be published in the official county newspaper, as designated by the county board of supervisors. The public notice must indicate that the RWIB will hold a meeting to select the Service Provider(s) to provide core and intensive services for the Adult and Dislocated Worker programs under Title I of the Workforce Investment Act. The notice must list the criteria that will be used in the selection of the Service Provider(s), and must

also invite interested entities to give presentations and answer questions relating to the selection criteria listed below. Notices should also be mailed to potentially interested entities within the local region.

2) Public Meeting

The RWIB must conduct a public meeting to obtain information from entities interested in providing core and intensive services in the local region and to reach an agreement as to the selection of the Service Provider(s).

3) Criteria for Selecting Service Providers

The following are examples of criteria that could be considered and addressed in the selection of a Service Provider.

- The effectiveness of the agency or organization in delivering comparable or related services based on documentation of: achievement of performance and service level requirements, previous audit and monitoring reports and capability of the agency's fiscal unit to manage a similar type of program or project;
- The likelihood of meeting performance goals based upon factors such as past performance, staff commitment, and availability of staff; and
- The effectiveness of the agency or organization in minimizing the duplication of services, while at the same time maximizing the coordination with other agencies and organizations to provide the highest quality activities and services to the participants in the program. Other criteria as determined by the RWIB.

Youth Services Service Providers

The Act requires that Youth Service Providers be selected via a competitive process, and based on recommendations of the Youth Advisory Council. Since the delivery of the youth services could be accomplished through a number of different Service Providers, the RWIB should initially designate a Youth Service Provider to coordinate the operation of the Youth Program and to provide eligibility, enrollment, objective assessment and individual service strategy services for youth. Additional Youth Service Providers could be designated at a later date.

Designation Procedure

At a minimum, the procedure to designate the Youth Service Provider(s) must include the following:

1) Public Notice

A public notice must be published in one of the official county newspapers, as designated by the county board of supervisors. The public notice must indicate that the RWIB will hold a public meeting to select a Youth Service Provider to coordinate the operation of the Youth Program, and to provide eligibility, enrollment, objective assessment and individual service

strategy services for youth. The notice must list the criteria to be used in the selection of the Youth Service Provider(s) and must require that written proposals be submitted by a specific date. The notice must also invite interested entities that have submitted written proposals to give presentations and answer questions relating to the selection criteria at the public meeting. Notices must also be mailed to potentially interested entities within the local region.

2) Public Meeting

The RWIB must conduct a public meeting to review the written proposals received, to obtain any additional information from entities submitting written proposals, and reach an agreement as to the selection(s).

3) Criteria for Selecting Youth Service Providers

The following are examples of criteria that could be considered and addressed in the selection of a Service Provider:

- The effectiveness of the agency or organization in delivering comparable or related services based on documentation of: achievement of performance and service level requirements, previous audit and monitoring reports and capability of the agency's fiscal unit to manage a similar type of program or project;
- The likelihood of meeting performance goals based upon factors such as past performance, staff commitment, and availability of staff; and
- The effectiveness of the agency or organization in minimizing the duplication of services, while at the same time maximizing the coordination with other agencies and organizations to provide the highest quality activities and services to the participants in the program.
- Other criteria as determined by the RWIB.

Attachment to Assurance #32

WIA Handbook, Section 28 - Monitoring

State and federal regulations assign responsibility for financial and program compliance monitoring to agencies that receive and disburse the program funds. Iowa Workforce Development has established policies and procedures to be followed in the performance of that monitoring. The requirements are intended to promote the effective utilization of public funds while providing procedures to ensure that the objectives of the programs are being met.

Achievement of program goals and program efficiency are the result of sound planning and management decisions. Monitoring provides the State and the regions with a means of evaluating this process. Recommendations for corrective action are tools that Iowa Workforce Development uses to provide technical assistance on deficient areas of operation. This section outlines the monitoring responsibilities of Iowa Workforce Development and the regions.

State Monitoring Responsibilities

Iowa Workforce Development will conduct two types of monitoring:

Financial; and Program

Following is an outline of those two types of reviews, the area of responsibility within Iowa Workforce Development, and the programs included in those reviews

Financial and Program Reviews

Annually, a two financial compliance reviews will be conducted by the Administrative Services Division, Financial Management Bureau. The on-site reviews will be of all programs administered through written agreements involving Iowa Workforce Development, the service providers and the fiscal agents. Monitoring will be limited to those contractors of Iowa Workforce Development that receive \$100,000 or more during the fiscal year. The monitoring will be performed to ensure compliance with, but is not limited to, the following:

- 1) Workforce Investment Act (WIA) Handbook;
- 2) Contractual agreements with Iowa Workforce Development;
- 3) Generally Accepted Accounting Principles;
- 4) Memorandum of Understanding; and
- 5) Resource Sharing Agreement and Cost Allocation Plans.

Program Compliance Reviews

Each year, programs from all 15 regions are monitored by the Workforce Development Center Administration Division. The reviews focus on the WIA program and are conducted by Iowa Workforce Development's Workforce Program Coordinators. The on-site reviews will include, but are not limited to, the following:

Activities and services;

- Applicant and participant process;
- Participant eligibility and verification;
- Participant file review;
- Local plans; and
- Program performance.

The Workforce Program Coordinators ensure local compliance with the applicable state and federal regulations that govern the activities mentioned above.

Reporting and Follow-up

Reporting and follow-up for both financial and program monitoring involves three separate steps.

1) Initial Determination

Separate Initial Determination letters are completed by the applicable Division and Bureau for each on-site visit. The report shall include:

- a) A description of findings, which includes specific references to the standards, policies, or procedures, which have been violated;
- b) If necessary, recommended and required corrective action to be implemented by the contractor;
- c) A description of any questioned costs, including the amount; and
- d) Time frames for completing any corrective action and responding to the initial report.

Each finding within the Initial Determination will identify the entity responsible for responding to that comment. The contractor will coordinate this effort and ensure that the responses are compiled and submitted to the appropriate individual at Iowa Workforce Development within 20 calendar days from the date of the Initial Determination.

2) Final Report

A final report will be issued to the Contractor within 20 calendar days after receipt of the response from the Contractor. The final report will state Iowa Workforce Development's determination on all findings that required a response and the notification of the right to appeal the final report. If any findings are unresolved or if costs are disallowed, the letter will also include:

- a) A description of the unresolved finding(s);
- b) A citation or reference to the applicable regulations or policies on which the finding was based;
- c) The final report of Iowa Workforce Development on each unresolved finding; and
- d) If there are disallowed costs, the amount of costs disallowed and notification that an initial demand letter will be sent.

Copies of the final report will be sent to each Region's RWIB and CEO Board. Additionally, each Iowa Workforce Development team responsible for Financial Compliance Reviews and Program Compliance Reviews will share copies of each final report.

3) Follow-up

Follow-up on findings identified will be conducted during the following fiscal year's review. The follow-up will review corrective actions taken in response to those findings. Follow-up will be conducted by the Iowa Workforce Development group that initiated the original comment or finding.

Appeals

The Service Provider may submit an appeal of a final report within 15 calendar days of the date of the final report. The appeal must be directed to the Workforce Services Division of Iowa Workforce Development and to the attention of the Division Administrator. The request for an appeal must also include a copy of the final report on and the basis for the appeal.

Appeals will be reviewed by a three-member Appeal Committee from Iowa Workforce Development within 30 days of receipt and shall include the Division Administrator, Workforce Services Division and the Division Administrator, Administrative Services Division. The third member shall be chosen from other management staff at either the Workforce Development Center Administration Division or the Administrative Services Division. When the appeal is due to an audit or financial compliance review, the third member will be from the Workforce Development Center Administration Division. When the appeal is due to a program compliance review, the third person will be from the Administrative Services Division. None of these individuals may have been involved in the on-site monitoring, audit resolution process or final determination that resulted from the original finding(s).

A decision on the appeal will be rendered by a majority vote of the Appeal Committee. If they cannot arrive at a decision, the Deputy Director or Director of Iowa Workforce Development shall make the final decision. A final decision must be made in writing within 30 days of receipt of the appeal. If, after the appeal process is completed, disallowed costs are determined (when applicable) the debt collection process identified in this handbook must be followed.

Attachment to Assurance #34

WIA Handbook, Section 34 - Unallowable Costs

For each contractor, there is a set of federal principles for determining allowable costs. (All references to “contractor” within this section are applicable to grantees, subrecipients, Coordinating Service Providers, and WIA Service Providers.) Allowable costs will be determined in accordance with the cost principles applicable to that contractor. OMB Circular A-87 shall apply to State and Local Governments. OMB Circular A-21 shall apply to Institutions of Higher Education, and OMB Circular A-122 shall apply to Private Non-Profit organizations. In general, to be allowable, a cost must be:

- 1) Necessary and reasonable for proper and efficient administration of the contract;
- 2) Allocable to programs charged; and
- 3) Not a general expense required to carry out the overall responsibilities of the entity receiving the funds.

If Iowa Workforce Development determines at any time -- whether through monitoring, audit, closeout procedures -- that the contractor has received funds or requested reimbursement for costs which are unallowable under the terms of the agreement, the contractor will be notified of the questioned costs and given an opportunity to justify questioned costs prior to Iowa Workforce Development's final determination of the disallowance of costs. If it is Iowa Workforce Development's final determination that funds previously expended by the contractor are unallowable under the terms of an agreement, the expenditures will be disallowed and the contractor shall immediately repay to Iowa Workforce Development any and all disallowed costs.

It is the responsibility of the contractor to recover funds for disallowed costs from any WIA funds dispersed by that contractor. In the event the contractor cannot determine the allowability of a cost, the contractor should contact the Iowa Workforce Development Budgeting and Reporting Bureau for a determination.

Unallowable Costs

In addition to the costs mentioned in OMB Circulars A-21, A87, A-122 and 29 CFR Part 95 and 97 (whichever regulations are applicable to the entity), the WIA regulations have specified certain costs which are not allowable under the Act:

- 1) Construction or purchase of facilities or buildings except:
 - a) To meet an obligation to provide physical and programmatic accessibility and reasonable accommodation, as required by regulation;
 - b) To fund repairs, alterations and capital improvements of WIA qualified facilities (section 667.260, (b) (1)-(2));
 - c) Authorized Job Corp facilities; or

- d) To fund disaster relief employment on projects for demolition, cleaning, repair, renovation, and reconstruction of damaged and destroyed structures, facilities and lands located within a disaster area.
- 2) Employment-generating activities, economic development and other similar activities, unless they are directly related to training for eligible individuals.
- 3) Wages of incumbent employees during their participation in economic development activities provided through the regional Workforce Development Center system.
- 4) Public service employment, except to provide disaster relief employment as authorized in the 20 CFR 181(b)(1).
- 5) Expenses prohibited under any other federal, state or local law.
- 6) Employment or training of participants in sectarian activities.
- 7) Encouragement or inducement of a business, or part of a business to relocate from any location in the United States.
- 8) Customized training, skill training, OJT or specific assessment of job applicants or business that has relocated from any location in the United States until that company has operated at that location for 120 days (if relocation resulted in the loss of any employee's jobs at the original location).

Attachment to Assurance #35

WIA Handbook, Section 2 - Definitions –, page 2

Basic Skills Deficient -- An individual who:

- Computes or solves problems, reads, writes or speaks English at or below the eighth grade level or
- Is unable to compute or solve problems, read, write or speak English at a level necessary to function on the job, in the individual's family or society.

Section 14 – Applicant and Participant Process – WIA Handbook, page 26

Basic Skills

Substantial improvement for basic skills is defined as an improvement of at least one grade level in one or more of the following areas: reading comprehension, math computation, writing, speaking, listening, problem solving or reasoning. The achievement of the goal must be based on an individual assessment using widely accepted and recognized measurement/assessment techniques.

***NOTE:** For individuals with a learning disability, the substantial improvement will be established based upon the individual's capabilities. The substantial improvement goal must be established after consultation with, and agreement of, appropriate staff of the local Area Education Agency (AEA) or district personnel. This consultation should include a review of the participant's Individual Education Plan (AEA-IEP). The goals set in the WIA ISS must coincide with the goals of the AEA-IEP. All WIA and partner services and activities should support the AEA-IEP goals as well as those in the ISS.*

Attachment to Assurance #37

Section 11 – Eligibility – WIA Handbook, page 1

Adult Program

To be eligible to participate in the WIA Adult Program, an applicant must meet all three of the following criteria:

- 1) Eighteen (18) years of age or older; **AND**
- 2) Registered with the selective service, if applicable; **AND**
- 3) A citizen or national of the United States, a lawfully admitted permanent resident alien, a lawfully admitted refugee or parolee or an individual authorized by the Attorney General to work in the United States.

***NOTE:** The Act requires that, in the event that funds allocated to a region for **Adult** employment and training activities are limited, priority for intensive and training services funded with **Adult** funds must be given to recipients of public assistance and other low-income individuals in the region. Since the Adult Program funds are limited, Iowa Workforce Development has determined that prioritization is demonstrated if 55 percent of the Adult Program participants are welfare recipients or low-income individuals. An additional 40 percent must have a family income that does not exceed 150 percent of the lower living standard income level. The remaining 5 percent must meet the criteria established in the Regional Customer Service Plan. Service providers may serve more than 40 percent of individuals with family income up to 150 percent if a waiver was applied for in the Regional Customer Service Plan and the waiver was approved by Iowa Workforce Development*

Attachment to Assurance #38

Veterans' Priority of Service

All employment and training programs across the State of Iowa allow a priority of service for veterans across the State. Below is the State Plan for the Veterans' Program and their priority of service. Individual WIA regions have addressed this priority of service in the regional reports. Iowa State Veterans' Program Plan

Iowa Workforce Development FFY2010 – 2014 (FY 2013 Update) I. Program Narrative

A. The projected employment outlook for veterans.

1. The top 10 industries expected to create the most new and replacement jobs during the 2006-2016 period are primarily in the service sector. The 10 industries shown will create 114,315 of the 195,690 jobs Iowa's economy is expected to generate over the period.

Administrative & Support Services	16065
Educational Services	14830
Nursing & Residential Care Facilities	12455
Food Services & Drinking Places	11825
Ambulatory Health Care Services	11510
Professional, Scientific & Technical Services	10610
Social Assistance	9870
Self Employed	9830
Insurance Carriers	8690
Hospitals	8630

Between 2006 and 2016, Iowa's economy is expected to generate 58,400 job openings annually, which represent a projected growth rate of 1.1 percent. 20,455 of these openings will be new jobs. Health care and the service industries are expected to be the leaders in job creation. Many industries, such as educational services and health care, will also replace workers due to retirement or other reasons that may cause workers to permanently leave the workforce. Federal Government positions in Iowa are projected to decrease by 3.8% while State Governments positions show a projected increase of 1.8% and Local Government 11.7%.

A key strategy will be to continue to identify and work with Federal contractors and subcontractors as a source of job openings for Veterans. It is our expectation that Iowa's partnership with JobCentral and VetCentral will assist in this effort. We are uploading and downloading to JobCentral daily. In addition, the following web sites have been shared with DVOP staff:

<http://www.ccr.gov/>

<http://www.govexec.com/>

2. Iowa has an effective business services program across the state. There are Business Services Representatives (BSRs) located in each of the Regions who coordinate efforts with DVOP staff to contact Federal contractors and subcontractors. This

effort should continue to create a significant number of appropriate job openings for Veteran job seekers in the coming year.

One of the business services offered by BSRs is job retention strategy. National studies and cost savings data have been compiled. The BSRs will work with DVOP staff in disseminating this information to employers emphasizing the importance and value of hiring and retaining Veterans.

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 work place, and help in understanding how job and career advancement can be accomplished with an employer.

3. Iowa’s 9002B report for the period January 1, 2009, through March 31, 2009, showed 17304 registered veteran job seekers. On March 31, 2008, the report showed 14,139 or an increase of 22% for the most recent quarter available. The Veterans 200A report showed 3,586 veterans being served by the DVOP staff. This is an increase from last year’s number of 3,521.
4. Iowa continues to have approximately 2000 Iowa Army National Guard, Iowa Air National Guard, and Army Reserve members deployed around the world. In 2010, Iowa began the largest deployment of National Guard soldiers since WWII. This deployment will consist of over 3500 soldiers. As these service members return to Iowa, the veteran population will become younger on average and have less job experience. Iowa anticipates training and retraining will be required for this changing population.

B. Targeting Services to Veterans Most in Need

1. The state of Iowa has expanded integration of services with the development of the One-Stop Center and collaborating with other agencies.
In One-Stop Centers, veterans will be identified at each point of contact including Internet applications and self-declaration. Wagner-Peyser staff will assist the veteran with core services and referrals as needed. Those individuals, who qualify under Public Law 107-288 of the U.S.C. and request a meeting with a Local Veteran Employment Representative (LVER) or Disabled Veteran Outreach Program (DVOP), will be referred to those staff if available.

All Iowa Workforce Development personnel are charged with providing services to Veterans, and are trained that Veterans can be served by everyone, not just the Vet Rep. However, if the Veteran insists; they are referred to the DVOP for services. All application materials are forwarded to the DVOP for that region for review for intensive services or need for case management. This should not imply that Iowa Workforce Development Veteran staff solely provides services to Veterans - all staff is utilized to assess the need for intensive services. Iowa Workforce Development

veteran staff has requested this information from their peers as informational only so they are aware of Veterans accessing the centers. Iowa Workforce Development employs 14.5 DVOP and 1.5 LVER FTE positions. The 1.0 LVER is the state program coordinator; the .5 is assigned to a local office for business services.

Those needing intensive services will be served by a DVOP. Those veterans who will be specifically targeted for intensive services are:

- Veterans enrolled in, or who have completed training or education in the Dept. of Veterans Affairs Vocational Rehabilitation and Employment (VR&E) program;
- Returning wounded or injured service members; and
- REALifelines participants.

Iowa has DVOP staff out-stationed at the VR&E Regional office who monitors all Veterans going through the employment process with VR&E. DVOP staff will maintain the strong working and referral relationship with the Iowa National Guard that provides real-time referrals of returning service members.

If a veteran needs case management services, that veteran will be assigned to a DVOP. We elected to focus staff resources on the utilization of DVOPs, believing it a better investment of funds to ensure case management is offered, and we expect our BSRs to promote veterans to our business customers. Iowa has only one ½ time LVER, who is focused on business outreach services, and promoting Veteran hires. However, if none of the DVOPs are available, the LVER is expected to meet with any Veteran who requests service.

The LVER and DVOP staff will serve the role of educators to the One- stop operators, their partners and the Regional Workforce Investment Board members. The LVER and DVOP staff 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 intensive services;
- Veterans' preference requirements and methodologies; and
- Veterans' integration policy once finalized by Agency leadership.

Partners such as WIA, PROMISE JOBS, PROMISE JOBS (Welfare Reform), Trade Act, and Iowa Vocational Rehabilitation Services will also identify veteran customers at their points of contact, which may or may not be collocated with Iowa Workforce Development Veteran staff at the one-stop. Those veteran customers identified as being in need of intensive services, or who specifically request a meeting with a Vet Rep will be referred to the DVOP for assessment and all application materials will be forwarded on to the DVOP for review. In some cases, Veterans will be co-enrolled with PROMISE JOBS if they are receiving Family Investment Program (TANF) assistance, WIA, or Trade Act if they are a dislocated worker.

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 LVER and

- 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 LVER, DVOP, and local Wagner-Peyser management work closely with all partners to ensure the mandatory WIA partners provide veteran's preference.
2. Business Service Representative (BSR) provide a capacity to network with other service providers and advocate for veterans' employment and training:
 - A. BSR will promote veterans as job seekers with highly marketable skills and experience by advocating for employment and training opportunities with business, industry, and community based organizations. Activities will include planning and participation in job fairs, work with unions, apprenticeship programs and the business community, and promote credentialing and training opportunities for veterans with training providers and credentialing bodies.
 - B. The state will, through partnerships and agreements with other service providers, such as Iowa Vocational Rehabilitation Services, VA Vocational Rehabilitation, Veterans Administration, and State Veterans Affairs, develop Memorandum of Understanding delineating roles and responsibilities of both parties to ensure services are readily available to all veterans.
 - C. BSRs will establish, maintain and/or facilitate regular contact with employers including federal contractors to develop employment and training opportunities for veterans. The DVOP will coordinate employer contacts with Iowa Workforce Development Business Service Representatives to facilitate and promote opportunities for job seeking veterans.
 - D. DVOP will conduct outreach activities to market veterans to employers and:
 - Build a referral network of community services for helping veterans resolve barriers to employment.
 - Market the services of the partnership organizations.
 - Develop training and job development contacts of small to medium employers for job leads.
 - Maintain community awareness of veteran issues.

The following are just some of the agencies and events at which the DVOP will conduct outreach activities:

- Iowa Vocational Rehabilitation Services
- Department of Veterans' Affairs hospitals (Des Moines, Iowa City, Omaha, Sioux Falls) and outpatient clinics (Spirit Lake, Bettendorf, Dubuque, Fort Dodge, Mason City, Sioux City, Waterloo)
- Vet Centers (Sioux City, Cedar Rapids, Des Moines, Quad-Cities)
- Soldiers Home in Marshalltown
- Homeless Veteran Reintegration Project (HVRP)
- National Guard installations where soldiers have returned from active duty deployment.
- County Commissions of Veteran Affairs
- WIA partners
- Placement/staffing agencies
- State and Regional Workforce Investment Boards

- Small Business Administration
- Community Action Agencies
- Department of Human Services county offices
- Homeless shelters
- Food pantries & clothing closets
- Goodwill Industries
- Civic and veteran service organizations such as the Salvation Army, AMVETS, American Legion, VFW and VVA within local communities and community veteran related events.

The Veteran Program Coordinator (VPC) and the Division Administrator will monitor the success of the above activities through the comparison of historical data, monitoring events and visits to partner agencies.

C. Planned Deployment of Grant Funded Staff

1. Iowa has elected to focus staff resources on the utilization of DVOP Specialists, rather than LVERs. We believe it is a better investment of funds to ensure case management is offered, and we expect our BSRs to promote veterans to our business customers.

2. Iowa Workforce Development will 20 DVOP and ~~4.5~~ 2.5 LVER FTE positions on the VETS 501 (Staffing Chart) to provide a statewide focus on direct customer service to disabled veterans. Staff is located in 15 regional offices. Those offices include Burlington, Carroll, Cedar Rapids, Council Bluffs, Creston, Davenport, Des Moines, Dubuque, Fort Dodge, Marshalltown, Mason City, Ottumwa, Sioux City, Spencer and Waterloo. ~~Six~~ Ten of these positions are half-time. The ones located in Creston, one in Cedar Rapids, Davenport, and Des Moines will be half time DVOP Specialist, half-time Wagner-Peyser/UI or TANF. The staff located in Burlington, Carroll, one in Des Moines, Ft Dodge, Marshalltown and Spencer will be half-time DVOP Specialists only and each will work a total of 20 hours per week. Any extra cost associated with these positions will be covered by vacancies throughout the year, also, if needed; Iowa Workforce Development has agreed to cover any shortfall in funding for these positions, as funding is available. The LVER positions will be the full time Veteran Program Coordinator, one fulltime and ~~a~~ one half-time LVER, half-time Wagner- Peyser/UI position in Des Moines.

We have two DVOP Specialists out stationed on a limited basis. One at the VA Hospital in Iowa City and one at the VR&E Regional Office in Des Moines.

3. As vacancies occur, they are tracked by the Veteran Program Coordinator (VPC) on a log and contact is made with the appropriate manager to insure the expeditious filling of the vacancy.

4. All positions will first be posted for internal transfer of qualified employees within Iowa Workforce Development. A special selective will be placed on each DVOP vacancy, requiring that any qualified applicant must be a service-connected disabled veteran. Non-disabled veterans will only be considered if no qualified disabled

veterans can be identified after due diligence is exercised as determined by the Division Administrator. Non-veterans will not be considered for these vacancies, as it is the position of the Iowa Workforce Development administration that, an adequate pool of qualified veterans exists either within or outside state government. In accordance with Iowa's collective bargaining agreement with the American Federation of State, County, and Municipal Employees (AFSCME), the first preference must be given to current Iowa Workforce Development employees holding the same classification of a DVOP and meeting the required selective of being a service connected disabled veteran. The position is awarded to the most senior service connected disabled veteran requesting a transfer. If no service connected disabled veteran employee requests a transfer, the position will be opened for promotion to all eligible Iowa Workforce Development employees followed by the state's recall list (with the required selective).

If the transfer, promotion, and recall lists are exhausted, Iowa Workforce Development will actively recruit qualified applicants with the required selective. Recruitment efforts include but are not limited to:

- Iowa DVOP and LVER specialists;
- Iowa Department of Administrative Services job site;
- Iowa Workforce Development's Iowa Jobs/JobCentral/VetCentral web sites;
- Veteran service organizations;
- One-stop partners;
- Veteran Vocational Rehabilitation;
- Universities, private and community colleges;
- Local newspapers and radio as budgets allow.

Each application is screened for the minimum skills, knowledge, and abilities as well as proof of service connected disability and separation status from the military (DD-214), and transcripts.

Additionally, when vacancies occur, local office management has been directed to identify existing veterans on staff who can provide temporary "backup" or interim services to veteran customers during the recruitment and hiring process. These individuals could be officially designated as a DVOP, and paid through the state grant, but would need to meet all of the necessary criteria for the position. If funds permit, hours of halftime DVOP and LVER staff will be temporarily increased from halftime to fulltime to assist with the provision of services in areas with vacancies. If no such staff currently exist in the office/region, then local qualified management could fill the role or they will seek assistance from other regions to ensure continuity of service to veterans. Non-vet staff will only be utilized if no other options exist.

5. Iowa Workforce Development will seek a waiver from agency temporary hire policy that currently requires all temporary positions to be employees of private staffing agencies. If approved by Iowa Workforce Development leadership, temporary DVOP and/or LVER staff will be hired by Iowa Workforce Development for a maximum of 700 hours.

D. DVOP Specialists

The primary duties of the DVOP are strictly in accordance with VPL 07-05 07-10.

1. DVOP specialists facilitate intensive services to veterans with special employment and training needs. In order to qualify as intensive services, DVOP specialists may include any combination of the following services, but at a minimum the first two are required.
 - Conduct an assessment (minimum requirement)
 - Develop a plan of action that is documented (minimum requirement).
 - Provide career guidance
 - Coordinate supportive services
 - Make job development contacts
 - Provide referrals to training
 - Make referrals to job openings
2. DVOP specialists target services to Special Disabled veterans, disabled veterans, economically or educationally disadvantaged veterans, and veterans with other barriers to employment especially, homeless veterans. In order to maximize services to those veterans, DVOP specialists conduct outreach activities at a variety of sites including, but not limited to:
 - Vocational Rehabilitation and Employment programs
 - Homeless Veterans Reintegration Project grantees
 - Department of Veterans Affairs medical centers and Vet Centers
 - Homeless shelters
 - Civic and Service Organizations
 - Community Stand Downs
3. All veterans will be identified for qualification under Title 38 U.S.C. at each point of entry into the labor exchange. Each applicant will complete either a paper or on-line application for services.

Core service staff will screen for details such as major duties, applied skills used, work history, past work search efforts, work search resources used, ability to search for work, and any known barriers to employment will lead to identification of special employment and training needs that may need intensive services.

Once identified either by self-assessment, core service staff, or partner staff, that the individual is a veteran that could benefit from intensive services, that staff would refer the veteran job seeker to the DVOP with all application materials. In office without a full time DVOP, local management will be responsible for ensuring there is an efficient means of referral that ensures no veteran requiring intensives services goes without the appropriate service.

After the veteran's employment and training needs are identified, the DVOP would then carry out the facilitation of intensive services to veterans with special employment and training needs. These services may include any combination of the following services:

 - supportive service(s),
 - career guidance,
 - job development contact(s),
 - referral to job(s),
 - referral to training,

- assessment and development of a documented plan of action.

All services are to be documented including, assessment, career guidance, referral and coordination with supportive services, referrals to jobs and training, provision of job development contacts, and case management.

The DVOP will facilitate intensive services by working with the 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 vet will follow through by making appointment and going to receive services).

Following each meeting with the veteran, the DVOP will document;

1. Progress made on the action plan;
2. Level of compliance with the terms of the action plan;
3. Any modifications made to the action plan and new assignments.
4. Need for follow-up; and
5. Next meeting time and date (if applicable).

E. LVER Staff

The primary duties of the LVER are in strict accordance with VPL 07-10. LVER staff will work hand-in-hand with, and provide technical guidance to, Iowa's Business Services Representatives (BSR) to efficiently:

- Work with other service providers to promote veterans as job seekers.
- Advocate for veterans for employment and training opportunities with business, industry and community-based organizations.
- Establish, facilitate and/or maintain regular contact with employers to include federal contractors.
- Provide and facilitate a full range of employment, training and placement services to meet the needs of veterans, with priority given to targeted categories.

F. Program Integration and Leveraging Resources

Iowa has instituted an Integrated System of service that includes all of the partners in the Workforce Center. The system consists of a Membership Team, Skills Development Team and Recruitment and Placement Team. All DVOP Specialists will be assigned to the Skills Development Team, as this complies with their roles and responsibilities under VPL 07-10. As a member of the Skills Development Team, they will be referred any veteran that the Membership or Skills Development Team feels has a barrier to employment and needs intensive services. Again, DVOP Specialists will not be seeing all veteran walk-ins, as that is a core function. They will see only those veterans with barriers to employment and will continue to work as case managers for veterans with barriers to employment. DVOP Specialists will not be assisting non-veterans.

The LVER will be assigned to the Recruitment and Placement Team as their job will be to primarily work with employers and complies with the LVER's roles and responsibilities under VPL 07-10.

The DVOP will work with LVER staff and the One-stop Business Service Representative(s) (BSR) to increase employer awareness of the employability of disabled

veterans and help employers make reasonable accommodations for veterans with disabilities.

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 disabled veterans.

The DVOP/LVER staff have built and maintain a good working relationship with many Federal, State and community based organizations and agencies and with veterans and others that may be able to provide services to veterans.

The DVOP staff in Iowa has maintained an excellent working relationship with their local V.A. VR & E staff. The procedure followed in serving Chapter 31 Vets is in accordance with VA/DOL Technical Assistance Guide (TAG) dated December 2008.

- Iowa has established the position of Intensive Services Coordinator (ISC) who is out stationed on a part-time basis at the VR&E Regional office. The position is filled by a DVOP specialist.
- DVOP's 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, the ISC and the VPC.
- DVOP's also receive referrals from ES staff of veterans experiencing difficulties in obtaining employment or with apparent employment barriers.

Iowa Workforce Development has partnered with the state DOL/ETA Office of Apprenticeship and hosts the following web site:

<http://www.iowaworkforce.org/apprenticeship/>

This web site 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 works closely with the VPC and DVOP Specialists to disseminate information on Chapter 31 GI Bill programs, the Troops to Teacher 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)

However, Iowa has no active duty military installations or medical facilities in the state, DVOP/LVER staff maintain a close working relationship with the Iowa National Guard and their Job Connection Program. This provides a strong linkage and referral system between all returning National Guard veterans and the DVOP.

Outreach by the DVOP consists of utilizing public information systems and educating other service providers and organizations to inform veterans and encourage their participation in services available through the One-stop center. It also involves locating disabled veterans by contacting community based organizations, education facilities and other places for the purpose of developing job opportunities, and training programs outside the One-stop.

Iowa Workforce Development has also created a Veterans Benefits and Services book that list Federal State and Local veteran benefits and services. Several agencies have collaborated in contributing to this book, to include DOL Office of Apprenticeship, Iowa Department of Education, both state and county Department of Veteran Affairs and others. This book has been very well received and serves to both inform veterans and to provide them with the knowledge to access veteran services provided Iowa Workforce Development. This book is distributed to partners, agencies and civic organizations across the state by the DVOPs, LVERs, Veterans Program Coordinator, Division Administrator and DOL VETS staff. Costs will not be charged to the JVSG, but will be absorbed by Iowa Workforce Development and partner agencies, The DVOP/LVER staff will work in concert with local management in establishing goals, assignments (including outreach schedules and locations), and expected results

G. Priority of Service

Iowa Workforce Development will provide all qualified veterans with priority service.

1. In order to maximize and provide priority of services to veterans, veterans will be able to register at all Iowa Workforce Development Center locations regardless of the availability of DVOP staff. Registration is also available on-line 24/7 through www.iowaworkforce.org, 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 veteran's needs cannot be met at the point of intake (as determined by core service staff) or if the veterans request, they will be referred to the DVOP or appropriate service provider for assistance.

The Iowa Director for Veterans Employment and Training (DVET), his designee (ADVET), or the state Veterans Program Coordinator has a standing invitation to address local management at their monthly meeting to describe expectations of the Jobs for Veterans Act of 2002, 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. DVOP/LVER staff will consult with local partners on how to implement priority of service, and will be monitoring compliance with the established procedure.

Each region submits their plan for providing priority of service to veterans. Each plan is reviewed by the state liaisons to the local Workforce Investment Board (WIB). The state liaisons work with the DVET to develop expectations that can be enforced locally. The state Veteran Program Coordinator monitors progress through annual monitoring visits and reports those findings to the DVET.

Priority of service is monitored in the following manner:

- The state coordinator randomly samples job orders and service applications as well as conduct on-site reviews;
- Local DVOP staff audit job orders and other services;
- Local management, with the assistance of DVOP staff, takes corrective action on veteran customer complaints; and
- DVOP staff 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 Veteran Program Coordinator, 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, not only through outreach activities as described previously, but also through an information and self-assessment pamphlet. 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 intensive services are needed. It is expected that this method will help avoid oversight of veterans in need of special services. Local staff and DVOP staff will also employ:

- Community outreach to where veterans may be located and contact materials may be left.
- Contact signs placed in local offices, partners and at outreach locations.
- Identification of veterans and other eligible persons at all points of entry by local offices, partners and at outreach locations.
- DVOP staff will participate as part of a rapid response team for business closings/downsizings.

To ensure that local staff is aware of their responsibilities to provide priority of service, DVOP/LVER staff will train local non-vet staff and service delivery partners to enhance their knowledge of veterans' employment and training needs. As well, the state has, and will continue to issue, field information memos to clarify these responsibilities. All such memos have been reviewed by the DVET.

Priority for referrals to job listings will be assured by searching the files of active job seekers and allowing all eligible veterans an opportunity to apply before non-veterans. A similar process will be employed when considering referrals to workshops and other activities covered under the Wagner-Peyser Act.

2. At the minimum, the services that will be available to the veteran within the one-stop center and through other service providers will include:
 - Registration as a job seeker for job matching;
 - Referral to jobs and job development;
 - Career and skills assessment;
 - Case management;
 - Referral and follow-up with VSO's and CBO's;
 - Referral to training and apprenticeship opportunities
 - Job seeking skills workshops;
 - Resume and cover letter building software;
 - Referral and consultation with a Disability Navigator;
 - Services through Veterans Voc. Rehab;
 - Services through the Veterans Administration including OJT and work incentive programs;
 - Support services for homeless veterans.

3. The process employed by the state to monitor and assess the success of the state plan includes:
 - a) Quarterly review of Vets 200 and 9002 reports. These reports will be reviewed in person with the Veteran Program Coordinator, DVET, and Division Administrator to identify strengths and weaknesses. Mathematica has yet to resolve the problem of sorting data by region and office, and Iowa is still working to identify a solution to provide local management with localized information through Business Objects.
 - b) The Veteran Program Coordinator will conduct on-site monitoring of each office housing a DVOP staff person and report those outcomes to the Division Administrator and DVET.
 - c) The Division Administrator and DVET developed new performance measures in addition to the Veterans 200 reports in response to our philosophy of ensuring the DVOP is working with veterans whose goal is employment:
 - Fulltime DVOPs are expected to case manage a minimum of 50 veterans monthly; part-time staff has a goal of at least 25. The Division Administrator may grant exceptions on an individual basis. Progress towards these goals is monitored monthly, and shared with regional management. Staff who is not meeting expectations is coached, counseled, provided additional training as appropriate, and if necessary, given a work directive with specific timelines for required improvement. If none of those actions provide the desired results, discipline can result.
 - A case management analysis tool numerically evaluates the quality of the case management. All DVOP staff is trained on the use of this tool to better assess the quality of case management, and to provide consistency of services statewide. This tool also provides management a guide to measure staff progress towards established goals. All field managers will also be trained on the use of this tool to better understand the role of their staff, and to monitor performance and reporting.

- Evaluate the percentage of veterans being case managed that enter employment.

H. Performance Incentive Awards

1. The Performance Incentive Award Program will be in accordance with VPL 02-07. The total amount of the funds that will be available for performance awards and incentives will be one percent of the total award for Veterans programs.

The Performance Awards and Incentives program will recognize those offices that excel in providing services to veterans. Offices selected for awards will have demonstrated their excellence of service to veterans or in support of veterans programs, and funds received will be used for office projects or activities that benefit the veteran customer. Awards will not be granted to individuals, nor will any awards be distributed in cash. Possible uses of office awards could include:

- Tickets to performing arts, sports or other events
- Gift certificates to restaurants or stores
- Membership dues
- Subscriptions
- Merchandise (office supplies, furniture, computer equipment, etc. not available through normal funding sources/budget)
- Catered meal/lunch for office staff
- Donation to local charity/homeless shelter/food pantry/etc.
- Health club memberships for office staff

The value of the awards will be significant enough to encourage offices to develop better approaches to delivering services to veterans. The focus of the awards will be on improving the services to veterans and strategies for the delivery of services, but not to the exclusion of non-veterans.

The presentation of the awards will be in a venue that will highlight services to veterans. The Director of Iowa Workforce Development has made a commitment to present the awards at the annual Veterans Conference during the third quarter of each year. Making the presentations in this manner will again emphasize Iowa's effort to improve services and highlight the contribution staff makes to improve the lives of veterans across Iowa.

2. Selection Criteria

Nomination Process

The performance awards and incentive program will recognize offices that have provided outstanding services to veterans in the Iowa Workforce Center System. Offices that have made the extra effort to help veterans achieve their employment or career goals will be considered for awards. Focusing on office performance will bring greater emphasis on providing improved services to veterans. Management will have an incentive to spend more time on developing new ways to improve services to veterans encouraging staff to improve services, coordinating services between

programs and becoming more concerned with positive outcomes for veterans. The nomination review committee will consist of an equal number of members from management and staff. The committee will announce the request for nominations and send applications to the field by February 15th. Staff or managers in the Workforce Centers will nominate offices for award selection. Sixty days will be allowed for the completion of the application. The application will be in a specified format. The committee will convene no later than 30 days prior to the award presentation to select the winners. The committee will then send their recommendations to the Iowa Workforce Development Director for final selection. After final approval, the Director will present the awards at our Annual Training Conference held during third quarter. If no conference is held, awards will be presented on the first available date in June. Funds for this program will be obligated by September 30 of each year and dispersed to the award winners no later than December 31 of that year.

Criteria

The purpose of the incentive awards is to encourage offices to focus on:

- Federal Performance Measures
- Employment through Intensive and Case Management Services
- Improvement or modernization of employment services to veterans.

An office that is nominated will demonstrate service to veterans, above and beyond their normal duties, that is recognized as outstanding. Nominations will be developed using both objective and subjective criteria. In the nomination process, objective criteria will be applied before subjective criteria are considered. If office performance does not meet the objective criteria for outstanding performance, the office will not be considered further for nomination.

When nominating offices, all or some of the following criteria will be used:

Objective Criteria

- Increase in the number of veterans served, with special emphasis on disabled veterans
- Number of veterans securing employment following case management
- Percentage increase in veterans referred to employment and secured employment versus non-veterans.
- Veterans placed in training
- The number of disabled veterans served as a percentage of disabled veterans in the community
- Other statistical data that shows exceptional service to veterans

Subjective Criteria

- Outstanding Case Management/success stories
- Outstanding promotional campaign resulting in recruitment or employment of veterans
- Outreach efforts to veterans
- Team participation for services to veterans
- Types and quality of services to veterans

- Creation of new programs, grants, educational opportunities, or services that improve service to veterans or enlighten business of the advantages to “Hire the Vet”.
- Membership and participation in veteran service organizations or community based organizations
- Types and quality of services to veterans with barriers to employment including homeless veterans
- Other efforts resulting in positive outcomes for veterans

3. Awards

Iowa Workforce Development will administer the award program. There will be at most four (4) office awards, which will be accessed via each applicable regional fiscal agent. In the event there are not enough nominations, cash awards will be adjusted to ensure all of the performance incentive funds are expended.

I. Transitional Assistance Program

There are no active duty military installations in Iowa; however, the Iowa National Guard has seen numerous deployments since 2001. Local DVOP and LVER staff, upon request from the National Guard, team with VETS and ESGR to provide services and information for returning National Guard soldiers. The DVET and VPC are working with the National Guard to establish a TAP program for returning soldiers.

J. Narrative Budget Information

1. Assigned costs

Costs are assigned to the following time accounting codes:

- DVOP – WADV at admin level. __DV at office level. (i.e. 28DV = Spencer).
- LVER – WALV at admin level. __LV at office level. (i.e. 60LV = Des Moines)
- Veterans Program Coordinator – FNCP
- Iowa has no active duty military installations, so we have no TAP program or accounting code.
- Incentive Awards are charged to the LVER fund, but differentiated by the local office where it is awarded. Such as 69LV etc.

2. Half-time veteran staff, which is also funded half time by another program, is expected to devote 20 hours of their 40-hour workweek to serving veterans. We do not assign a specific number of hours each day, due to the constant flow of traffic in the Workforce Centers. Iowa feels that set hours for DVOP Specialists could result in veterans who have been identified as being in need of intensive services not receiving priority of service from the DVOP Specialist if the veteran comes in when the DVOP Specialist is not available. The DVOP Specialist must have the flexibility in their schedule to see veterans as needed and the ability to adjust that schedule to the needs of the veteran.

Six of our DVOP Specialists are assigned to half-time DVOP positions only and are not funded by another program. They work 20 hours per week and only in the DVOP capacity. They will have set hours, which will be published and displayed prominently.

Work hours are monitored by local management, the Veteran Program Coordinator, senior Iowa Workforce Development management and the DVET. If it is discovered that the DVOP is showing indicators of not working the required 20 hours, such as, not keeping up with case management responsibilities, not managing the minimum caseload or complaints are received from veterans or the DVOP Specialist, action is taken by senior Iowa Workforce Development management to investigate and correct the issue.

3. Iowa will budget \$5,000 for an annual conference each year. This cost includes \$1600.00 for sleeping rooms, \$2675.00 for mileage/per diem and \$725.00 for the meeting room.

Attachment to Assurance #39

MSFW Plan Assurances:

Iowa is considered one of the top 20 significant states for MSFW activities. The significant office requirements have been met, and will be sustained. Currently, Iowa has a full-time, year around State Monitor Advocate (SMA) housed in the administrative offices at 150 Des Moines Street, Des Moines, Iowa. This SMA has agriculture experience, is fully bilingual and culturally competent and a representative of the population served. The State Monitor Advocate is provided with a state car, cell phone, laptop and printer. The SMA has two trainings scheduled during each year, at the beginning of the season and the end, and meets regularly with staff and constituents throughout the year.

Iowa Workforce Development will successfully serve the agricultural community through its outreach program designed to contact migrant and seasonal farm workers who are not being reached by normal intake activities conducted by the local Workforce Services sites. The full time, year around MSFW Outreach Specialist is trained in local office procedures, informal resolution of complaints, and in the services, benefits, and protections afforded to migrant and seasonal farm workers. Each Outreach Specialist is provided with a state car, cell phone, laptop and printer.

The MSFW Outreach Specialist is fluent in Spanish and English and able to relate to the needs of migrant and seasonal farm workers who may not be aware of community resources available to them. There are currently four MSFW Outreach Specialists located in four sites that travel throughout their respective areas, full-time between March and October each year and on a scheduled basis during November to February and conduct a variety of migrant and seasonal farm worker outreach activities. This will be modified as Iowa adds a new staff member in PY 2013 and another staff member in PY 2014.

Attachment to Assurance #40

From the Iowa Code:

8A.412 MERIT SYSTEM -- APPLICABILITY -- EXCEPTIONS.

The merit system shall apply to all employees of the state and to all positions in state government now existing or hereafter established. In addition, the director shall negotiate an agreement with the director of the department for the blind concerning the applicability of the merit system to the professional employees of the department for the blind. However, the merit system shall not apply to the following:

1. The general assembly, employees of the general assembly, other officers elected by popular vote, and persons appointed to fill vacancies in elective offices.

2. All judicial officers and court employees.

3. The staff of the governor.

4. All board members and commissioners whose appointments are provided for by the Code.

5. All presidents, deans, directors, teachers, professional and scientific personnel, and student employees under the jurisdiction of the state board of regents. The state board of regents shall adopt rules not inconsistent with the objectives of this subchapter for all of its employees not cited specifically in this subsection. The rules are subject to approval by the director. If at any time the director determines that the state board of regents merit system rules do not comply with the intent of this subchapter, the director may direct the board to correct the rules. The rules of the board are not in compliance until the corrections are made.

6. All appointments which are by law made by the governor.

7. All personnel of the armed services under state jurisdiction.

8. Persons who are paid a fee on a contract-for-services basis.

9. Seasonal employees appointed during a state agency's designated six-month seasonal employment period during the same annual twelve-month period, as approved by the director.

10. Residents, patients, or inmates working in state institutions, or persons on parole working in work experience programs.

11. Professional employees under the supervision of the attorney general, the state public defender, the secretary of state, the auditor of state, the treasurer of state, and the public employment relations board. However, employees of the consumer advocate division of the department of justice, other than the consumer advocate, are subject to the merit system.

12. Production and engineering personnel under the jurisdiction of the Iowa public broadcasting board.

13. Members of the state patrol and other peace officers employed by the department of public safety. The commissioner of public safety shall adopt rules not inconsistent with the objectives of this subchapter for the persons described in this subsection.

14. Professional employees of the arts division of the department of cultural affairs.

15. The chief deputy administrative officer and each division

administrator of each state agency not otherwise specifically provided for in this section, and physicians not otherwise specifically provided for in this section. As used in this subsection, "*division administrator*" means a principal administrative or policymaking position designated by a chief administrative officer and approved by the director or as specified by law.

16. All confidential employees.

17. Other employees specifically exempted by law.

18. The administrator and the deputy administrator of the credit union division of the department of commerce, all members of the credit union review board, and all employees of the credit union division.

19. The superintendent of the banking division of the department of commerce, all members of the state banking council, and all employees of the banking division except for employees of the professional licensing and regulation bureau of the division.

20. Chief deputy industrial commissioners.

21. The appointee serving as the coordinator of the office of renewable fuels and coproducts, as provided in section 159A.3.

22. All employees of the Iowa state fair authority.

23. Up to six nonprofessional employees designated at the discretion of each statewide elected official.

24. The position classifications of employees of statewide elected officials that were exempt from the merit system as of June 30, 1994, shall remain exempt and any employees subsequently hired to fill any exempt position vacancies shall be classified as exempt

employees.

Attachment to Assurance #42

**MEMORANDUM OF UNDERSTANDING
BETWEEN THE
REGION ____ CHIEF ELECTED OFFICIALS AND REGIONAL WORKFORCE
INVESTMENT BOARD
AND
REGION ____ WORKFORCE DEVELOPMENT PARTNERS**

PARTIES:

The Regional Workforce Investment Board, with the agreement of the Chief Elected Official, for Region ____, has the mutual commitment and cooperation of the following Workforce Development Center System Partners in becoming a part of the Memorandum of Understanding (MOU) and in operating the Regional Workforce Development Center System:

Workforce Development Partners	Funding Source	Mail Address
IWD	Wagner-Peyser, UI, Veterans, Food Stamp	123 Main St., Anywhere IA
Community College	WIA Adult Services, Adult Education & Literacy, Carl Perkins	321 College Rd., Anywhere IA
Vocational Rehabilitation	Vocational Rehabilitation Title I	435 Elm, Anywhere, IA

PURPOSE:

The Region ____ Regional Workforce Investment Board (RWIB), Chief Elected Official (CEO) board and the Workforce Development Center System Center Partners listed above enter into this Memorandum of Understanding (MOU) for the purpose of creating and operating a Regional Workforce Development Center System under the Workforce Investment Act of 1998. The purpose of this MOU is to describe how the Workforce Development Partners will utilize their various funding streams and resources to better serve their mutual customers, both job seekers and employers, through an integrated system of service delivery operated at __ comprehensive sites and __ satellite sites, called Workforce Development Centers. In entering into this agreement, the parties make the commitment to maintain not only the basic provisions of WIA, but also to enact the basic guiding principles of the Iowa Workforce Development Delivery System. The basic guiding principles are

providing for customer choice and opportunity in an efficient and accountable manner; focusing on customer satisfaction; and integrating products and services.

STRATEGIC VISION

The purpose of the Workforce Development Center is to advance the economic well being of this workforce investment region by developing and maintaining a quality workforce and by serving as the focal point for all local and regional workforce investment initiatives. This will be achieved through the delivery of high quality and integrated workforce investment, education, and economic development services for job seekers, incumbent workers and employers.

SERVICES:

Workforce Development Center System Partners agree to integrate services to the extent possible, in bringing together resources of program, staff and/or funding respectively, to provide operations as a “single service delivery system” as required under WIA. Services shall be focused on two main customer groups, job seekers and employers and shall be available through the Workforce Development Center System.

All Workforce Development Center System Partners agree that all of their core services applicable to their program will be made available to customers at the comprehensive Workforce Development Center(s) which is (are) located at _____ . These core services and how they will be provided are:

Core Services	Workforce Development Partner	Service Delivery Mechanism
Intake	IWD	Staff at Center
	WIA Service Provider	Staff at Center
	Vocation Rehabilitation	Cross Training of Partner Staff
	Goodwill	Every Thursday
	Green Thumb	Monday AM – Tuesday AM Thursday AM & Friday AM
	Community College	Electronic
		Staff at Center

Job Search	WIA Service Provider Community College IWD	Tuesday Evening Staff at Center
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All Workforce Development Center System Partners will also use the comprehensive Regional Workforce Development Center System to allow customers to access their other products and services. These are as listed below:

Workforce Development Partner	Other Services	Service Delivery Access
Vocational Rehabilitation	In Depth Assessment	Provide Referral to Vocational Rehabilitation Office
Community College	Financial Aid	Provide Fact Sheet at Center. Schedule Appointment at College

Workforce Development Service must be accessible in each county. The following services and products will be available in those counties that do not have a comprehensive Workforce Development Center:

County	Product or Service	Partner & Service Delivery Mechanism
County B	Intake Job Search	IWD – Every Tuesday at DHS County Office IWD – Every Tuesday at DHS County Office & PC/Internet at Anywhere Library

County C	Intake	WIA Service Provider and IWD Every Monday & Wednesday at Anywhere Community Center
		Community College by appointment at Anywhere Community Center
County C	Counseling	
County C	Job Search	WIA Service Provider and IWD every Monday & Wednesday at Anywhere Community Center and Internet Service at Anywhere Chamber Office.

It is recognized that many services will be provided at the Workforce Development Center System Partners offices. The following core and intensive services will be provided at these locations, which are not Workforce Development Centers or satellites.

	Location	Services
Workforce Development Partners		
Vocational Rehabilitation	435 Elm Anywhere, IA	Intake, Assessment, Job Development, Job Coaching, Follow-up
Community Action Agency	543 Oak Ave Anywhere, IA	Counseling, Assessment, Child Care Referral

COST OF OPERATIONS:

The Workforce Investment Act requires that Workforce Development Center System Partners use a portion of their resources made available to their program to create and maintain the Regional Workforce Development Center System and to provide core services. Listed below are the partners and the resources that they are providing to create and maintain the Regional Workforce Development Center System.

Item	Workforce Development Partner	Resource	Dollar Value
Rent	IWD	Cash	\$59,000
	WIA Service Provider	Cash	\$37,000
	Vocational Rehabilitation	Cash	\$12,000
Janitor Services	Goodwill	Participant	\$9650

Listed below are the partners and the resources that they are providing to provide core products and services.

Item	Workforce Development Partner	Resource	Dollar Value
Reception Staffing	IWD – 65% WIA – 31% Vocational Rehabilitation –4%	Shared Position	\$18,600
Resource Center Staffing	IWD – 2 Days –Wk	Staff	\$16,200
	WIA – 2 Days – Wk		\$16,050
	CAP – ½ Day – Wk		\$ 3,850
	Green Thumb ½ Day a Week		\$ 2,600

METHOD OF REFERRAL:

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 Workforce Investment Act Title I Funding and by Iowa Workforce Development staff. Other partners providing services through the Regional Workforce Development Center System should use the Common Intake/Case Management System. If the Common Intake/Case Management System is not used the following referral system will be used by the other partners. (E.G. Workforce Development Partner will call to set appointment and give customer a written referral showing date, time and place of appointment. Scheduling Partner will follow up within two working days of appoint as to progress. CSP is responsible for conducting the overall case management to ensure that customers referred for services are receiving needed services.)

DURATION:

This MOU is effective after all Workforce Development Center System Partners have signed it and the Regional Workforce Development Board and Chief Elected Officials have approved and signed it. It will expire on June 30, 2005.

PROCEDURES FOR AMENDING:

This MOU may be amended at the request of the RWIB, CEO or a Regional Workforce Development Partner. This request must be in writing and must be mailed to the Chairpersons of both the RWIB and CEO and to all the Workforce Development Center Partners. The request must be acted upon within 45 days and all partners must be aware of the requested changes and have an opportunity to provide input. The RWIB with the agreement of the CEO must approve all amendments and these must be communicated in writing to all parties within five (5) working days of agreement.

Any Workforce Development Partner to this MOU may withdraw, giving written notice of its intent to withdraw as a partner. This written notice must be sent to the RWIB Chairperson, CEO Board Chairperson and all Workforce Development Partners. Written notice must be given 30 days in advance of being effective.

Signature Page

_____	_____
Signature	Date
_____	_____
Title	Partner
_____	_____
Signature	Date
_____	_____
Title	Partner
_____	_____

Signature

Date

Title

Partner

CEO Chairperson Name & Signature

Date

RWIB Chairperson Name & Signature

Date

Attachments
to the
Integrated Workforce Plan for
Workforce Investment Act Title I/
Wagner-Peyser Act and
Department of Labor Workforce Programs
July 1, 2012 through June 30, 2017

Attachment A
Program Administration Designees and Plan Signatures

WIA Title I Grant Recipient Agency:

Iowa Workforce Development
1000 E. Grand Des Moines, IA 50319-0209
Phone: (515) 281-5364 Fax: (515) 281-4698
e-mail: Teresa.Wahlert@iwd.iowa.gov

WIA Title I Signatory Official:

Teresa Wahlert, Director
1000 E. Grand Des Moines, IA 50319-0209
Phone: (515) 281-5364 Fax: (515) 281-4698
e-mail: Teresa.Wahlert@iwd.iowa.gov

WIA Title I Liaison

Teresa Wahlert, Director
1000 E. Grand Des Moines, IA 50319-0209
Phone: (515) 281-5364 Fax: (515) 281-4698
e-mail: Teresa.Wahlert@iwd.iowa.gov

Wagner-Peyser Act Grant Recipient/State Employment Security Agency:

Iowa Workforce Development
1000 E. Grand Des Moines, IA 50319-0209
Phone: (515) 281-5364 Fax: (515) 281-4698
e-mail: Teresa.Wahlert@iwd.iowa.gov

State Employment Security Administrator

Teresa Wahlert, Director
1000 E. Grand Des Moines, IA 50319-0209
Phone: (515) 281-5364 Fax: (515) 281-4698
e-mail: Teresa.Wahlert@iwd.iowa.gov

As the governor, I certify that for the State of Iowa, the agencies and officials designated above have been duly designated to represent the Iowa in the capacities indicated for the Workforce Investment Act, title I, and Wagner-Peyser Act grant programs. Subsequent changes in the designation of officials will be provided to the U.S. Department of Labor as such changes occur.

I further certify that we will operate our Workforce Investment Act and Wagner-Peyser Act programs in accordance with this plan and the assurances herein.

Typed Name of Governor: Terry E. Branstad

Signature of Governor  Date September 18, 2012

Attachment B

Iowa Workforce Development State Board Members

<u>EMPLOYER REPRESENTATIVES</u>	<u>EMPLOYEE REPRESENTATIVE</u>
<p>Kenneth Anderson, President Marshalltown Area Chamber of Commerce P.O. Box 1000 Marshalltown, IA 50158 (641) 753-6645 (W) (641) 752-8373 (Fax) E-Mail: kanderson@marshalltown.org</p>	<p>Andy Roberts (<i>labor management council rep.</i>) Plumbers & Steamfitters Local #33 2501 Bell Avenue Des Moines, IA 50321-1118 (515)558-0482 (W) (515)202-2055 (Cell) E-Mail: aroberts@ualocal33.org</p>
<p>Sally Falb, Director Oelwein Chamber & Area Development 604 N. Vine Street West Union, IA 52175 E-Mail: sfalb@alpinecom.net (319) 283-1105 (W) (563) 422-5353 (H) (563) 380-0455 (Cell)</p>	<p>Ken Sagar (<i>statewide labor organization</i>) Iowa Federation of Labor, AFL-CIO 2000 Walker Street, Suite A Des Moines, IA 50317 (515) 264-8616 (H) (515) 262-9571 (W) (515) 262-9573 (Fax) E-Mail: ifl@iowaaficio.org</p>
<p>Dee Vanderhoef* 2403 Tudor Drive Iowa City, Iowa 52245 319-351-6872 E-Mail: deevanderhoef@gmail.com</p>	<p>Francis Giunta** CWA Local 7110 2397 Matthew John Drive Dubuque, IA 52002 563-556-5236 (W) E-Mail: CWA7110@msn.com</p>
<p>Rita Grimm Heidman Law Firm 1128 Historic Fourth Street P.O. Box 3086 Sioux City, IA 51102 (712) 255-8838 (W) (712) 258-6714 (Fax) E-Mail: Rita.Grimm@heidmanlaw.com</p>	<p>Robert Gilmore I.U.P.A.T. District Council 61 5738 N.W. Second Street Des Moines, IA 50313 (515) 289-0482 (W) (515) 289-0558 (Fax) E-Mail: rgilmore@ecity.net</p>
<p>Chair* Vice-Chair**</p>	<p><u>NON-PROFIT WORKFORCE DEVELOPMENT ORGANIZATION REPRESENTATIVE</u></p>
<p>July 2012</p>	<p>Rachel Hurley Iowa Biotechnology Association 900 Des Moines Street Des Moines, IA 50309 (515) 327-9156 (W) (515) 327-1407 (Fax) E-Mail: rachelhurley@iowabio.org</p>

EX-OFFICIO NON-VOTING

Drew Conrad,CEcD
Institute for Decision Making
The University of Northern Iowa
Business & Community Services Building, Suite 113
Cedar Falls, IA 50614-0186
(319) 273-6977 (W)
(319) 273-2787 (Fax)
E-Mail: andrew.conrad@uni.edu

Greg Lewis, Union Representative
AFSCME Iowa Council 61
4320 NW 2nd Avenue
Des Moines, IA 50313
(515) 246-2658 (W)
E-Mail: glewis@afscmeiowa.org

Steve Ovel
Kirkwood Community College
P.O. Box 2068
Cedar Rapids, IA 52406
(319) 363-4569 (H)
(319) 398-5466 (W)
(319) 398-5432 (Fax)
(319) 533-4539 (Cell)
E-Mail: sovel@kirkwood.edu

Gary Steinke, President
Iowa Association of Independent Colleges &
Universities
505 5th Avenue, Suite 1030
Des Moines, IA 50309-2399
(515) 282-3175 (W)
E-Mail: president@iaicu.org

Greer Sisson, Iowa State Director
U.S. Department of Labor/Office of Apprenticeship
210 Walnut - Room 715
Des Moines IA 50309
(515) 284-4691 (W)
(515) 284-4195 (Fax)
E-Mail: sisson.greer@dol.gov

Vacant
Iowa Department of Education
Grimes State Office Building
Des Moines, Iowa 50319-0146

Representative Dave Jacoby
2308 Northridge
Coralville, IA 52241
(319) 358-8538 (H)
(319) 430-9793
E-Mail: david.jacoby@legis.state.ia.us
E-Mail: davejjacoby@aol.com

Senator William Dotzler
2837 Cedar Terrace Drive
Waterloo, IA 50702-4513
(319) 296-2947 (H)
(319) 233-3049 (W)
(319) 233-0405 (Fax)
(515) 281-8758 (In Session Fax)
E-Mail: bill.dotzler@legis.state.ia.us
E-Mail: bdotzler@athenet.net

Representative Ron Jorgensen
5921 Pine View Drive
Sioux City, IA 51106
(712) 276-0470 (H)
(515) 281-3221 (W)
E-Mail: Ron.Jorgensen@legis.state.ia.us

David Mitchell, Administrator
Iowa Vocational Rehabilitation Services
510 E. 12th St
Des Moines, IA 50319
515-281-4140 (W)
515-281-4703 (Fax)
[E-Mail: david.mitchell@iowa.gov](mailto:david.mitchell@iowa.gov)

Debi Durham, Director
Iowa Department of Economic Development
100 E. Grand Avenue
Des Moines, IA
(515) 725-3020 (W)
[E-Mail: Debi.Durham@iowa.gov](mailto:Debi.Durham@iowa.gov)

Updated October 2012

Attachment C
Waivers Requests for Program Year 2012

Waiver I

Iowa Workforce Development (IWD), the State administrative entity for the Workforce Investment Act (WIA), is requesting a waiver to:

A. Permanently Waive Performance in the Subsequent Eligibility Determination for Eligible Training Providers

Iowa is fortunate to have been consistently successful in having subsequent eligibility determination waived since 2004 with the last waiver request in place through June 30, 2009. However, with the waiver period nearing its end, current Eligible Training Providers will once again begin expressing their concerns over performance tracking.

Iowa markets the Workforce Investment Act's (WIA) concept of Eligible Training Providers (ETP) and for the most part, has experienced success. However many of Iowa's training providers are finding that the reporting requirements are not realistic, based on the limited number of enrollments and the cost of developing a reporting system that would gather information relating to wages and/or placement of those individuals participating in their programs. Data for those participants who received assistance through an Eligible Training Provider under WIA is available at this time; however, data for all individuals participating in educational programs is not easily captured by the Eligible Training Providers. Iowa Workforce Development is concerned that performance-tracking requirements have the potential of causing Eligible Training Providers to opt out of the Eligible Training Provider List (ETPL). This could create limited training choices for rural areas and threaten the Individual Training Account System (ITA). Permanently waiving the reporting requirements for Eligible Training Providers would keep previously approved providers on the ETPL and provide customers with training option choices. Some Eligible Training Providers that are on Iowa's list do not have the capability to collect the required performance data.

Some of the concerns expressed by training providers are noted below:

- Creating and maintaining a system that would collect required WIA data would be costly and burdensome, especially for smaller training providers.
- For many providers, the relatively small number of WIA-eligible participants accessing training services through their ITAs would not justify the resources that would have to be committed to collect required data.

- Many training providers do not have systems in place or the staff available to produce required performance information.
- The majority of training providers on the Eligible Training Provider List do not have production data available to meet subsequent eligibility requirements.
- There may be potential violations of data privacy especially related to the Family Educational Rights Privacy Act (FERPA).
- WIA data requirements might present an additional burden to the amount of data already being collected from students at a time when most businesses, schools, and colleges are trying to streamline processes to be more customer friendly and cost efficient.

Currently the RWIB's do not have sufficient data to make informed decisions about which training providers should be re-certified. Since information on employment and earnings come from the unemployment insurance wage system, there is a tremendous delay in obtaining wage information for the quarter after exit and three quarters after exit. A provider denied subsequent eligibility could consider any decisions made by the RWIB's regarding provider's eligibility arbitrary and open to challenge.

Iowa Workforce Development as administrative entity makes all decisions regarding which providers are on the Eligible Training Provider List.

Iowa understands the need for accountability and supports efforts to ensure that customers are making informed decisions based on quality data. However, when the ability to effectively collect required data is severely limited, the resulting chaos could destroy customer choice and severely limit the use of Individual Training Accounts (ITAs). The primary goal of this request to permanently waive subsequent eligibility determination is to ensure that WIA participants are able to continue to choose a wide variety of effective and quality training opportunities. Waiver Plan.

Section 189(i)(4) of the Workforce Investment Act permits a state to seek waivers of statutory or regulatory requirements, as well as setting forth what information must be provided in seeking such a waiver. The waiver request format follows WIA Section 189(i)(4)(B) and WIA Regulation at 20 CFR Part 661.420.

1. Statutory Regulations to be waived:

WIA Regulations at Section 663.530-540 (WIA Section 122(c)(5)), specifies the time limits for initial eligibility and/or subsequent eligibility.

2. Describe action the State has undertaken to remove State or local statutory or regulatory barriers:

Iowa has implemented the Eligible Training Provider process as required under WIA laws and regulations. No additional State requirements have been added to impede this process; therefore, there are no additional State regulatory barriers that need to be removed.

3. Waiver goals and measurable programmatic outcomes, if the waiver is granted:

a. Continue to increase the number of Eligible Training Providers and retain those already approved to ensure maximum customer choice. A measurable outcome would be the monitoring of the number of Eligible Training Providers. Iowa currently has many approved training providers of which most are based at a state university, community college or college of technology. These providers have expressed their concern about the type, amount and cost of data collection for subsequent eligibility and would choose not to participate or not re-apply for the ETPL.

b. Maintain the highest level of provider accountability and satisfaction by developing and implementing a customer friendly system. Satisfaction level and error rate monitoring are measurable outcomes.

c. Research the potential of developing an online initial eligibility application process. Monitoring the use of online applications may be used to determine measurable outcomes.

d. Add a feedback screen to the existing online ETPL application to enable Iowa Workforce Development to capture comments regarding the use of the system.

4. Describe any individuals affected by the waiver:

The waiver will affect either directly or indirectly all statewide participant training customers, training service providers, the Iowa RWIB and the general business community. The largest direct impact is anticipated to affect individual training customers and training providers with the former experiencing either the greatest cost or benefit.

5. Describe the processes used to:

(i) Monitor the progress in implementing the waiver:

Progress will be monitored in two phases related to the system's design, development, and implementation. Progress will be measured by the number of ETPL approvals. Internet usage will be monitored by observing the number of provider users and other customers. Satisfaction will be monitored to ensure that all users have a quality experience. Iowa Workforce Development will monitor the ETPL site on a frequent basis.

(ii) Provide notice to any Local Board affected by the waiver:

Iowa has 15 regions and these RWIB's have local board responsibilities. The draft waiver was posted on the State WIB website, and all RWIB members were notified it was available for review and comment.

(iii) Provide any Local Board affected by the waiver an opportunity to comment on the request:

Iowa has 15 regions and these RWIB's have local board responsibilities. The draft waiver was posted on the State WIB website, and all RWIB members were notified it was available for review and comment.

(iv) Ensure the opportunity for meaningful public comment, including comment by business and organized labor, on the waiver:

A general public comment period was provided through posting the proposed Waiver request on the State WIB website for 30 days, and notifying all RWIB members and RWIB interested persons it was available for review and comment. After the public comment period, the proposed Waiver request will be presented to the State WIB Executive Committee for approval, during a publicly noticed meeting.

Waiver II

1. Identify the statutory or regulatory requirements that are requested to be waived and the goals that the state intends to achieve as a result of the waiver:

Iowa is requesting an extension to the existing waiver to allow the transfer of 50% of funds between Adult and Dislocated Worker funding streams. This waiver will allow regional boards to respond to specific needs in their areas that may be created by significant numbers of worker dislocations, changes in the local economic environment, intent to increase services to specific populations, rescission of previously allocated funds, and reduction in annual formula allocation or similar issues. This request is a waiver from the Workforce Investment Act Section 133(b)(4), and 20 CFR667.140.

Iowa is committed to customer service, and this waiver will provide the flexibility to meet customer needs as they arise. The waiver will support both federal and state goals to support the local direction for resource use, will continue to emphasize the training element of the WIA program, and will provide the flexibility of merged funding streams while maintaining core service delivery in the One-Stop Centers supported by Wagner-Peyser funding streams.

Regional Workforce Investment Boards must initiate any requests for the transfer of funds. State policies have been established to ensure that such transfers will not negatively affect performance achievement or the potential to acquire additional program resources, such as National Emergency Grants. In such cases, the state will have the authority to deny transfer requests.

2. Describe the actions that the State has undertaken to remove State statutory or regulatory barriers.

There are no state statutory or regulatory barriers to implementation of this waiver.

3. Describe the goals of the waiver and the expected programmatic outcomes if the request is granted:

- Allow the maximum flexibility to ensure that all WIA eligible adults and dislocated workers may receive services.
- Allow the Regional Workforce Investment Boards to respond to significant worker dislocations. This applies specifically to dislocations that may be numerous in one region but more than one location, none of which have the same NAICS codes, but the number does not meet the 50 or more required for National Emergency Grants
- Response to rescissions mandated by Congress to allow the continuation of obligations made to current enrollments for the completion of necessary services or training plans.
- Response to congressional reductions in annual formula allocations. The ability to move funds will allow the Regional Workforce Investment Boards to meet the needs of the regional eligible populations seeking assistance under the WIA Program.

4. Describe the individuals impacted by the waiver:

Allow the local RWIBs increased flexibility to transfer funds between the adult and dislocated worker programs will result in expanded services to businesses in the region and increased employment and training opportunities. This would positively affect businesses and those individuals seeking employment and training services.

5. Describe the process used to monitor the progress in implementing such a waiver, and the process by which notice and an opportunity to comment on such request has been provided to the local board:

The local Customer Service Provider will provide written notice to all RWIBs regarding any implementation of programmatic changes made possible due to the increased flexibility allowed by the waiver. The State Workforce Program Coordinators and Administrator for the Workforce Investment Act will monitor the expenditure levels of each local area to ensure they are consistent with the levels established by the fund transfer. Additionally, all funds transfers will be incorporated into the regional contract by the Financial Management Department at the State Level.

RWIBs requesting fund transfers between programs will be required to provide the following information to their designated Workforce Program Coordinator and Financial Management. The RWIB will be required to provide the following information:

- Effective date of the fund transfer;
- Amount of funds to be transferred;
- Local RWIB's assessment of conditions creating a need for the transfer; and
- How the transfer will meet contracted performance targets and critical workforce needs of the region.

Waiver III

Common Measures and Integrated Performance Waiver

Iowa Workforce Development is requesting a waiver under the authority of the Secretary of Labor to waive performance-reporting requirements of the Workforce Investment Act, Title I, Subtitles B and E. Section 136(b) of WIA provides that State performance measures for WIA shall consist of seventeen (17) specific core indicators of performance and customer satisfaction. Iowa is requesting a waiver to reporting the 17 measures required under WIA 136(b), and the performance measures applicable to Employment Services (ES), veterans' services and Trade services. Iowa Workforce Development as the State of Iowa's administrator for the Workforce Investment Act is requesting to eliminate the required seventeen performance measures (15 core and two customer satisfaction performance measures) and replace them with the common measures delineated in TEGL 28-04.

For Program Year 2012, the state of Iowa would be operating under nine measures: Adult/Dislocated Worker Entered Employment, Adult/Dislocated Worker Retention, Adult/Dislocated Worker Earnings Change, Youth Placement in Employment or Education, Youth Attainment of a Degree or Certificate, and Youth Literacy and Numeracy Gains.

The waiver will allow Iowa to align with the common measures developed by the United States Department of Labor and begin implementation of these measures on July 1, 2012. Through this waiver, Iowa is hoping to mitigate the potential confusion of the current reporting system by discontinuing the use of the 17 performance measures and reducing them to the six common performance criteria called for under Adult and Youth common measures. This will also allow Iowa to begin the recovery process of having failed multiple measures for two consecutive years.

Iowa has embarked on a service delivery model process that will ensure services are integrated at the front line level and unified at the management level. Granting this waiver would complement our efforts through the provision of common workforce system performance measures and make Iowa's workforce system more efficient and effective. By refocusing the local regions' performance assessment from individual program performance measures to universal outcome measures, service integration can be enhanced.

The common measures will also be easier to manage and more clearly understood by Regional Workforce Investment Boards (RWIB), businesses, and workforce investment system partners.

This waiver request adheres to the format provided in WIA Section 189(i)(4)(B) and WIA Regulations 20 CFR 661.420(c).

1. Statutory or Regulatory Requirement to be Waived

Iowa is seeking a waiver of certain provisions of the requirements of the Workforce Investment Act of 1998, Sections 136(b)(2) and (c)(1) of the Act, as well as accompanying regulations at 20 CFR 666.100(a) and 666.300(a), which specify certain required state and local performance measures for WIA Title 1B programs.

The State of Iowa requests a waiver of the 17 indicators of performance for employment and training activities authorized under Sections 136(b) and 134 of the WIA; the four Labor Exchange Performance Measures authorized under the Wagner-Peyser Act; the three Veterans Performance Measures authorized under Title 38 United States Code as amended by the Jobs for Veterans Act of 2002; and the three Trade Act performance measures.

This waiver request will enable Iowa's workforce development system to fully implement the six (three adult and three youth) common measures finalized by the USDOL and five other agencies. The State of Iowa would implement these common measures by July 1, 2012.

2. Actions Undertaken to Remove State or Local Barriers

There are no known state or local statutory or regulatory barriers to implementing this waiver. Upon notification on the approval of this waiver, Iowa Workforce Development will incorporate it into policy and distribute the new policy to the local regions. Nothing in this waiver is intended to prevent the State or any Regional Workforce Investment Board from implementing additional measures to assess performance.

3. Goals and Expected Programmatic Outcomes of this Waiver

The goal of this waiver request is to improve case management integration through the use of common measures that will capture the effectiveness of the system across all partners. It should minimize program silos, and decrease frustration over conflicting and confusing data collection requirements between partners. The excessive number of performance measures (the continuation of the historic WIA performance measures with the common measures) compel staff to spend time focusing on program outcomes – time that could be better spent by focusing on the needs of employers and job seekers. Reporting on only the common measures removes that barrier and allows for improved service delivery. This will also provide the State the opportunity to recover from missing the performance measures two years in a row.

This waiver would have the following goals and programmatic outcomes:

- Further the integration of Iowa Workforce Development programs and enhance productivity
- Provide a simplified and streamlined performance measurement.

- Improve One-Stop case manager integration through the use of common measures which capture the effectiveness of the system across all partners
- RWIBs will be able to respond to the needs of employers and job seekers without the limitations imposed through siloed performance reporting. Applying common measures across all programs will promote service delivery designs that are based on employer needs rather than siloed program requirements.
- Elimination of the OJT credential will provide greater flexibility for this training activity.
- Simplify the youth measures by removing the complexity and allowing them to become more achievable.
- Reduce the administrative costs for reporting. Cost savings will be immediate with the discontinuance of administering the Customer Satisfaction Surveys.
- Removes barriers to co-enrollment and promotes more integrated case management.
- Focus the maximum amount of resources on employment outcomes

4. Individuals Impacted by this Waiver

A granting of this waiver would be in alignment with Iowa's strategic goal of streamlining the performance accountability system so that there is an increased focus on the system's performance. Employers, job seekers and field staff will also benefit from this waiver. The implementation of the waiver will allow staff to focus on the needs of employers, find job seekers to match those needs, and maximize integrated services to achieve the best outcomes. Additionally, moving to common measures will foster increased focus in adult programs on employment and youth programs on education and attainment of a degree or certificate.

5. Processes for Monitoring Progress in Implementation

Iowa Workforce Development is the entity responsible for the programs affected by this waiver, and if this waiver is granted, Iowa Workforce Development will assume the lead role in monitoring the implementation of the waiver. Iowa is prepared to be fully operational for the implementation of common measures data collection and reporting on July 1, 2012. Training has and will continue to be provided to Iowa Workforce Development staff and partner staff so both are prepared for the transition. Iowa Workforce Development will monitor the progress of this waiver implementation by providing a means for reporting the impact on the number of individuals served and the performance results achieved following the adoption of common measures.

Notice to Affected Local Boards

Prior to the submission of the waiver request, Iowa Workforce Development will inform all regions of its intent via a presentation by state Workforce Investment Act Program Coordinators

to all of the Regional Workforce Investment Boards in Iowa. A copy of the waiver request will be provided via e-mail and to the Regional Workforce Investment Boards at their meetings.

A 30-day comment period from the date of written notification will be given to allow Regional Workforce Investment Boards an opportunity to provide comments on the waiver request. The waiver request will also be posted on Iowa Workforce Development's website. Copies of any comments received will be forwarded to the U.S. Department of Labor's regional office in Chicago.

Public Comment

A 30-day comment period from the date of publication on the Iowa State Workforce Investment Board's website (<http://www.iowaworkforce.org/>) will be given to allow the public an opportunity to provide comments on this request. Copies of any comments received will be forwarded to the U.S. Department of Labor's regional office in Chicago.