



MINUTES

Job Training Needs Study Committee

November 3, 2009

MEMBERS PRESENT:

Senator William Dotzler, Co-chairperson
Senator Larry Noble
Senator Brian Schoenjahn
Senator Roger Stewart

Representative Wayne Ford, Co-chairperson
Representative Peter Cownie
Representative Dave Jacoby
Representative Tom Schueller

MEETING IN BRIEF

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- I. Procedural Business
- II. Youth Job Training Panel Discussion
- III. Job Training Programs Panel Discussion
- IV. Workforce Self-sufficiency Programs/Nonprofit Organizations Discussion
- V. Offender Reentry Programs Panel Discussion
- VI. Committee Discussion and Recommendations
- VII. Materials Filed With the Legislative Services Agency



Job Training Needs Study Committee

I. Procedural Business

Call to Order and Adjournment. The meeting was called to order at 10:07 a.m. in Room 22 of the Statehouse and was adjourned at 2:23 p.m.

Adoption of Rules. The rules for the Committee were adopted unanimously by a voice vote.

Election of Co-Chairpersons. Senator Dotzler and Representative Ford were elected as permanent co-chairpersons of the Committee unanimously by a voice vote.

Opening Remarks. Co-chairperson Dotzler thanked the Committee and speakers for coming together to discuss the topic of job training needs. The topic is timely considering Iowa's economic status and shift in focus to things such as green energy.

Senator Stewart said that what the Committee learned during the meeting would be important and would hopefully move into action in January when the legislative session begins.

Senator Schoenjahn stated that as chair of the education appropriations budget subcommittee, he is very aware of the difficult budget ahead and he will be carefully reviewing spending.

Representative Schueller said that it is critical in today's economy to help people who are hurting and looking for jobs. He hoped that the testimony from the speakers would provide legislators with options to apply during the 2010 Legislative Session to help Iowans.

Representative Cownie said the Committee's meeting is timely given the state's economic status. He said that job creation should be the Legislature's highest priority.

Senator Noble said that he looked forward to the testimony given by the speakers in order to learn more about how to help Iowans.

Co-chairperson Ford said that Iowa was the first state in the country to enact legislation to fully comply with new federal guidelines relating to unemployment insurance modernization. He observed that most families in Iowa earn less than \$20,000 a year, and he stressed the importance of understanding that even before the economic crisis, Iowa was a low-wage, low-paying state.

Representative Jacoby said that he hoped for an overview of current efforts in the state and ways to build on programs that are already successful.

II. Youth Job Training Panel Discussion

Green and Summer Youth Corps. Mr. Adam Lounsbury, Executive Director of the Iowa Commission on Volunteer Service, Iowa Department of Economic Development (DED), described the programs administered by the Commission, including the state Green Corps and Summer Youth Corps, which are part of the state's AmeriCorps programs. Mr. Lounsbury explained that these programs are service programs, not job training programs, but that the participants leave the programs with real-world experience. Per a charge from the Legislature, the Commission's programs have focused on assisting disadvantaged youth. The Commission has developed program partnerships with Iowa Workforce Development (IWD) and the Iowa Department of Natural Resources that target disadvantaged youth. This year the Commission also started community-based learning in both urban and small communities. Other programs the Commission



is working to develop include energy-efficiency programs and sustainability food programs which will provide at-risk youth summer learning and service opportunities.

Summer Youth Job Program. Mr. Jason Allen, Workforce Program Coordinator, IWD, and Youth Specialist for the state under the federal Workforce Investment Act described the Summer Youth Job Program, which reached more than 1,200 youth participants this past year. By participating, youth receive work experiences in nonprofit and government organizations. At least 36 percent of the participants were nonwhite. Other at-risk and disadvantaged participants included disabled youth, pregnant or parenting youth, dropouts, and ex-offenders. The program provides life skills; work experience; and "soft skills," such as how to come to a job on time, how to take direction, and understand a job description. The success of the program is demonstrated by the hiring of 86 of the participants by the work site or through other employment.

YouthBuild. Ms. Anne Marie Wiltgen, Youth Services Coordinator, IWD, discussed the YouthBuild USA program, which is a statewide work-to-build program for disadvantaged youth. The program is new to Iowa, having just opened chapters in the past two years. Participants range in age from 16 to 24. The program is based on federal grants that are not consistent so the program is attempting to build a sustainable program through diverse funding. The program offers assistance for participants to attain their high school equivalency diplomas, and receive training in green construction programs, preapprenticeship programs, leadership development, and first aid.

Job Corps. Mr. Kevin Fineran, Director, Denison Job Corps Center, U.S. Department of Labor, told the Committee that Job Corps is a vocational job training program that serves young people ages 16 to 24. The program has served almost 500 young people across the state. Mr. Fineran said that Job Corps teaches the participants what it takes to get a job, how to keep a job, and how to sustain a lifestyle. Child care is provided for participants who need it, as is the Headstart program.

Ms. Judy Gierstorf, Business and Community Liaison, Denison Job Corps Center, told the Committee that Job Corps takes a holistic approach by qualifying participants academically and vocationally and teaching them to give back to the community. Job Corps provides a transition program when the participants leave, assists them with resumes and cover letters, contacts employers, and helps with matching skills to jobs. Job Corps also has provisions for 12 months of follow-up assistance including transportation, health, and child care. Ms. Gierstorf said that if the transition assistance did not exist to bridge the gap for the participants between the program and when they are established and on firm ground financially and with jobs, there would be nothing for the participants to fall back on.

Mr. Antione Terrell, Director of Admissions and Career Development, Denison Job Corps Center and Project Manager of Odle Management Group, discussed Job Corps' efforts to recruit participants from across the state with offices in many cities. Job Corps admission is limited by age and a willingness to work. Mr. Terrell said the main goals of the program are to get participants to complete their high school equivalency degree, if applicable; and learn soft skills, such as how to handle working at the same job every day and take constructive criticism. Job Corps has a 98 percent job placement rate and is federally funded.



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Iowa Jobs for America's Graduates (IJAG) Inc. Ms. Laurie Phelan, IJAG President and CEO, explained that IJAG provides students who are likely to drop out of high school with life skills and job attainment as well as academic support, assistance with postsecondary education transition, and leadership development. IJAG has a one teacher to 15 students ratio. The small program emphasis is by design and effective with a 94 percent graduation rate for the disadvantaged and at-risk students who enter the program. IJAG has partnerships with DED, IWD, and other government departments and programs in order to get students connected to new opportunities. Most students are first-generation secondary education students. IJAG is in the high schools and is now in the middle schools. However, gaps still exist so IJAG is working with the Des Moines Area Community College (DMACC) to work on retention — at-risk students have only a 60 percent retention rate in postsecondary schools.

Committee Discussion. Committee discussion included whether there is consistency between time spent in the classroom and worksites. Mr. Allen said that the majority of the youth programs focus on getting the participants work experiences. Ms. Wiltgen said that YouthBuild would have participants spend equal time in the classroom and worksite, but also have them do intensive summer projects where they would spend a lot of time on the worksites.

Committee members inquired whether students are co-enrolled in programs and in school. Mr. Allen said the goal is to provide both education and work experience so the participants may co-enroll with a number of partner organizations.

Representative Jacoby commented that not enough students are being reached and asked how many students were being turned away. Mr. Allen said that every program in the state has a waiting list and even if there was room for everyone, there is not enough funding. A Committee member commented that there is concern for all those youth that these programs are not able to reach. Representative Jacoby also cautioned that because there are so many youth in need that perhaps those who are most likely to succeed are being selected and not necessarily those who need assistance the most.

Representative Ford asked about whether there are commitments from construction firms and other businesses who use the youth services to hire the youth — and if not, whether programs move on to other businesses to participate. Mr. Fineran said that Job Corps is committed to job placement and if participants are not placed, the program considers it a failure. Job placement is part of Job Corps' report card to the U.S. Department of Labor. Ms. Phelan suggested that policymakers fund only programs that can demonstrate success. Mr. Allen said that there is funding to help participants who come out of the federal program with clothing, additional training, transportation, and other items or services necessary for success. Mr. Terrell suggested that policymakers encourage judges to divert more youth into programs rather than sending them to jail.

The Committee asked what the numbers of students dropping out were before these programs began and what the numbers of students dropping out are where the programs are not providing services. The Committee asked the panelists to demonstrate that these programs are working and asked to see the data before the Legislature appropriates additional funding.



The Committee asked how these programs will continue when the federal American Recovery and Reinvestment Act of 2009 (ARRA) money disappears. Ms. Phelan said that there are other opportunities for funding for IJAG, which competes for private funds.

Senator Schoenjahn stated that legislative budget subcommittees plan to begin deliberations very early for the 2010 Legislative Session and asked for any information pertinent to this issue so that the budget subcommittees can eliminate duplicative efforts and concentrate dollars where they can provide the most benefit.

The panelists offered the Committee the following recommendations for youth job training needs:

1. Seal juvenile records.
2. Replicate what works, encourage public schools to open their doors to allow private industry and connectivity partnerships, measure accountability and effectiveness of these partnerships through the reduction in truancy and dropout rates.
3. Increase awareness of job training programs — places that give at-risk and disadvantaged youth opportunities away from the problems that are inhibiting their success.
4. Encourage government and business partnerships; this is a team effort for young people. All entities need to work more closely together.
5. Offer employer incentives for hiring youth that come through these programs.
6. Provide additional funding for these programs and for postprogram services.
7. Collaborate to connect the programs to the public and population the programs are trying to serve.
8. Establish joint fee programs to utilize summer youth programs by using existing funding streams.

III. Job Training Programs Panel Discussion

DMACC. Mr. Robert J. Denson, President, DMACC, provided an overview of the relationships between community colleges, government departments, and the business sector. Mr. Denson stated the relationship between community colleges and DED has never been stronger. DMACC broke enrollment records in fall 2009 with more than 100,000 students enrolled and other community colleges saw a 20 percent increase over the previous year. A variety of students are enrolling, both in ages and backgrounds, such as those seeking new skills after being laid off. Each community college answers to a local board and offers programs that address local issues. Eighty-five percent of jobs in Iowa require two years of training or less.

Mr. Denson discussed the Central Iowa Works system, which was created in response to the problems created related to the Central Iowa Employment and Training Consortium (CIETC). The system is focused on business needs and there are six sector boards that focus on special areas



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of career pathways, including renewable energy and health care. The purpose of the Central Iowa Works system is to assist students in finding out how to enter these fields. Mr. Denson stated that in this system business leaders play a key role in providing assistance and support. There is also a reengagement center to find those students who have not earned their high school equivalency diploma and need additional services. Additionally, the career readiness certificate has become more recognized as providing standardized skills for labor jobs.

Mr. Denson mentioned a new program that involves an inner-city work station, where businesses would actually hire from this location and people would receive training onsite, and then move to the employer's work site. However, funding is too scarce. But educators know that education and training are effective in returning people to the workforce. At the present time, community colleges rely on state aid to operate. Federal aid follows the student, which does not allow the community college to benefit from the aid. Property taxes are less than 5 percent of the community college operating budget, which makes Iowa's community colleges more expensive than surrounding states.

DED. Ms. Gail Kotval, Division Coordinator, Innovation and Commercialization Division, DED, described the benefits of registered apprenticeship programs and urged support to expand apprenticeship programs in the state as well as funding for the jobs training program under Iowa Code Chapter 260F. Iowa allots \$1 million just for apprenticeship programs. The Department of Education (DE) distributes it, and DED would like to work with community colleges to increase apprenticeship programs by targeting new companies that are not using apprenticeship programs, and to do it through the community colleges that are not using these dollars for apprenticeship purposes. There are also existing and developing preapprenticeship programs for those who do not have the skills to succeed in a regular apprenticeship program and for youth who are exploring career opportunities.

Kirkwood. Mr. Steve Ovel, Executive Director, Governmental Relations, Kirkwood Community College, stressed the need in this economy to get low-wage, low-educated workers major skill building and technical training in order to match them with employers who need higher-skilled workers. Kirkwood enrollment in fall 2009 saw a significant increase in students over the age of 25. Mr. Ovel said that in order to serve underserved populations, it is often better to start individuals in a short noncredit certificate program that is aligned with a specific job. However, federal financial aid programs are only applicable to credit programs. Mr. Ovel discussed the Gap Tuition Assistance program, which began at Kirkwood, to provide the necessary funding to these students. In three years, the program has received more than 2,000 referrals and had only 219 participants in noncredit certificate programs. The completion or success rate is 78 percent. DMACC and Eastern Iowa Community College provide similar programs and have similar success rates.

Committee Discussion. In response to a question from the Committee, Mr. Denson said that Iowa ranks in the top five nationally in high tuition cost, but compared to universities and colleges in the state, community colleges are more affordable. Mr. Denson said that the property tax piece of funding has not kept up with costs, so tuition must be increased. He said that community colleges should be targeting every person who misses school, drops out, and is released from jail in order to enroll them, but instead community colleges are managing waiting lists of three to four



years for assistance programs. A Committee member commented that Iowa is pricing itself out of the education market.

The Committee asked about the other costs for those who are receiving retraining, such as mortgage payments, groceries, and car payments, and also how a person who has been laid off knows where to go for assistance. Mr. Ovel said that community colleges and the government departments are integrating services, creating one-stop centers so that a person can be fully assessed when the person seeks assistance.

The Committee asked if Iowa Code Chapter 260E, the Iowa Industrial New Jobs Training Act, which provides a mechanism for creating jobs and funds job training, is a tax credit program. Mr. Denson said that the Act is not a tax credit program and that there is no funding incentive to the employer or employee. The program commits a portion of the payroll tax for bond funding that helps the employer pay for training the workers.

The Committee inquired about how job training can be developed between the Regents universities, the private colleges, and the community colleges. Mr. Denson said that all three entities do work together. Community colleges work with DED and with four-year postsecondary institutions who want community college students. However, the Regents universities and private colleges do not want to provide the same kind of training that community colleges provide. Mr. Denson added that the Legislature and the public would not want the entities overlapping services. Mr. Ovel agreed and stated that articulation agreements between community colleges and four-year institutions are good and all parties are looking for better opportunities to work on agreements for technical programs. Mr. Denson added that Iowa should encourage the federal government to give prisoners access to Pell Grants. Ex-offenders will be needed in the workforce eventually, and federal resources need to be open to them.

IV. Workforce Self-sufficiency Programs/Nonprofit Organizations Discussion

IWD Director. Ms. Elisabeth Buck, Director, IWD, stated that demands on IWD are at an unprecedented level with more than a 115 percent increase over last year in demand for services. Ms. Buck stressed that Iowans are being laid off through no fault of their own. She said the typical situation involves an individual who had the same job for 20 or more years and so an unprecedented number of Iowans need to upgrade their skills and education. There is a large disconnect between the workers Iowa has and the jobs available with skills required. In 2007, IWD said Iowa had a 150,000 worker shortage; it was not because Iowa did not have enough workers, it was because the workers Iowa had did not have the skills needed for the existing jobs — and the recession has only made this problem worse.

Ms. Buck said that IWD is working on an integrated service delivery model — one computer system program. This one program tracks everyone who enters the IWD system and has a customer pool and customer service teams. The program includes individuals' assessments, why they are seeking services, and what programs they qualify for. Ms. Buck said most Iowans are not aware what programs exist and what assistance they qualify for. Ms. Buck described the need to upgrade soft skills, including digital literacy, because the individuals did not use a computer in their previous job and may not have a computer at home. This makes the individuals unable to apply for jobs; many employers only accept e-mailed resumes and cover letters.



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Overall, the recession is affecting more men than women, and about 15 percent of people affected do not have a high school diploma; so IWD staff must emphasize the importance of obtaining a high school equivalency diploma. Of those being laid off, about 11 percent are disabled and 64 percent are white. There is a high level of minorities affected by the recession. One of the most beneficial programs is the new unemployment insurance training benefits extension, which provides 26 extra weeks of unemployment for those in training; 1,200 lowans are enrolled to take advantage of the program. The program does not pay for tuition; it pays expenses. Of those enrolled in the extension training program, 25 percent are in health-related fields; 11 percent are working for a high school equivalency diploma; 19 percent are minorities; and there are equal numbers of men and women. Ms. Buck stressed to the Committee the need to upgrade lowans' skills because 10 percent of lowans do not have a high school diploma and 31 percent of lowans have only a high school diploma.

DHS. Ms. Ann Wiebers, Division Administrator, Financial Health and Work Support, DHS, shared information about how DHS and IWD provide cash assistance to low-income families with children through the federal Family Investment Program (FIP), the PROMISE JOBS program, and the federal Temporary Assistance for Needy Families (TANF) program. Ms. Wiebers said that DHS administers FIP and contracts with IWD for delivery of the PROMISE JOBS program to help families become self-supporting and meet TANF requirements. PROMISE JOBS is funded with TANF and state general funds. PROMISE JOBS receives \$21.5 million total; \$13 million is from TANF funds and \$8 million is from state general funds.

Workforce Centers. Ms. Lori Adams, Division Administrator, Workforce Center Administration Office, IWD, explained that the FIP program is centered around the FIP agreement, which lays out what the individual will do to become self-sufficient. The case worker and individual discuss other barriers the individual may be experiencing, such as transportation, English as a second language, child care, lack of a high school diploma, and lack of soft skills. An assessment to match job expectations and job placement is done. When someone violates their FIP agreement, their benefits are limited.

Vocational Rehabilitation. Mr. Matt Coulter, Chief Financial Officer, Iowa Vocational Rehabilitation Services (IVRS), DE, told the Committee that IVRS is funded by the federal Department of Education and provides services for all those with disabilities except those with visual impairments, who are assisted through another agency. IVRS assisted more than 2,200 persons in FY 2008-2009 to be placed in competitive employment. Mr. Coulter said that IVRS is spending less per participant to place each participant than the participants placed earn in their positions in the first year of employment. He said the disabilities IVRS most commonly deals with, in order, are: cognitive impairments, physical impairments, mental disorders, and communication disorders. Of those IVRS assists and who are seeking education, most are enrolled in community college for a specific program, but a few go on to a four-year school. There are 115 people enrolled in a self-employment program. The top four industries where participants are placed are food preparation, office and administrative support, sales, and management. The demand for IVRS services is rising; Mr. Coulter said that the disabled are the first out of a job and last hired. He encouraged policymakers to fully match all of the federal dollars available for vocational rehabilitation.



Nonprofit Resource Center. Mr. Willard "Sandy" Boyd, Founder of the Larned A. Waterman Iowa Nonprofit Resource Center, and Professor of Law and President Emeritus of the University of Iowa, discussed the critical role that nonprofit organizations play in assisting the underserved in Iowa. Mr. Boyd noted that the decentralization of services allows each agency to assist each area with specific needs. He added there is always need for support for additional services besides the cost of training. Nonprofit employees are the fifth largest workforce in Iowa and most employees do not have health insurance. Nonprofit organizations are seeing funding, both public and private, decrease as need increases. Many Iowa nonprofits are small and underfinanced and depend heavily on volunteers.

Master Builders. Fernando Aveiga, representing Master Builders of Iowa (MBI), provided an overview of MBI's Multicultural Workforce Program, which has the goal of providing and sustaining a high-quality number of construction workers over time. In order to do this, MBI is working to provide equitable education, career path accessibility, and cultural diversification. By 2011, 20 percent of Iowa's construction workforce will be retiring — a high number of very highly qualified individuals. MBI is focusing on interconnectivity of government, employers, educational institutions, and labor groups with workers' needs.

Committee Discussion. The Committee asked about the negative perception of minorities in the media and about the outlook from IWD. Ms. Buck said that no one government agency can solve the negative perception of minorities alone. So departments are working together to upgrade the skills of everyone at any time they enter the system to whatever level they need. Ms. Buck added that there are now federal agencies offering competitive grants and Iowa has applied for many of these grants.

The Committee asked for current unemployment statistics. Ms. Buck said that as of the end of September 2009, there were 79,800 people in Iowa receiving unemployment insurance benefits and another 30,000 people who were unemployed and not receiving benefits. Ms. Buck passed around a map of Iowa (available at the Committee's website) that showed the percentages of unemployment by county; some counties had reached 9 percent unemployed. She said the occupations most affected include those in manufacturing and construction.

The Committee inquired about whether it was controversial for nonprofit organizations to continue not paying property taxes. Mr. Boyd said that this exemption is a government subsidy and it is the kind of public support that is needed in order to have the kind of private intervention necessary.

The Committee asked if there were any changes coming to the PROMISE JOBS program. Ms. Wiebers said there is a good partnership between DHS and IWD that continuously develops better strategies to meet higher goals. Ms. Adams noted that a quality assurance program was added in the past year.

The Committee asked if the state is able to track the underemployed. Ms. Buck said that there is no specific data about the underemployed in the state, but that the situation is common. She said that many Iowans' skill sets do not match the jobs that are available, but they feel they need to get back to work and so take the first job they can get. Ms. Buck said that debt accumulated prior to being laid off drives this cycle.



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V. Offender Reentry Programs Panel Discussion

Board of Parole. Mr. Clarence Key, Jr., Executive Director, Board of Parole, described the certificate of employability program, which signifies that a particular offender has completed a certain program while in prison. Thus far eight applications have been processed through the program since it began July 1; sex offenders are excluded. Iowa is the third state after Illinois and New York to have this program.

IWD. Ms. Brenda Tart, Workforce Advisor, IWD, discussed the placement of workforce advisors in three prisons who provide the same kind of services to offenders as the general public receives, such as improving soft skills for creating resumes, answering interview questions, and writing cover letters. The workforce advisors use automated job matching and referrals tailored to the offender's specific needs. IWD also assists with driver's licensure reinstatement or other transportation issues. There are other programs and methods to assist the offender to adjust to life outside incarceration and employment. In the prison centers, there are computer classes going on. IWD communicates with employers to let them know what the Department of Corrections (DOC) and IWD are doing.

DOC. Mr. Jerry Bartruff, Acting Deputy Director of Offender Services and Statewide Reentry Coordinator, DOC, explained that the goal for educating and upgrading offenders' skills is to make them be productive members of society when they leave incarceration. Mr. Bartruff said that DOC's partnership with IWD is a key element to make ex-offenders successful. DOC's goal is to have a job for each ex-offender when the person is released, which is more challenging in this economy. He stressed that when ex-offenders are social and active, they stay out of prison. He said that it costs about \$85 per day to keep someone in prison, but it only costs \$3.75 per day to have someone on probation or on parole.

Committee Discussion. The Committee requested a general overview of the typical inmates in Iowa's prison system. Mr. Bartruff said that 45 percent of all inmates have some form of mental illness and a majority of Iowa's inmates are serving for drug-related or nonviolent offenses.

The Committee inquired about the increase in numbers of women in Iowa prisons. Ms. Tart said that from her view, women's paths to prison seem to be relationship-related. So by helping women, the state is helping families. Mr. Bartruff said that the data shows that the rate of incarceration for women is higher than for men, but there are also a lot of women on probation.

The Committee asked why more states do not have certificate of employability programs. Mr. Key said that in the other two states, the program has received mixed reviews, and Iowa's program just started July 1, so Iowa had the opportunity to tailor the program to Iowa's needs.

The Committee asked if offenders are expected to pay the costs for community college themselves. Mr. Bartruff said that the offenders are required to pay for their education, and it is a cost that many in prison cannot afford.



Panelist Recommendations. The panelists offered the Committee the following recommendations relating to offenders' job training needs:

1. Continue working with IWD.
2. Initiate a similar IWD partnership in the Fort Dodge facility.
3. Allow for education continuation.
4. Continue to fund community colleges to reach out to these institutions.

VI. Committee Discussion and Recommendations

The Committee invited persons attending the meeting to submit their suggestions for recommendations to be posted on the Committee's website. Co-chairpersons Dotzler and Ford, as agreed to by the members, will be in contact with the members within the next few weeks concerning Committee recommendations.

VII. Materials Filed With the Legislative Services Agency

The following materials listed were distributed at or in connection with the meeting and are filed with the Legislative Services Agency. The materials may be accessed from the <Additional Information> link on the Committee's Internet webpage:

<http://www.legis.state.ia.us/aspx/Committees/Committee.aspx?id=485>

1. Background Memorandum.
 - Attachment A - Ron Robinson, Fiscal Services Division, LSA, Workforce Development Training Programs, published January 2009.
 - Attachment B - Letter from Ann Wiebers, DHS, and Lori Adams, DWFD, containing an Overview of the TANF-PROMISE JOBS Program, submitted October 27, 2009.
 - Attachment C - Steve Ovel, Kirkwood Community College, Gap Training - Skills Development for Targeted Populations, submitted October 27, 2009.
 - Attachment D1 - Joseph Mowers, DWFD - Iowa Works: General Overview.
 - Attachment D2 - Joseph Mowers, DWFD - Workforce Investment Act.
 - Attachment D3 - Joseph Mowers, DWFD - Trade Adjustment Assistance.
 - Attachment D4 - Joseph Mowers, DWFD - Unemployment Insurance Training Extension Benefits.
 - Attachment E - Skilled Worker Shortage Study Committee, Final Report, submitted to the General Assembly, January 2008.
2. Jason Allen, Summer Youth Employment Program, Iowa Workforce Development.
3. Anne Marie Wiltgen, YouthBuild Iowa Update, Iowa Workforce Development.
4. Kevin Fineran, Overview and Flyer, Denison Job Corps Center.
5. Laurie Phelan, Iowa Jobs for America's Graduates: Program Overview, IJAG.
6. Robert J. Denson, "260E Is Not a Tax Credit Program," Des Moines Area Community College.



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7. Robert J. Denson, "It's All About Job Creation and Training," Des Moines Area Community College.
8. Gail Kotval, IDED Recommendation for the Iowa Jobs Training Program (260F), Iowa Department of Economic Development.
9. Elisabeth Buck, Folder Materials and Iowa Unemployment Rates by County Chart, Iowa Workforce Development.
10. Lori Adams, Client Flow Through FIP and PROMISE JOBS, Iowa Workforce Development.
11. Lori Adams, Family Investment Agreement, Iowa Workforce Development.
12. Matt Coulter, Written Comments - Overview - Success Stories, Iowa Vocational Rehabilitation Services.
13. Willard "Sandy" Boyd, "Iowa Principles and Practices for Charitable Nonprofit Excellence," Larned A. Waterman Iowa Nonprofit Resource Center.
14. Willard "Sandy" Boyd, Memo from Cory Lasker Regarding Iowa Nonprofit Job Training, Larned A. Waterman Iowa Nonprofit Resource Center.
15. Willard "Sandy" Boyd, Nonprofit Doc Ready E-mail from Elisabeth Buck, Larned A. Waterman Iowa Nonprofit Resource Center.
16. Fernando Aveiga, "Training the Builders of the Future: Multicultural Workforce Program," Master Builders of Iowa.
17. Brenda Tart and Jerry Bartruff, Career Centers in Iowa Prisons, Iowa Workforce Development and the Department of Corrections.
18. Written comments from Rachel Scott, Iowa Department of Human Rights.
19. Written testimony from Greer Sisson, Office of Apprenticeship, U.S. Department of Labor.
20. Written testimony from Lily French, The Iowa Policy Project.
21. Written testimony submitted by Konni Cawiezell, Iowa Department of Education.