



Mississippi Valley Workforce Development Board

Chief Elected Officials (CEOs) Meeting Agenda

Tuesday, February 27, 2024, at 2 p.m.

Join Zoom Meeting

<https://us02web.zoom.us/j/89347318640?pwd=Szc2UW1FZDdYeXpybkt2VC85eitUQT09>

Meeting ID: 893 4731 8640 Passcode: 863306

One tap mobile +16465588656,,89347318640# US

Call to Order	Jim Irwin
Roll Call	Louise Butherus
*Consent Agenda	Jim Irwin
*Approval of Agenda	
*Approval of Previous Minutes	
Financial Reports	
*Member Resignation (Page 10)	Mandy Tripp
*Member Nominations (Page 13)	Mandy Tripp
*Local Plan (Page 18)	Mandy Tripp
*Strategic Plan (Page 19)	Miranda Swafford
*RFP Recommendation (Page 29)	Miranda Swafford
Financing (Page 30)	Miranda Swafford
Board Staff Update (Page 31)	Miranda Swafford
Executive Committee Update (33)	Miranda Swafford
Other Business	
Public Comment	
Adjournment	Jim Irwin

* Items requiring a vote ** Items Requiring a Roll Call Vote

Accommodations

Accommodations are available upon request for individuals with disabilities. If you need accommodation, please contact: Mandy Tripp mandy@mississippivalleyworkforce.org or at 1-844-967-5365

***Consent Agenda**

Documents included: Agenda, Previous Meeting Minutes,
Financial Report Summary

Action Requested: Approve consent agenda



Mississippi Valley Workforce Development Board

Chief Elected Officials (CEOs) Meeting Minutes

Tuesday, August 15th, at 2 p.m. via Zoom

CALLED TO ORDER

Irwin called the meeting to order at 2:04 p.m.

CEO PRESENT

Present: Jim Irwin, Chuck Holmes, Jean Dickson, Don Schwenker, Danny Chick, Shawn Maine, and Shane McCampbell

Absent: Chad White (unexcused)

Staff Present: Miranda Swafford, Executive Director, Andrea Taylor, Associate Director, Mandy Tripp, Compliance Officer, Tyler Lanz, Communications Assistant

One-Stop Operator: None

Guest: Kendra Schaapveld

QUORUM

There was a quorum present to conduct business.

CONSENT AGENDA

The consent agenda included approval of the agenda, previous meeting minutes, and the financial reports. Dickson made a motion to approve the consent agenda, seconded by Schwenker, and the motion carried.

***MEMBER RESIGNATION**

Irwin reviewed the resignation of board member Christine Caves and discussed that she will continue to be a member of the Business Committee. McCampbell made a motion to accept the resignation, seconded by Dickson, and the motion carried.

***MEMBER NOMINATIONS**

Tripp presented the nominations for new board members. Amy McCabe was nominated as the Title III representative on the board. Tripp advised that Kimberly Jaber and Caitlin Bliesener's nominations were received prior to the due date and Tracy McCampbell's was received after the due date. There was a discussion that whichever nominee was not approved could be added to a committee until another vacancy comes up. Schwenker made a motion to approve McCabe, Jaber, and Bliesener's nominations, seconded by Chick, and the motion carried.

***CONTRACT MANAGEMENT AND AUTHORIZATION POLICY**

Swafford presented the draft policy for approval. Maine made a motion to approve the policy, seconded by Dickson, and the motion carried.

*** ADDITIONAL MOU PARTNERS**

Swafford advised that Home Base Iowa (HBI), Re-employment Case Management (RCM), and the Department of Human Services (DHS) are additional partners that operate out of the IowaWORKS centers and will need to be included in the Infrastructure Funding Agreements being developed. Swafford discussed that since they are not required partners, they will need to be approved. McCampbell made a motion to approve the additional MOU partners, seconded by Schwenker, and the motion carried.

CEO DASHBOARD

Tripp presented the CEO dashboard, including population data and unemployment rates by county, as well as Title I and Title III services provided which could include meetings with career planners, unemployment assistance, workshops, mock interviews, and more. Tripp also discussed participant expenses for the Adult, Dislocated Worker, and Youth programs and reviewed the program goals for PY23. Tripp discussed the upcoming “You Choose” youth career exploration event in October and discussed additional strategies for reaching disconnected youth. There was additional discussion about the purpose of the youth program in promoting the development of career pathways. Tripp inquired about what additional information the CEOs would like to see presented.

TITLE I ANNUAL REPORT

Schaapveld presented the Title I annual report. Schaapveld discussed that Rapid Response services were offered to several businesses throughout the local area, but that not all companies wanted services. Schaapveld reported that enrollment goals for Adult, Dislocated Worker, and Youth programs were met. There are 68 active cases and 113 follow-up cases for Adult, 96 active and 64 follow-up for Dislocated Worker, and 106 active and 68 follow-up for Youth. Occupational Skills Training and Work-Based Learning goals were met. Schaapveld discussed that the National Dislocated Worker Grant On-Job-Training goal was not met, largely since it was a COVID-specific grant and many of the affected workers were re-employed pretty quickly. Schaapveld presented the Credentials and Measurable Skills Gains that were achieved, as well as the 14 Youth Elements. One Youth success story was highlighted and one Adult success story was highlighted.

BUSINESS SERVICES REPORT

Taylor reviewed the Business Services Report and highlighted a recent successful job fair in Burlington, a Registered Apprenticeship that was recently approved, and the Quad City Success Fair which took place at St. Ambrose University. Taylor reports that the Business Referral Form is up and running. Taylor discussed that Business Engagement Consultants have been working with local school districts to navigate the transition from the Teach Iowa website to IowaWORKS for their job postings. Taylor highlighted some additional businesses that were contacted for Rapid Response recently.

BOARD REPORT

Swafford presented the Board Report. There was a staffing change, as Tyler Lanz started as the Communications Assistant on July 17th. Swafford discussed that Job Quality Academy and Workforce Communities in Action initiatives had started and will provide updates at the next meeting. Initial steps have been taken in the process to develop a new Memorandum of Understanding and Infrastructure Funding Agreement. Swafford discussed that there have been 26 interest forms completed for the Retrain and Retain grant, and reviewed the 4 that were

awarded. Swafford reviewed the recent Executive Committee and Full Board approvals, as well as upcoming events.

OTHER BUSINESS

There was no other business.

PUBLIC COMMENT

There were no public comments.

ADJOURNMENT

Irwin adjourned the meeting at 2:59 p.m.

DRAFT

Financial Reports

CIJDC

**WIOA Statement of Rev & Exp YTD
For the Month Ending November 30th, 2023**

	Administration	Adult Program	Dislocated Worker Program	Youth Program Out of School
WIOA Grant Revenues				
WIOA Grant - Administration	\$171,141.89			
WIOA Grant- Adult		\$366,165.37		
WIOA Grant- Dislocated Worker			\$306,092.40	
WIOA Grant- Youth Out of School				\$517,677.96
WIOA Grant- Youth In School				
TOTAL	\$171,141.89	\$366,165.37	\$306,092.40	\$517,677.96
WIOA Expenses				
Board Salaries and Benefits	\$105,810.40	\$13,758.29	\$13,084.47	\$10,820.58
Fiscal Agent Costs	\$26,386.00	\$0.00	\$0.00	\$0.00
Subleases	\$0.00	\$26,786.12	\$26,706.13	\$20,661.12
Contractual RFP's	\$0.00	\$0.00	\$0.00	\$0.00
One Stop Operator	\$0.00	\$16,454.43	\$16,454.46	\$12,340.85
60110-60190 Salaries 60310-60330 & 60610-60560	\$0.00	\$131,324.39	\$117,675.84	\$223,394.69
Payroll Taxes, Fringe / Work Comp	\$0.00	\$29,476.32	\$28,518.36	\$53,158.71
60850 Mileage & Travel	\$7,787.69	\$2,803.10	\$3,772.02	\$11,218.16
62115, 65570, 63100-63130 Telephone, Postage, Supplies	\$155.79	\$2,290.32	\$1,928.68	\$5,399.10
62830, 62860 Outreach & Public Relations / Job Fairs	\$2,422.54	\$0.00	\$378.78	\$3,185.72
65610 Reimbursable Equipment	\$5,551.48	\$0.00	\$0.00	\$0.00
62510-62520 Resource Sharing Allocation	\$0.00	\$3,555.44	\$2,816.44	\$5,084.14
61745,64120,65120,65544,65520,65530,65125,65128, 65130 Professional Services and Business Expenses	\$5,790.91	\$6,578.79	\$5,292.47	\$12,335.30
Information Technology	\$3,740.75	\$0.00	\$0.00	\$0.00
Dues & Subscriptions	\$6,651.50	\$0.00	\$0.00	\$0.00
Meeting Expenses	\$842.05	\$0.00	\$0.00	\$0.00
Conferences and Trainings	\$5,734.50	\$0.00	\$0.00	\$0.00
Printing	\$268.28	\$0.00	\$0.00	\$0.00
Special Initiatives/ Sector Strategy/Job Quality	\$0.00	\$0.00	\$0.00	\$0.00
Indirect Cost	\$0.00	\$18,359.77	\$16,727.91	\$32,726.83
Management Fee	\$0.00	\$27,400.74	\$21,712.29	\$33,528.92
65602, 65603 Work Experience	\$0.00	\$38,325.31	\$16,751.26	\$18,294.66
67408 Instructional Training	\$0.00	\$33,120.50	\$5,649.00	\$8,425.50
Incumbent Worker Training/ Youth System Strategy RFP	\$0.00	\$9,657.79	\$9,657.80	\$0.00
67412 Customer Support Service	\$0.00	\$14,035.37	\$32,928.83	\$19,672.03
67426 Individual Career Services- New Service	\$0.00	\$498.00	\$0.00	\$2,436.00
67422 On the Job Training	\$0.00	\$0.00	\$0.00	\$5,630.86
67418,67420 Client Awards/Incentives	\$0.00	\$4,624.31	\$0.00	\$49,550.00
5% WEX Markup	\$0.00	\$1,916.27	\$837.57	\$914.73
Unobligated/Unbudgeted Grant	\$0.00	\$1,654.54	\$1,654.55	\$1,240.91
TOTAL	\$171,141.89	\$366,165.37	\$306,092.40	\$517,677.96

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**WIOA Statement of Rev & Exp YTD
For the Month Ending November 30th, 2023**

	Youth Program In School	One Stop Operator	Year To Date	Total Annual Budget
WIOA Grant Revenues				
WIOA Grant - Administration		\$0.00	\$171,141.89	\$480,415.67
WIOA Grant- Adult		\$16,454.43	\$382,619.80	\$1,201,353.38
WIOA Grant- Dislocated Worker		\$16,454.46	\$322,546.86	\$929,840.84
WIOA Grant- Youth Out of School		\$12,340.85	\$530,018.81	\$1,201,225.52
WIOA Grant- Youth In School	\$148,505.66	\$4,113.62	\$152,619.28	\$335,812.37
TOTAL	\$148,505.66	\$49,363.36	\$1,558,946.64	\$4,148,647.78
WIOA Expenses				
Board Salaries and Benefits	\$3,606.85	\$0.00	\$147,080.59	\$407,197.87
Fiscal Agent Costs	\$0.00	\$0.00	\$26,386.00	\$59,956.00
Subleases	\$6,887.03	\$0.00	\$81,040.40	\$170,000.00
Contractual RFP's	\$0.00	\$0.00	\$0.00	\$0.00
One Stop Operator	\$4,113.62	\$0.00	\$49,363.36	\$107,875.62
60110-60190 Salaries	\$51,613.89	\$28,207.43	\$552,216.24	\$1,090,565.64
60310-60330 & 60610-60560				
Payroll Taxes, Fringe / Work Comp	\$12,905.72	\$7,467.24	\$131,526.35	\$341,902.90
60850 Mileage & Travel	\$2,584.58	\$3,539.83	\$31,705.38	\$98,044.78
62115, 65570, 63100-63130 Telephone, Postage, Supplies	\$1,673.89	\$540.14	\$11,987.92	\$26,594.00
62830, 62860 Outreach & Public Relations / Job Fairs	\$882.28	\$0.00	\$6,869.32	\$64,355.00
65610 Reimbursable Equipment	\$0.00	\$0.00	\$5,551.48	\$37,500.00
62510-62520 Resource Sharing Allocation	\$1,190.57	\$0.00	\$12,646.59	\$46,696.53
61745,64120,65120,65544,65520,65530,65125,65128, 65130 Professional Services and Business Expenses	\$2,846.53	\$570.49	\$33,414.49	\$69,175.01
Information Technology	\$0.00	\$0.00	\$3,740.75	\$8,000.00
Dues & Subscriptions	\$0.00	\$0.00	\$6,651.50	\$9,000.00
Meeting Expenses	\$0.00	\$0.00	\$842.05	\$5,000.00
Conferences and Trainings	\$0.00	\$0.00	\$5,734.50	\$20,000.00
Printing	\$0.00	\$0.00	\$268.28	\$3,000.00
Special Initiatives/ Sector Strategy/Job Quality	\$0.00	\$0.00	\$0.00	\$45,000.00
Indirect Cost	\$7,686.64	\$4,205.91	\$79,707.06	\$175,102.38
Management Fee	\$8,341.19	\$4,832.32	\$95,815.46	\$185,393.63
65602, 65603 Work Experience	\$19,117.53	\$0.00	\$92,488.76	\$352,075.25
67408 Instructional Training	\$0.00	\$0.00	\$47,195.00	\$324,381.40
Incumbent Worker Training/ Youth System Strategy RFP	\$0.00	\$0.00	\$19,315.59	\$107,205.00
67412 Customer Support Service	\$1,423.29	\$0.00	\$68,059.52	\$146,950.00
67426 Individual Career Services- New Service	\$0.00	\$0.00	\$2,934.00	\$19,023.95
67422 On the Job Training	\$12,876.16	\$0.00	\$18,507.02	\$50,000.00
67418,67420 Client Awards/Incentives	\$13,500.00	\$0.00	\$67,674.31	\$107,500.00
5% WEX Markup	\$955.87	\$0.00	\$4,624.44	\$17,603.76
Unobligated/Unbudgeted Grant	\$413.64	\$0.00	\$4,963.64	\$53,549.07
TOTAL	\$148,505.66	\$49,363.36	\$1,608,310.00	\$4,148,647.79

CIJDC

**WIOA Statement of Rev & Exp YTD
For the Month Ending November 30th, 2023**

	<u>Remaining Budget</u>
WIOA Grant Revenues	
WIOA Grant - Administration	\$309,273.78
WIOA Grant- Adult	\$818,733.58
WIOA Grant- Dislocated Worker	\$607,293.98
WIOA Grant- Youth Out of School	\$671,206.71
WIOA Grant- Youth In School	\$183,193.09
TOTAL	<u>\$2,589,701.14</u>
WIOA Expenses	
Board Salaries and Benefits	\$260,117.28
Fiscal Agent Costs	\$33,570.00
Subleases	\$88,959.60
Contractual RFP's	\$0.00
One Stop Operator	\$58,512.26
60110-60190 Salaries	\$538,349.40
60310-60330 & 60610-60560	
Payroll Taxes, Fringe / Work Comp	\$210,376.55
60850 Mileage & Travel	\$66,339.40
62115, 65570, 63100-63130 Telephone, Postage, Supplies	\$14,606.08
62830, 62860 Outreach & Public Relations / Job Fairs	\$57,485.68
65610 Reimbursable Equipment	\$31,948.52
62510-62520 Resource Sharing Allocation	\$34,049.94
61745,64120,65120,65544,65520,65530,65125,65128, 65130 Professional Services and Business Expenses	\$35,760.52
Information Technology	\$4,259.25
Dues & Subscriptions	\$2,348.50
Meeting Expenses	\$4,157.95
Conferences and Trainings	\$14,265.50
Printing	\$2,731.72
Special Initiatives/ Sector Strategy/Job Quality	\$45,000.00
Indirect Cost	\$95,395.32
Management Fee	\$89,578.17
65602, 65603 Work Experience	\$259,586.49
67408 Instructional Training	\$277,186.40
Incumbent Worker Training/ Youth System Strategy RFP	\$87,889.41
67412 Customer Support Service	\$78,890.48
67426 Individual Career Services- New Service	\$16,089.95
67422 On the Job Training	\$31,492.98
67418,67420 Client Awards/Incentives	\$39,825.69
5% WEX Markup	\$12,979.32
Unobligated/Unbudgeted Grant	<u>\$48,585.43</u>
TOTAL	<u>\$2,540,337.79</u>

***Member Resignation**

Reason-Board Member resignation must be accepted by CEO's

Documents included-Resignation email

Reason-Accept resignation

Mandy Tripp

From: Miranda Swafford
Sent: Friday, January 12, 2024 4:44 PM
To: Nicol, Matthew (HON Company); Dennis Duke
Cc: Mandy Tripp
Subject: RE: Resignation / Transition from my role

Hi Matthew,

We are very sorry to hear this, but understand family comes first. We will definitely miss your valuable contributions to the board and the workforce system. At anytime if you would like to come back as a board member or just serve on a committee in an advisory role please let us know. I would like to ask that you stay as a board member through March 1st to allow us time to strategically find your replacement. I will have Mandy respond if she needs anything else from you to process your resignation but I believe it just needs to officially be approved by the CEOs.

We will definitely miss you!

Sincerely,
Miranda Swafford, MPA
Executive Director
Mississippi Valley Workforce Development Board



www.mississippivalleyworkforce.org

www.iowaworks.gov

Phone: 1-844-967-5365

Cell: 319-759-8980

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From: Nicol, Matthew (HON Company) <NicolM@honcompany.com>
Sent: Tuesday, January 9, 2024 1:28 PM
To: Dennis Duke <dduke@carlanelsonco.com>; Miranda Swafford <director@mississippivalleyworkforce.org>
Subject: Resignation / Transition from my role

Good afternoon!

Well, this is likely no surprise to Miranda (who I think is out this week) as I've been contemplating this a bit from time to time over the past year, but I've been struggling to stay as engaged as I would like to be with my role on the board given all of my commitments and responsibilities at work and with my family. In the fall I made a commitment to myself and my family I would begin to slowly reprioritize things and peel things back sort of one at a time and fill in with things focused on my family. Since the fall, I've taken on more of a lead role with my son's wrestling club and am beginning to step in more with my other son's basketball team, which I plan to coach full

time with his existing coach in the spring and summer. So that being said, I want to talk through what a transition period would be (or frankly if you even need one) for me to resign my spot.

Kirby is filling in for me tomorrow for my Ops Meeting as I will be at Leadership Iowa in Des Moines the remainder of the week, so it's quite possible she could take the reins in the interim.

I did speak with Mandy Parchert as well so she is aware from an HNI perspective given we both hold roles, but also to ensure HNI continues to have a solid spot on the board. Now all this being said, I've developed tremendous relationships and friendships with many, so this doesn't come lightly by any means. This group has become my little workforce family, but I'm simply not bringing my entire self to the meetings or events and when I am there, I'm distracted by other things, so it's simply time.

As questions come up, projects come up, I would still offer to jump on a call to talk through something if I can use any of my expertise to help out in any way.



Matthew Nicol

Senior Talent Acquisition Manager

nicolm@HNICorp.com 563.299.2612 | [→ EXPLORE MORE](#)

Operations Chair – Miss. Valley Workforce Development Board

Youth Chair – IA State Workforce Development Board

***Member Nominations**

Reason-Fill current vacancies

Documents included- Nomination Form, Resume

Action Requested-Approve new board members



Local Workforce Development Board Member Nomination Form

Section 1: Nominee Information

Local Workforce Development Area: Mississippi Valley Workforce Development

Name: John W Clark Gender: Male Female

Business/Organization: Hearth and Home Technologies Position/Title: Plant Manager

of Employees: 330 Industry Sector: Manufacturing

Business Address: 1915 W Saunders Street County: Henry

Email: clarkjw@hearthnhome.com Business Phone: 563-506-6240

Describe briefly why you would like to serve on the Local Workforce Development Board:

Lived in the corridor majority of my life and feel my over 20 years of manufacturing leadership experience would give unique prespective and be an asset to the Mississippi Valley Workforce Development Board.

Local Workforce Development Board category the nominee represents:

(Check one category and type of organization under that category)

Business

Small Business (as defined by the U.S. Small Business Administration)

Business

Workforce

Labor Organization

Labor Organization or Training Director from an Apprenticeship Program

Community-Based Organization serving individuals with barriers to employment with employment, training, or education needs

Organization serving youth with employment, training, or education needs

Employment & Training

Adult Education and Literacy

Institution of Higher Education providing workforce activities (including Community Colleges)

Government

Economic and Community Development Entity

State Wagner-Peyser Act Representative

Vocational Rehabilitation Representative

Other: _____



Local Workforce Development Board Member Nomination Form

Section 2: Nominator Information

Organization: Mount Pleasant Area Chamber Alliance

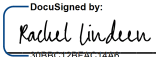
Name: Rachel Lindeen Position/Title: Executive Vice President

Email: Rachel@mpiowa.org Business Phone: 319-385-311

The nominee must serve as either owner, chief executive or operative officer, other type of executive officer, or a person with optimum policymaking or hiring authority within the entity they represent.

Does the nominee qualify? Yes No

I hereby recommend and nominate the above-named person for membership on the Local Workforce Development Board.

Signature of Nominator:  Date: 2024-Feb-19 | 12:15:29 CST

Section 3: Action by the Chief Lead Elected Official

Subject to certification required by Section 107 of the Workforce Innovation and Opportunity Act of 2014 and Policy 1.4.1.1 Submission of Nominations, the person nominated herein has been duly appointed to the Local Workforce Development Board by the Chief Lead Elected Official.

Political Affiliation: REPUBLICAN Term of Appointment: From 3/1/2024 To 6/30/2025

Signature of Chief Lead Elected Official: _____ Date: _____

Section 4: Action by Iowa Workforce Development

Appointment is: Affirmed Denied

Signature of IWD Representative: _____ Date: _____

Legal References

- [WIOA sec. 107\(h\)](#)

JOHN W. CLARK

jwclark8484@hotmail.com

2220 235th Street
Mount Pleasant IA 52461
Phone: 319-558-6044

OBJECTIVE

To pursue a career that incorporates my personal strengths of servant leadership, teambuilding, executing business results, problem-solving, multi-tasking, strong interpersonal skills, and continuously learning new skills and attributes.

WORK EXPERIENCE

Plant Manager, Hearth and Home Technologies Mount Pleasant IA (HNI Corporation)
(Jan 17' - present)

- Led Mount Pleasant facility growth from \$75 million to \$200 million
- Manage 9 salaried direct reports and 350 total members over 3 shifts of operations
- Direct oversight over EHS, Quality, Production, Finance, BPI, Skilled Trades, and Procurement
- Responsible for \$40 million in capital projects over past 6 years
- 2023 Gold Operations Lean Assessment
- Realized cost savings of \$15 million since 2017
- Introduced 16 new products since 2018
- 6 consecutive years of 99% on time delivery
- Moved \$35 million dollars in sales revenue into Mt Pleasant Facility from acquisition
- Leading Annual Improvement Priority team with focus on innovation and automation
- Set annual KPI's, kaizen events, and facilitate benchmarking tours and consultant visits
- Team member of corporate team to reduce turnover and standardize on boarding
- Implementing new maintenance software in 2017

Regional Distribution Manager, Hearth and Home Technologies Mount Pleasant IA (HNI Corporation)
(Dec '13- Jan '17)

- Head of Operations for Midwest Regional Distribution Center
- \$750 thousand in cost savings while in the role
- Relocated Service Depot and reduced overall foot print by 40%
- Managed and set budget for Midwest Regional Distribution Center
- 14% increase in overall efficiency since 2014
- Customer shipment attainment over 99.5%
- Led efforts to reduce shipment errors by 20% in 2015
- Lead of project team to move VCG distribution center
- Manage team that implemented over 500 safety improvements
- Implemented RDC's first production control board that uses live data

Operations Manager, Allsteel Distribution Center, Allsteel Inc, Muscatine IA (HNI Corporation)
(September '12- Dec '13)

- Head of Operations for Allsteel Distribution Center
- Oversaw budget for Allsteel Distribution Center
- Responsible for 3 shift operation with more than 80 employees
- Led kaizen event to reduce trailer moves within Muscatine campus
- Led kaizen project to increase direct load to 30% of all loads
- Led project which increased overall space utilization by 20%
- Distribution lead for layout and utilization of newly acquire complex in Muscatine
- Developed project to bring outsource finished goods in by order instead of stock

Factory Manager, Allsteel Inc, Muscatine IA (HNI Corporation)

(February '11- September '12)

- Managed factory with 104 direct members, with 2 supervisors and 4 engineers as direct reports
- Led Value Stream Event for Factory that align with Allsteel Strategic Vision
- Responsible for factory financial operating budget
- Attained factory record of 500 days recordable free
- Factory staff averaged \$350 thousand in annual cost saving in 2011 and 2012
- Led kaizen event to reduce weld fixture change over, resulted in 6% efficiency gain
- Developed robust TPM and PM process for weld fixtures to maintain weld tolerances
- Led 13% true efficiency improvement 2012
- Reduced Quality complaints by 20% in 2012
- Led 3 different kaizen events with eastern consultants
- Led 6 week kaizen event that increased capacity by 30% without adding overhead cost
- Set production capacity for 10 different production lines from 3 different operating companies

Quality Manager, Allsteel Inc, Muscatine IA (HNI Corporation)

(February '10- February '11)

- Developed schedule for pre building sales mock up and major customer orders
- Helped improve sales mock up win percentage by 30%
- Team was responsible for \$325 thousand in cost avoidance in 2010
- Lead quality improvement events and maintained ISO certification
- Assign quality improvement projects to manufacturing quality engineers
- Travel to customer sites to assess quality in the field
- Lead three direct reports. One quality engineer and two quality facilitators

New Product Project Engineer, Allsteel Inc, Muscatine IA (HNI Corporation)

(September '08- February '10)

- Manufacturing Project Lead for DNA panel system introduced in December 2008
- Manufacturing Project Lead for Stride panel system introduced in October 2008
- Manufacturing Project Lead for Reach to DNA/Stride new storage unit introduced in March 2009
- Manufacturing Project Lead for Seek which received Gold for nesting chair
- Document quality issues and led RCI events to eliminate top issues
- Worked with area manufacturing engineers to set up new production cell layouts
- Travel to suppliers to ensure new machinery and parts meet print standards

Terrace Factory Group Lead, Allsteel Inc, Muscatine IA (HNI Corporation)

(June '06 – September '08)

Master Scheduler, Sonoco Corfflex Display & Packaging, Iowa City IA

(June '05 – June '06)

Production Supervisor, Sonoco Corfflex Display & Packaging, Iowa City, IA

(April '04 – June '05) Promoted to Supervisor

Line Coordinator, Corfflex Display & Packaging, Iowa City, IA

(June '03 – April '04)

EDUCATION

Bachelor of Arts, Coe College, Cedar Rapids, IA

Major: History Emphasis in Education

Graduation: May 2003

Completed Group Leadership Series, MRA, 2009

***Local Plan**

Documents included-

<https://www.dropbox.com/scl/fi/byxgtdwg7qgwu40a3mqgj/Draft-Local-Plan-12.28.23.docx?rlkey=89qdx29dvte2bj0q5jau99jq&dl=0>

Reason- The 4-year local plan must be posted for a 20 day public comment period prior to being submitted to the state on April 1.

The Local Plan has been reviewed in various sections by the committees and has incorporated partners feedback.

Action Requested- Approve Local Plan

***Strategic Plan**

Documents Included- Draft Strategic Plan and example of backend implementation plan tracking excel sheet.

Reason- This is the result of the stakeholder interviews and strategic planning session at the board annual training to outline our next 3 year goals.

Action Requested- Provide feedback and approve the plan for implementation July 1.



Mississippi Valley Workforce Development Board

STRATEGIC PLAN JULY 1, 2024 – JUNE 30, 2027

VISION STATEMENT

Create strong local economies by developing a future-ready workforce of skilled workers prepared to meet the needs of current and emerging industries.

Example of New vision Statements

Foster robust local economies through the cultivation of a forward-looking workforce, equipped with the skills necessary to address the demands of both existing and emerging industries

Empower vibrant local economies by nurturing a forward-thinking workforce, equipped with the essential skills to meet the needs of current and evolving industries.

MISSION STATEMENT

The MVWDB will achieve our vision through strengthening collaboration with local businesses and job seekers. We will improve access to our dedicated workforce partners through a fully integrated One-Stop Delivery system. Decisions will be data-driven to enhance our local economies and quality of life for our communities.

VALUES

Our Board and Committee Members have a huge impact on what we do in our workforce area as well as how we do it. Those involved with the MVWDB must understand the importance of adhering to MVWDB values and professional conduct during their time working with and for the MVWDB. We accomplish this by:

- Engaging in meaningful discussions with all MVWDB stakeholders.
- Fostering continuous improvement through collaboration and evaluation of relevant data and information.
- Nurturing strong partnerships through a respectful exchange of ideas and service-oriented, transparent, integrated policies and processes.
- Keeping the needs and success of our participants and businesses as the primary focus of our work with the MVWDB.

Commented [MS1]: It was suggested by a state partner that we re-evaluate our vision statement since Governor Reynolds has determined the future ready Iowa goal has been met.

STRATEGIC GOALS

GOAL 1: FISCAL SUSTAINABILITY AND GROWTH

Leverage nonprofit status to diversify funding streams, strengthen financial sustainability, and expand reach and impact to amplify and scale resources and assistance for workforce services while simultaneously streamlining administrative processes.

Action Plan

1. Prepare Administrative Infrastructure to Increase Efficiencies and Appeal to Outside Sources

- a. Conduct a comprehensive review of organizational information on GuideStar. Update and enhance profiles to meet platinum-level requirements. Regularly monitor and update information to maintain the platinum level.
- b. Identify and evaluate grant opportunities relevant to our mission and create a centralized grant database with detailed information on potential funding sources.
- c. Create standardized language for grant applications, including mission statements, program descriptions, and impact metrics. Tailor the boilerplate for specific grant opportunities while maintaining consistency in messaging.
- d. Craft a concise and compelling elevator pitch that encapsulates the organization's mission, impact, and unique value proposition.
- e. Create a template for a compelling ask letter, detailing the organization's goals and the impact of potential contributions. Customize the ask letter for various fundraising campaigns and initiatives.
- f. Conduct a thorough analysis of existing fiscal agent services and evaluate the feasibility of bringing these services in-house. Identify the necessary resources, technology, and expertise needed for a smooth transition.

2. Develop a comprehensive fundraising plan.

- a. Integrate a user-friendly "Donate" button on the website. Ensure the button is prominently displayed and links to a secure donation platform. Implement tracking mechanisms to monitor online donations.
- b. Develop a fund development plan encompassing a variety of funding streams to support initiatives and long-term sustainability.
- c. Research available grants and corporate giving programs and set SMART goals for revenue generation across channels that align with the mission and vision of MVWDB.
- d. Identify key board members with influence and expertise in the areas relevant to corporate social responsibility (CSR) and seek their support in championing CSR initiatives.
- e. Conduct a donor mapping exercise with Board Members championing CSR initiatives and identify potential donors to cultivate relationships with through personalized communication that aims to raise awareness about MVWDB's impact in the community to increase visibility in preparation for targeted asks.

3. Scale and Sustain Success

- a. Diversify funding over the next 3 years by 30% for more flexible programs and services. Identify and pursue a minimum of five new funding streams within the next program year
- b. Track key performance indicators (KPIs) related to financial sustainability and growth.
- c. Regularly evaluate the effectiveness of fundraising strategies and make adjustments as needed.

GOAL 2: JOB QUALITY

Implement collaborative strategies that elevate the standard of job quality within the MVWA by implementing strategic initiatives that enhance satisfaction and productivity for both employers and employees.

Action Plan

1. Assessment

- a. Develop and distribute comprehensive employer and employee surveys to assess current job quality.
- b. Conduct a gap analysis based on survey responses to identify areas of opportunity that could be developed across the region to enhance existing job quality standards.
- c. Track and measure progress towards achieving goals defined and share results with stakeholders monitoring the progress of the defined strategy.

2. Collaboration and Communication Strategy

- a. Develop a comprehensive communication strategy to inform and engage the community about the job quality initiative.
- b. Organize a Job Quality Conference to share insights, best practices, and strategies.
- c. Conduct workshops for employers and employees on enhancing job quality, addressing identified areas of improvement.
- d. Compile and disseminate educational resources for businesses, including toolkits, guides, and case studies promoting job quality standards.

3. Advancing Job Quality Standards

- a. Develop a structured curriculum focusing on job quality, encompassing relevant topics, strategies, and professional development for staff.
- b. Implement training sessions to ensure effective dissemination of Job Quality curriculum.
- c. Advocate for and support the adoption of a universal standard for job quality across the region.
- d. Implement a communication strategy to showcase success stories. Develop a recognition program to identify and spotlight businesses that align with locally defined job quality principles.
- e. Expand capacity and provide advanced one-on-one support to businesses through comprehensive training for Business Services staff on Job Quality.
- f. Establish clear career pathways for employees to advance within their roles and access quality jobs.

- g. Implement a system to collect and analyze job quality data for individuals exiting the program.
- i. Use exit data to refine program strategies and improve job quality outcomes.

GOAL 3 BOARD STRATEGY

Enhance the local workforce development board's impact on the workforce system by strategically optimizing its role and fostering active engagement to effectively meet the evolving needs of our communities.

Action Plan

1. Optimize Board Impact and Effectiveness

- a. Increase board meeting efficiency and strategic focus through executive summaries and prioritizing key agenda items.
- b. Establish a process for systematically collecting cheat sheets, incorporating tools and templates from businesses to disseminate best practices.
- c. Develop a comprehensive impact measurement strategy and report template across all programs, integrating core partner reports to assess system effectiveness.
- d. Enhance committee collaboration by defining roles, training, and establishing accountability measures.

2. Foster Stakeholder Engagement and Awareness

- a. Increase board and stakeholder buy-in and system alignment through regular in-service days.
- b. Elevate board visibility and influence in the community through strategic communication and engagement initiatives.
- c. Strategically fill board vacancies, ensuring diverse and skilled representation.
- d. Strengthen community relationships through active engagement in childcare discussions and advocacy.

3. Invest in Skills Development and Recognition

- a. Implement an Award Recognition Program to acknowledge and celebrate outstanding contributions and achievements from board members and Iowa *WORKS* system staff.
- b. Develop and launch an immersive board training program to increase skills and understanding of roles and responsibilities of board members.
- c. Deliver ongoing training to ensure alignment with organizational goals and enhancing the boards ability to accomplish strategic priorities and lead a high performance workforce system
- d. Establish an extensive onboarding initiative designed to provide thorough orientation and training for board staff, ensuring a comprehensive and well-rounded introduction to their roles and responsibilities within the organization.

GOAL 4 BUSINESS SERVICES

Enhance the goals of Business Services by promoting increased integration, elevating the quality of services delivered, and mitigating employer fatigue to ensure sustained and effective support for businesses in our workforce ecosystem.

Action Plan

1. Enhance Integration and Elevate Quality of Business Services

- a. Increase engagement with Chambers of Commerce and Economic Development entities, measured by regular meetings, joint initiatives and shared data.
- b. Increase administrative efficiencies and outreach through the implementation of technological solutions.
- c. Adopt a sector-based approach, focusing on key industries, resulting in improvements in communication and understanding of employer needs.
- d. Develop and implement a standardized soft skills curriculum aligned with local employer needs that results in employers reporting increased employee satisfaction rates of new employees who have participated in the training
- e. Provide incentives or grant reimbursements for translation services for businesses to facilitate communication and understanding for refugees.
- f. Offer Windmills modules as team-building activities for leadership within businesses.
- g. Enhance labor quality through structured pre-employment training programs, employer-endorsed training programs, Incumbent Worker Training, apprenticeship, and other Work-Based Learning programs.

2. Mitigate Employer Fatigue and Streamline Work-Based Learning

- a. Simplify the Work-Based Learning engagement process by creating standardized application materials and orientations, leading to and increase in program participation.
- b. Decrease the average Work-Based Learning program registration time through improved communication and streamlined processes within one year.
- c. Reduce redundancy in Work-Based Learning programs through collaboration with other providers, measured by shared resources and elimination of duplicate programs.
- d. Increase employer awareness of Work-Based Learning's transformative impact through regular webinars and success stories, leading to growth in program participation.

GOAL 5 SYSTEM INTEGRATION

Create a unified, accessible, and customer-centered workforce system that maximizes resources and outcomes through strong collaboration and streamlined processes, resulting in a system where partners can represent each other's programs, utilizing a customer centered, one-knock approach.

Action Plan

1. Structural Alignment and Shared Vision

- a. Improve communication across all programs from leadership to front-line staff ensuring everyone is working toward the same vision and goals.
- b. Facilitate an agreement among core partners on common priorities and establish mechanisms for mutual accountability across performance measures.
- c. Conduct integration training to equip staff with the skills and knowledge needed for effective collaboration and coordination.

- d. Foster regular communication and information sharing through cross-partner meetings and a shared communication platform.
 - e. Implement leadership and staff training programs to ensure alignment with the shared vision and goals.
- 2. Streamlined and Efficient System**
- a. Reduce duplication of services by mapping and aligning partner program offerings, including the creation of a “Partner at a Glance” resource directory.
 - b. Develop standardized approach to program eligibility and referral processes.
 - c. Develop standardized forms across partners to streamline processes and facilitate seamless information sharing.
 - d. Implement integrated technology solutions for data sharing and case management (e.g., systemwide adoption of IowaWORKS).
- 3. Collaborative Partnerships and Customer-Centric Focus**
- a. Develop joint training to equip staff with knowledge of each other’s programs, to ensure that all partner staff can confidently discuss each other's programs, thereby improving access in rural counties.
 - b. Implement integrated resource teams and shared greeting systems to provide comprehensive services at a single point of entry.
 - c. Establish cross-program hiring panels to promote collaboration and diversity in recruitment.
 - d. Prioritize customer service training for all partners, emphasizing the need for positive first impressions, empathy, accessibility, and human centered design, prioritizing the language needs of customers and service for people with differing abilities.
 - e. Coordinate with community nonprofits to create an essential services hub that addresses the broader needs of job seekers.

GOAL 6 OUTREACH

Enhance the accessibility, visibility and personalized connection of Iowa*WORKS* services in rural communities by showcasing success stories, tailoring outreach, promoting and delivering impactful services to meet the needs of diverse populations.

Action Plan

- 1. Expand and Streamline Access to Services:**
- a. Develop and implement plans to expand electronic and virtual services in rural counties, ensuring equitable access to resources.
 - b. Develop the board website to include a comprehensive list of partner services, accompanied by a self-referral form routed to the appropriate program for streamlined access.
 - c. Provide targeted digital literacy training in rural communities.
 - d. Partner with local libraries and community centers to offer internet access and support.
- 2. Elevate Visibility and Value Proposition**

- a. Increase the visibility of programs and services within the community by crafting a clearly defined value proposition that articulates the benefits and impact of the initiatives.
 - b. Utilize multiple communication channels for outreach, including local media, social media and printed materials.
 - c. Organize community events and workshops showcasing program offerings and success stories.
- 3. Personalize Outreach and Connection**
- a. Conduct data-driven analysis to identify and understand the needs of diverse populations.
 - b. Establish stakeholder groups and specialized outreach teams targeting specific demographics.
 - c. Develop culturally-sensitive and tailored outreach message for each target population.
 - d. Feature diverse success stories that resonate with specific communities by showcasing success stories of individuals who choose to remain and thrive after graduating, emphasizing their journey of pursuing passion and skills.
- 4. Showcase Career Pathways and Success**
- a. Develop and promote clear career pathways showcasing high-demand jobs in rural areas.
 - b. Feature success stories highlighting individuals who found thriving careers through IowaWORKS services.
- 5. Measure and Refine Efforts**
- a. Conduct regular marketing and outreach reviews to assess the effectiveness of outreach efforts.
 - b. Refine messaging and channels based on data-driven insights.
 - c. Implement and track ROI calculations for all marketing and outreach activities.

GOAL 7 YOUTH SERVICES

Amplify our impact and commitment by significantly elevating the availability and quality of our youth services, while positively increasing the quality of youth for employment.

Action Plan

- 1. Increase Youth Participation and Engagement**
- a. Increase youth program enrollment by implementing targeted outreach campaigns aligning with youth aspirations and showcasing success stories that highlight the role of Accelerate Iowa in their success.
 - b. Communicate with youth through their preferred platforms, employing text campaigns for increased engagement.
 - c. Secure Work-Based Learning intermediary status for high schools to streamline access to programs and simplify procedures.
 - d. Develop and implement a comprehensive parent engagement strategy, reaching parents and families with information about post-high school opportunities.

- e. Adapt enrollment and placement processes to meet youth where they are, emphasizing consistent presence and relationship development.
- f. Launch a career exploration program for younger youth to expand awareness of diverse career options.

2. Enhance Youth Skill Development and Workforce Preparedness

- a. Increase youth placement rates in quality jobs through enhanced enrollment and placement processes, focusing on relationship building and continuous support.
- b. Maximize the use of innovative technology, such as VR-based learning modules to enhance engagement and career exploration efforts.
- c. Increase participation in Registered Apprenticeship through targeted outreach and partnership building with relevant industries.
- d. Expand youth mentoring programs, providing additional support and guidance for career navigation.

3. Continuously Measure and Improve Program Effectiveness

- a. Develop and implement a comprehensive feedback system across all program touchpoints to gather data on youth satisfaction, program effectiveness and areas of improvement.
- b. Analyze feedback data quarterly and implement program adjustments based on findings.
- c. Publish reports highlighting program achievements, youth success stories and areas of progress towards strategic goals.

GOAL 1: FISCAL SUSTAINABILITY AND GROWTH

Leverage nonprofit status to diversify funding streams, strengthen financial sustainability, and expand reach and impact to amplify and scale resources and assistance for workforce services while simultaneously streamlining administrative processes.

Owner
Total Budget
Committee

Action Plan	Parties Involved	Budget	Begin date	End Date	Performance Metrics	Status
1. Prepare Administrative Infrastructure to Increase Efficiencies and Appeal to Outside Sources						
<p>a. Conduct a comprehensive review of organizational information on GuideStar. Update and enhance profiles to meet platinum-level requirements. Regularly monitor and update information to maintain the platinum level.</p> <p>b. Identify and evaluate grant opportunities relevant to our mission and create a centralized grant database with detailed information on potential funding sources.</p> <p>c. Create standardized language for grant applications, including mission statements, program descriptions, and impact metrics. Tailor the boilerplate for specific grant opportunities while maintaining consistency in messaging.</p> <p>d. Craft a concise and compelling elevator pitch that encapsulates the organization's mission, impact, and unique value proposition.</p> <p>e. Create a template for a compelling ask letter, detailing the organization's goals and the impact of potential contributions. Customize the ask letter for various fundraising campaigns and initiatives.</p> <p>Conduct a thorough analysis of existing fiscal agent services and evaluate the feasibility of bringing these services in-house. Identify the necessary resources, technology, and expertise needed for a smooth transition .</p>						
2. Develop a comprehensive fundraising plan.						
<p>a. Develop a fund development plan encompassing a variety of funding streams to support initiatives and long-term sustainability.</p> <p>b. Integrate a user-friendly "Donate" button on the website. Ensure the button is prominently displayed and links to a secure donation platform. Implement tracking mechanisms to monitor online donations.</p> <p>c. Research available grants and corporate giving programs and set SMART goals for revenue generation across channels that align with the mission and vision of MVWDB.</p> <p>d. Identify key board members with influence and expertise in the areas relevant to corporate social responsibility (CSR) and seek their support in championing CSR initiatives.</p> <p>e. Conduct a donor mapping exercise with Board Members championing CSR initiatives and identify potential donors to cultivate relationships with through personalized communication that aims to raise awareness about MVWDB's impact in the community to increase visibility in preparation for targeted asks.</p>						
3. Scale and Sustain Success						
<p>a. Diversify funding over the next 3 years by 30% for more flexible programs and services. Identify and pursue a minimum of five new funding streams within the next program year</p> <p>b. Track key performance indicators (KPIs) related to financial sustainability and growth.</p> <p>c. Regularly evaluate the effectiveness of fundraising strategies and make adjustments as needed.</p> <p>d. Share impact stories and testimonials to demonstrate the value to the fund development strategy.</p>						

***RFP Recommendation**

Documents Included- None

Reason- The RFP closed on February 14th, the RFP committees' met and scored the proposals and have been approved by the board.

Action Requested- Approve RDP committees' recommendation for the Adult/DW, Youth and One Stop Operator contracts.

Financing - No Document

Board Staff Update



Mississippi Valley Workforce Development Board

Board Staff Report

Prepared for February 26th, 2024, Full Board Meeting

Updates

- Memorandum of Understanding and Infrastructure Funding Agreement
- Workforce Communities of Action
- Family and Worker Fund Funding Request
- PY24 Funding Allocation
- Iowa*WORKS* Mobile Unit
- One Stop Operator Monitoring
- NAWB Presentations
- Phalanx
- Job Quality Academy
- Refugee Events
- Competency Models

Upcoming Activities

- April 4-5 Iowa Workforce Development is holding the statewide Sector Partnership training
- Be on the look out for a survey to start planning our June board training
- We will also be sending out polls on preferences for meeting frequency, time and structure for the upcoming program year

Executive Committee Update



Mississippi Valley Workforce Development Board

Board Report for CEO Meeting February 20, 2024

Board Approvals

- New Gift Acceptance Policy
- New Program Income Policy
- New in-Demand industry Policy
- New Whistleblower Policy
- New Outreach Policy
- *Revised* Board Member and Committee Member Policy
- Modifications to the Retrain & Retain Grant policy
- Q1, and Q2 One Stop Operator Key Performance Indicator Report
- PY22 Annual Report
- Updated Ticket to Work Budget
- Transfer request in the amount of \$50,000 from the DW funding stream to the Adult
- Expected levels of performance for PY24 and PY25 for the local plan for Adult Dislocated Worker, and Youth programs. Proposing the same level as PY23
- Budgets that included the FY24 funding for the Adult and DW programs.
- RFP's for release.

Highlights:

- Still looking into hired and non-owned auto coverage to cover board staff.
- Louise Butherus has started as the new Communications Assistant.
- The fiscal agent committed to filing the annual Form 990 paperwork but did not do so by the deadline nor did they respond to email communications, causing the board's 501(c)3 status to be automatically revoked. Swafford filed the necessary forms, and the board has been reinstated as a 501(c)3 nonprofit organization.
- Retrain & Retain grant application in the amount of \$10,000 for Hahn Ready Mix.
- Retrain & Retain grant application in the amount of \$7,300 for Allied Valve
- Retrain & Retain Grant to Michelle's Vocational Placement \$3,800,
- Retrain & Retain Grant to Titan Machinery 3,600.
There were 13 hiring events hosted in November, December, and January which were attended by 348 job seekers. Most notable was Hire Talent Tuesday which went on the road to Fort Madison and saw 98 job seekers and 26 employers despite poor weather .
- The You Choose career exploration event was hosted in Clinton on October 4, 2023 and was attended by 76 youth. In addition to the Virtual Reality headsets, there were simulators for CDL, Welding, Engineering, and Construction, as well as employee ambassadors from other companies. Grow Clinton partnered to fund pizza and beverages for attendees.
- The governor has applied for a waiver which would allow for 50% of funding be spent on

In-School Youth and 50% of Out-of-School Youth, rather than the current ratio of 75/25.

- As part of our outreach strategy, we viewed a demo called Engage by Cell, a texting platform geared towards bettering the way we engage with our youth participants.
- National Disability Employment Awareness Month event was hosted in Burlington and was attended by 17 employers.
- Davenport is hosting a Leap into Inclusion event at the AJC that will provide employers with resource tables, an employer/participant panel, and a Windmills module on February 29th.
- ADA Assessments have been completed for both centers.

Invoices Paid

One Stop Operator invoices

- July \$7,555.63
- August \$8,251.75
- September \$9,677.45
- October - 8,438.67
- November - 7,626.85
- December - 7,813.01

Adult program invoices

- July \$51,393.76
- August \$59,764.20
- September \$57,150.77
- October -60,679.20
- November - 42,961.72
- December - 42,358.98

Dislocated Worker program invoices

- July \$41,334.98
- August \$46,220.90
- September \$44,522.82
- October - 36,543.23
- November - 48,507.15
- December - 37,860.37

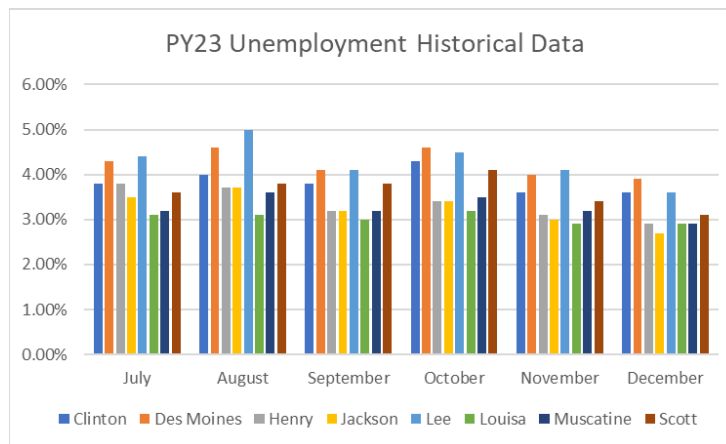
Youth program invoices

- July \$93,940.05
- August \$119,425.88
- September \$100,853.06
- October - 111,715.20
- November - 106,242.17
- December - 90,377.08

Fiscal Agent invoices

- July \$4,885.00
- August \$4,859.00
- September \$4,246.00
- October - 3,984.00
- November - 4,366.00
- December - 4,046.00

County	August	September	October	November	December	January
Clinton	4.00%	3.80%	4.30%	3.60%	3.60%	
Des Moines	4.60%	4.10%	4.60%	4.00%	3.90%	
Henry	3.70%	3.20%	3.40%	3.10%	2.90%	
Jackson	3.70%	3.20%	3.40%	3.00%	2.70%	
Lee	5.00%	4.10%	4.50%	4.10%	3.60%	
Louisa	3.10%	3.00%	3.20%	2.90%	2.90%	
Muscatine	3.60%	3.20%	3.50%	3.20%	2.90%	
Scott	3.80%	3.80%	4.10%	3.40%	3.10%	



	23-Aug		23-Sep		23-Oct		23-Nov		23-Dec	
County	In Labor Force	Unemployed	In Labor Force	Unemployed	In Labor Force	Unemployed	In Labor Force	Unemployed	In Labor Force	Unemployed
Clinton	22400	890	22520	850	22530	970	22330	810	22000	800
Des Moines	18320	840	18040	740	18010	830	17820	720	17640	700
Henry	9370	350	9470	300	9490	320	9340	290	9220	260
Jackson	10,750	390	10690	350	10660	360	10500	310	10380	280
Lee	14520	730	14490	600	14430	650	14270	580	14070	500
Louisa	5990	190	6010	180	5980	190	5830	170	5790	170
Muscatine	20830	740	20770	670	20590	720	20300	640	20100	580
Scott	89340	3350	89860	3400	89170	3660	88610	3040	87060	2660