



# Mississippi Valley Workforce Development Board

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## Executive Committee Agenda

Tuesday, January 10, 2023, at 5:00 p.m.

Join Zoom Meeting

<https://us02web.zoom.us/j/89984623069?pwd=NDVsVzN4bzN5anRpUExrVG5PcmV0dz09>

Meeting ID: 899 8462 3069      Passcode: 899588

One tap mobile: <tel:+13126266799>.,89984623069

Called to Order	Dennis Duke
Roll Call	Mandy Tripp
*Excused Absences	Dennis Duke
*Approval of Agenda	Dennis Duke
*Approval of Previous Minutes	Dennis Duke

### Standing Committee Reports

Finance Committee Report (page 7)	Lori Bassow
Operations Committee Report (page 9)	Matthew Nicol
Business Services Committee Update	Andrea Taylor

### New Business

*Q1 OSO KPI Report (page 12)	Mandy Tripp
*Review OSO KPI Schedule (pages 17, 22)	Miranda Swafford
*New OSC Team Member (page 27)	Miranda Swafford
*Self Sufficiency Policy Modification (page 29)	Matthew Nicol
*Amplified Digital Contract	Matthew Nicol
*Fraud and Incident Reporting Policy (page 40)	Miranda Swafford
Review ADA Accessibility Progress (page 44)	Cindy Whalen
Board Survey Results (page 46)	Andrea Taylor
Culture Survey Results (page 51)	Andrea Taylor
Other Business	
Public Comment	
Adjourn	Dennis Duke

\*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 Andrea Taylor at [associate@mississippivalleyworkforce.org](mailto:associate@mississippivalleyworkforce.org) or at 1-844-967-5365 option 2.



# Mississippi Valley Workforce Development Board

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## Executive Committee Meeting Minutes

Tuesday, December 6, 2022, at 5:00 p.m.

**Members Present:** Dennis Duke, Lori Bassow, Jacob Nye, and Cindy Whalen

**Members Absent:** Mathew Nicol, Kirby Phillips

**CEOs Present:** Jack Willey

**Staff Present:** Miranda Swafford, Executive Director, Andrea Taylor, Associate Director and Mandy Tripp, Executive Assistant

### **CALLED TO ORDER**

Duke called the meeting to order at 5:00 p.m.

### **QUORUM**

The committee had a quorum to conduct business.

### **EXCUSED ABSENCES**

Nye made a motion to approve Phillips and Nicol's absences, seconded by Whalen, the motion carried.

### **APPROVAL OF AGENDA**

Nye made a motion to accept the agenda as presented, seconded by Whalen, and the motion carried.

### **APPROVAL OF MINUTES**

Bassow made a motion to approve the previous meeting minutes, seconded by Nye, and the motion carried.

## **COMMITTEE REPORTS**

### **FINANCE COMMITTEE**

Bassow advised there are no issues with the invoices, and we are on track for spending. Swafford added that the Rapid Response Funds request has been approved for \$10,000, but a contract has not been received yet from IWD.

## **NEW BUSINESS**

### **\*MODIFICATION TJB POLICY**

Swafford advised the only information changed in this policy modification was to remove the monitoring language and move it to the local monitoring policy. Bassow made a motion to approve the modification to the policy, seconded by Nye, and the motion carried.

### **\*MODIFICATION WEP POLICY**

Swafford advised the only information changed in this policy modification was to remove the monitoring language and put it in the local monitoring policy. Nye made a motion to approve the modification to the policy, seconded by Whalen, and the motion carried.

### **\*MONITORING POLICY MODIFICATION**

Swafford advised the only change to the monitoring policy was adding one statement required by the state that we will provide the monitoring report to the service provider within 30 days. The monitoring policy also had the monitoring process section removed and is it now its own document. Nye made a motion to approve the policy, seconded by Bassow, and the motion carried.

### **\*YOUTH SPACE UPDATE**

Swafford advised a waiver has been approved by IWD to have a separate youth space at the mall. Equus was looking for an alternative and have not been able to find adequate space. After some discussion, it was determined that before any approval will be made Equus will need to submit a proposal with more information including the purpose of the space, detailed outreach strategy, current enrollments, past enrollments, future predicted enrollments, the overall cost of the space, length of lease, how they will monitor the return on investment and the hours of operations for the youth space. Nye made a motion to table the topic until we have more information, seconded by Bassow, and the motion was carried.

### **\*LOGO OPTIONS**

Tripp presented the logo options that were also presented at the core partner meeting and discussed the desire to add our local workforce area to the logos that are required to distinguish our area from others and state-specific events. Tripp advised which of the 3 logos the Core Partners liked and discussion over the logos took place with the option of the MVWA bolded in black being chosen by all members of the committee as the top choice. Nye made a motion to approve the logo option chosen by the committee members, seconded by Whalen and the motion carried.

### **\*LICENSE SCREENING POLICY**

Swafford presented the policy that was developed for screening CDL participants to ensure they will be employable after they complete the training. Swafford advised she spoke with EICC and developed this policy based on the same criteria they use to screen their participants. Nye made a motion to accept the policy, seconded by Whalen and the motion carried.

### **\*IOWAWORKS CULTURAL ANALYSIS**

Taylor advised about some workplace issues that were brought to the board staff's attention regarding some staff issues in the centers. A survey was created and presented to the Core Partners on 11/30/22. Swafford advised meetings have been held with Linda Rouse from IWD as well as Cherisa Price-Wells from Equus regarding some team building and leadership training that may be needed. The survey just went out on Monday, but so far 48 have responded with a top issue being communication between programs. Bassow advised she did not agree with the board doing this since it is not the board's job to do management functions that should be done by IWD or by Equus. Swafford clarified that the purpose of the survey was not for the board to deal with individual staff issues but to rather identify systemwide challenges that could possibly be addressed by the One Stop Operator or through leadership training or professional development opportunities for front line staff. After a lengthy discussion, a motion was made by Bassow to table this topic until we have the results of the survey and more information to decide on how to proceed, seconded by Nye, and the motion to table the topic was carried.

### **SUBRECIPIENT UPDATE**

Swafford provided the latest update on the subrecipient topic. IWD requires the CEOs have a subrecipient selected by 2/28/23 and in place by 7/1/23. The hope is that Muscatine County will agree to be the subrecipient with a backup of Clinton County if Muscatine declines. The latest update from IWD was that the subrecipient can contract out the fiscal agent services to CIJDC if the CEOs choose that option.

### **BOARD NEWSLETTER/MEETINGS**

Swafford discussed the idea of a quarterly newsletter to replace the standing reports in the full board meeting to streamline the meetings. Duke suggested we try it and see how it goes and everyone was in agreement.

### **STAFF UPDATES**

Swafford advised the Lee County Project rewrite is completed and will be submitted on Friday. Taylor advised the Business Service Committee conflict of interests and member forms have been sent out as well as a Doodle Poll to schedule the date/time of the first Business Service Committee meeting in January.

### **OTHER BUSINESS**

There was no other business.

### **PUBLIC COMMENT**

Jack Willey advised he will be retiring on 12/31/22 and this will be his last meeting as CLEO. Jack said he has enjoyed working on this committee. Jack expressed his interest in joining another committee that has an opening to serve as a committee member.

### **ADJOURN**

Nye made a motion to adjourn, seconded by Whalen, the motion carried, and Duke adjourned the meeting at 6:03 p.m.

# Finance Committee Report

**WIOA Financial Report**  
**Expenditures Through 11/30/2022 (Approximately 41.7% through Program Year)**

Stream	Expended	% of Total		Funds That End	
		Available	Spent	Total Available	Remaining Balance 6/30/2023
Admin	\$124,374.29	25.22%		493,239.02	\$368,864.73
Adult	\$424,492.08	35.19%		1,206,299.97	\$781,807.89
Dislocated Worker	\$329,689.11	38.71%		851,657.99	\$521,968.88
Youth	\$509,294.16	26.40%		1,929,200.47	\$1,919,704.82
Nat. DW Grant	\$9,495.65	4.06%		234,163.40	-\$275,130.76
<b>Total</b>	<b>\$1,387,849.64</b>			<b>4,714,560.85</b>	<b>\$3,317,215.56</b>

Equus Program Expenditure Updates through 9/30/2022

Adult	Budgeted	% of Total	Actual to Date	% of Total Spent
Total P&O	558,632.02	54.07%	165,896.42	44.29%
Total Participant	474,445.46	45.93%	208,697.44	55.71%
<b>Total</b>	<b>\$ 1,033,077.48</b>	<b>100.00%</b>	<b>\$ 374,593.86</b>	<b>100.00%</b>

DW	Budgeted	% of Total	Actual to Date	% of Total Spent
Total P&O	439,513.28	64.78%	\$ 179,231.79	63.76%
Total Participant	238,922.21	35.22%	\$ 101,881.26	36.24%
<b>Total</b>	<b>\$ 678,435.49</b>	<b>100.00%</b>	<b>\$ 281,113.05</b>	<b>100.00%</b>

Youth	Budgeted	% of Total	Actual to Date	% of Total Spent
Total P&O	1180830.72	66.36%	405443.37	88.83%
Total Participant	598547.16	33.64%	50980.91	11.17%
<b>Total</b>	<b>\$1,779,377.88</b>	<b>100.00%</b>	<b>\$ 456,424.28</b>	<b>100.00%</b>

WEP	Required to Date	Actual	% Met	% Required
	\$131,813.29	\$ 79,781.50	15.67%	20%

# Operations Committee Report





## Mississippi Valley Workforce Development Board

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### **Operations Committee Meeting Report Prepared for January 10, 2023 Executive Committee Meeting**

#### **Committee Highlights**

- Approved the Self-Sufficiency Policy Modification
  - Due to inflation and change in current wages, the previous policy was outdated.
  - Used current LLSI information as well as current public assistance thresholds including SNAP, HUD, Childcare Assistance, and Weatherization.
  - Approved setting the amounts to 225% of the LLSI for a family of 1, 200% for a family of 2, and 150% for a family of 3 or more.
- A poll was sent out for the next in-person meeting which will be February 8, 2023, in Muscatine.

#### **One Stop Operator Report Review**

- Burlington averaged 31 visitors per day in November. Davenport had an average of 68 visitors per day in November.
- Facebook total reach in Davenport was 14,175 in November. Burlington's Facebook total reach was 28,888 in November.
- Customer satisfaction was 85.1% in November and the complaints remain consistent with the IowaWORKS system being difficult to navigate and trouble reaching a person for phone assistance.

#### **Adult/DW/RR Report**

- November had 3 Enrollments in Adult, 0 in Dislocated Worker and 0 NDWG.
- 2 participants entered occupational skills training and 2 WBL
- Rapid response has been focused on West Liberty Foods who started their initial layoffs in December.
- Legacy in Action reports 97% customer satisfaction rate
- Current challenge is EICC renamed some of the credentials, which no longer match the Eligible Training Provider List, making it difficult to pay for them when they do not match the list exactly.

#### **Title III Review**

- Burlington office served 517 distinct users in November with Davenport serving 832
- There were 95 Title III enrollments in November for Burlington and 137 for Davenport

# Business Services Committee Report

# \*Q1 OSO KPI Report



## Mississippi Valley Workforce Development Board

### One-Stop Operator Key Performance Indicator Report

**Executive Committee Meeting Date:** \_\_\_\_\_ **Period of Performance:** 09/15/22-12/31/22

The determination of whether or not one-stop operator performance measures have been met will be made on a quarterly basis by the executive committee. To be determined to have satisfactory performance, the sub-recipient must show satisfactory progress in 11 of the 13 measures shown below as determined by the executive committee at the January, April, July, and October 2022 meetings.

Key Performance Indicators	Y or N	One-Stop Operator Comments
<p>1. Document at least 5 hours of quarterly learning partner programs.</p>		<ul style="list-style-type: none"> <li>• 10/05/22 Assistive Technology Easter Seals/IVRS 0.75 hours</li> <li>• 10/12/22 O-NET 1.0 hours</li> <li>• 10/14/22 WIOA Performance Indicators 1.0 hours</li> <li>• 12/09/22 IWD AJC 101 0.5 hours</li> <li>• 12/15/22 IWD Registered Apprenticeships 0.5 hours</li> <li>• 12/28/22 IWD AJC Shared Documents training 1.0 hours</li> <li>• 12/28/22 IWD Healthcare Hiring presentation 0.3 hours</li> </ul>
<p>2. Coordinate 3 core partner meetings quarterly and 1 required partner meeting quarterly to discuss ways to reach common goals (i.e., performance, financial, customer satisfaction), leverage resources across partner organizations, discuss programmatic and financial issues faced by the partners as well as any misunderstandings that may exist between participating partners (troubleshooting of issues), and share details on flagship programs, events, and initiatives.</p>		<p>Core Partner Meetings:</p> <ul style="list-style-type: none"> <li>• 9/20/22</li> <li>• 10/25/22</li> <li>• 11/30/22</li> <li>• 12/20/22</li> </ul> <p>Required Partner Meetings:</p> <ul style="list-style-type: none"> <li>• 11/01/22</li> </ul>
<p>3. Assist the board with ensuring that the Memorandum of Understanding and all Attachments with all one-stop</p>		<p>I worked closely with the board to ensure alignment of partner activities with the MOU and its attachments, particularly Attachment E (Accessibility); this most recent quarter I provided training on Assistive Technology and Accessibility.</p>

<p>partners are executed, and adhered to by all parties, as well as tracking completion, updates, and the expiration of activities outlined.</p>		
<p>4. Coordinate a minimum of 2 cross-training activities for center staff each quarter and two in-person in-service days each program year.</p>		<ul style="list-style-type: none"> <li>• Deaf And Hard of Hearing webinar 10/31/22</li> <li>• DOL Substance Abuse Disorder 12/15/22</li> <li>• World Relief Presentation 12/21/22</li> </ul>
<p>5. Maintain a customer satisfaction survey of at least 85% and provide updates regarding issues pertaining to customer complaints that are substantive to the required partners operating in the comprehensive, affiliate, and satellite One-Stop Centers. rate of 85%</p>		<p>September 95.2%</p> <p>October 69.0%</p> <p>November 85.1%</p> <p>December 85.7%</p>
<p>6. Assist the board to incorporate an integrated and aligned business services strategy among one-stop center partners to present a unified voice for the one-stop center in its communications with employers.</p>		<p>I have worked with MVWDB staff, local leadership, and local Business Services Teams to introduce the newly adopted Business Service Plan and provide guidance regarding the BSTs roles and responsibilities within the system. I am responsible for the scheduling, agenda, and convening of BST meetings every other week in Burlington and Davenport.</p>
<p>7. Collaborate on and oversee the center’s Wednesday morning meetings and manage meeting spaces, maintain the schedule, and resolve conflicts related to the use of the rooms.</p>		<p>I worked closely with the Title III Operations Managers in Burlington and Davenport to align our Wednesday morning meeting schedules and served on the “Wednesday Morning Meeting” statewide committee to coordinate when trainings would be local and when they would be statewide.</p>

<p>8. Visit the Davenport center in person at least nine times quarterly.</p>		<ul style="list-style-type: none"> <li>• 09/19/22</li> <li>• 09/28/22</li> <li>• 10/11/22</li> <li>• 10/26/22</li> <li>• 11/07/22</li> <li>• 11/09/22</li> <li>• 12/06/22</li> <li>• 12/07/22</li> <li>• 12/21/22</li> </ul>
<p>9. Review and update IowaWORKS Standard Operating Procedures Guide to reflect new SOPs, local-level policies, and structure, including local core partner's values/vision/mission.</p>		<p>I worked with the Core Partners to create a Vision/Mission statement. This document went through multiple revisions through the course of a few months before it was finally approved by the Core Partners.</p>
<p>10. Assist the board in meeting One Stop Certification standards by completing required activities including but not limited to the creation of a communication plan, center organizational chart, training, and other tasks identified during the assessment and evaluation process.</p>		<p>I have completed a draft Organization chart and Communication Plan, and provided documentation in support of One-Stop Certification. I have worked with center leadership and MVWDB staff and members to plan the activities of the One-Stop Evaluation Teams.</p>
<p>11. Submit monthly reports (including referrals, VOS numbers, hiring events, workshops, social media reach, # of business services provided, and updates from Business Services Team meetings) to the board and CEOs and attend committee meetings to present and review reports.</p>		<p>I have created and presented monthly PowerPoint reports for the CEOs and Operations Committees, as well as the Finance Committee. I have also worked closely with MVWDB staff to ensure there is no interruption in the preparation and presentation of these reports following my departure.</p>

<p>12. Implement strategies to improve information sharing among partner programs and relationship-building activities to assist in the integration of one-stop partner programs to include but not limited to a quarterly Newsletter for distribution to partners and the public, including the collection of relevant information, development of the newsletter, maintenance of the recipient list and distribution.</p>		<p>In addition to coordinating Core and Required Partner meetings, I regularly share updates on new board policies and initiatives, acting as the central point of contact for information that the partners and board staff wish to share.</p>
<p>13. Meet with the executive director on a weekly basis.</p>		<p>I have a standing meeting on my calendar with the MVWDB Executive Director every Friday afternoon. During these meetings we discuss progress and future plans.</p>

**Board Chair Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**\*OSO KPI Schedule** (Page 17)

**Proposed Amendments** (Page 22)



**Exhibit C**  
**One Stop Operator**  
**Key Performance Indicators**

One-stop operators are expected to meet key performance indicators and report out indicators on a quarterly basis. The determination of Contract extensions will be based on meeting the key performance indicators during the Contract period as determined by the executive committee. To be determined to have satisfactory performance, the sub-recipient(s) must show satisfactory progress in 80% of the measures shown below.

**Period 1 Performance:**

Performance will be evaluated at the January 2023 executive committee meeting  
The One stop operator's quarterly report should be completed and emailed to the MVWDB executive director no later than January 5, 2023.

**Period 2 Performance:**

Performance will be evaluated at the April 2023 executive committee meeting.  
The One stop operator's quarterly report should be completed and emailed to the MVWDB executive director no later than April 5, 2023.

**Period 3 Performance:**

Performance will be evaluated at the July 2023 executive committee meeting.  
The One stop operator's quarterly report should be completed and emailed to the MVWDB executive director no later than July 5, 2023.

**Quarter 1 KPI's (13)**

1. Document at least 5 hours quarterly learning partner programs.
2. Coordinate 3 core partner meetings quarterly and 1 required partner meeting quarterly to discuss ways to reach common goals (i.e., performance, financial, customer satisfaction), leverage resources across partner organizations, discuss programmatic and financial issues faced by the partners as well as any misunderstandings that may exist between participating partners (troubleshooting of issues), and share details on flagship programs, events, and initiatives.
3. Assist the board with ensuring that the Memorandum of Understanding and all Attachments with all one-stop partners is executed, adhered to by all parties, as well as tracking completion, updates and expiration of activities outlined.
4. Implement strategies to improve information sharing among partner programs and relationship building activities to assist in the integration of one-stop partner programs to include but not limited to a quarterly Newsletter for distribution to partners and public, including collection of relevant information, development of the newsletter, maintenance of the recipient list and distribution.
5. Coordinate a minimum of 2 cross training activities for center staff each quarter and two in-person in-service days each program year.

6. Maintain a customer satisfaction survey of at least 85% and provide updates regarding issues pertaining to customer complaints that are substantive to the required partners operating in the comprehensive, affiliate, and satellite One-Stop Centers. rate of 85%
7. Assist the board to incorporate an integrate and aligned business services strategy among one-stop center partners to present a unified voice for the one-stop center in its communications with employers.
8. Collaborate on and oversee the center Wednesday morning meetings and manage meeting spaces, maintain the schedule and resolve conflicts related to use of the rooms.
9. Visit the Davenport center in-person at least nine times quarterly.
10. Review and update IowaWORKS Standard Operating Procedures Guide to reflect new SOPs, local level policies and structure, including local core partner's values/vision/mission.
11. Assist the board in meeting One Stop Certification standards by completing required activities to include but not limited to creation of a communication plan, center organizational chart, trainings and other tasks identified during the assessment and evaluation process.
12. Submit monthly reports (including referrals, VOS numbers, hiring events, workshops, social media reach, # of business services provided and updates from Business Services Team meetings) to the board and CEOs and attend committee meetings to present and review reports.
13. Meet with the executive director on a weekly basis.

Commented [MS1]: Q1 is already completed.

#### Quarter 2 KPI's ~~(15)~~

1. Document at least 5 hours quarterly learning partner programs.
2. Coordinate 3 core partner meetings quarterly and 1 required partner meeting quarterly to discuss ways to reach common goals (i.e., performance, financial, customer satisfaction), leverage resources across partner organizations, discuss programmatic and financial issues faced by the partners as well as any misunderstandings that may exist between participating partners (troubleshooting of issues), and share details on flagship programs, events, and initiatives.
3. Assist the board with ensuring that the Memorandum of Understanding and all Attachments with all one-stop partners is executed, adhered to by all parties, as well as tracking completion, updates and expiration of activities outlined. Systems and tools should be developed to show progress toward goals.
4. Implement strategies to improve information sharing among partner programs and relationship building activities to assist in the integration of one-stop partner programs to include but not limited to a quarterly Newsletter for distribution to partners and public, including collection of relevant information, development of the newsletter, maintenance of the recipient list and distribution.
5. Develop strategies for increasing normal daily communication between center programs and process for distribution of center updates to all staff.

~~5-6.~~ Coordinate a minimum of ~~2-4~~ cross training activities for center staff each quarter and two in-person in-service days each program year.

~~6-7.~~ Maintain a customer satisfaction survey of at least 85% and provide updates regarding issues pertaining to customer complaints that are substantive to the required partners operating in the comprehensive, affiliate, and satellite One-Stop Centers. ~~rate of 85%~~

~~7.~~ Assist the board to incorporate an integrate and aligned business services strategy among one-stop center partners to present a unified voice for the one-stop center in its communications with employers.

~~8-9.~~ Collaborate on and oversee the center Wednesday morning meetings and manage meeting spaces, maintain the schedule and resolve conflicts related to use of the rooms.

~~9-10.~~ Visit the Davenport-Burlington center in-person at least nine times quarterly.

~~10.~~ Assist the board in meeting One Stop Certification standards by completing required activities to include but not limited to creation of a communication plan, center organizational chart, trainings and other tasks identified during the assessment and evaluation process.

~~11.~~ Recommend and implement continuous improvement activities as it relates to biannual One Stop Certification processes.

~~11-12.~~ Submit monthly reports (including referrals, VOS numbers, hiring events, workshops, social media reach, # of business services provided ~~and updates from Business Services Team meetings~~) to the board and CEOs and attend committee meetings to present and review reports.

~~12-13.~~ Meet with the executive director on a weekly basis.

~~13-14.~~ Participate in the boards social media strategy by gathering information from partners, scheduling meetings, posting for partners without access to the platforms, and develop outreach strategy for center partners as outlined in the MOU and MVWDB Branding Guide once developed ~~and as described in the MOU.~~

~~14.~~ ~~15.~~ Develop, implement, manage, track and oversee a business customer satisfaction program to allow for informed business decisions while maintaining a satisfaction

~~16.~~ Coordinate quarterly Unified Business Services Meetings as outlined in the MOU, including identifying and scheduling guest speakers, creating the agenda, communicating effectively to maintain partner participation; lead the meetings with a goal toward consensus building; complete tasks assigned at meetings and/or follow up as necessary.

~~15.~~ Complete center Equal Opportunity Officer activities as directed by the EOO officer.

### Quarter 3 KPI's (+6)

1. Document at least 5 hours quarterly learning partner programs.
2. Coordinate 3 core partner meetings quarterly and 1 required partner meeting quarterly to discuss ways to reach common goals (i.e., performance, financial, customer satisfaction), leverage resources across partner organizations, discuss programmatic and financial issues faced by the partners as well as any misunderstandings that may exist between

participating partners (troubleshooting of issues), and share details on flagship programs, events, and initiatives.

3. Assist the board with ensuring that the Memorandum of Understanding and all Attachments with all one-stop partners is executed, adhered to by all parties, as well as tracking completion, updates and expiration of activities outlined.
4. Implement strategies to improve information sharing among partner programs and relationship building activities to assist in the integration of one-stop partner programs to include but not limited to a quarterly Newsletter for distribution to partners and public, including collection of relevant information, development of the newsletter, maintenance of the recipient list and distribution.
5. Develop strategies for increasing normal daily communication between center programs and process for distribution of center updates to all staff.
- 5-6. Coordinate a minimum of 2-4 cross training activities for center staff each quarter and two in-person in-service days each program year.
- 6-7. Maintain a customer satisfaction survey of at least 85% and provide updates regarding issues pertaining to customer complaints that are substantive to the required partners operating in the comprehensive, affiliate, and satellite One-Stop Centers. rate of 85%
7. Assist the board to incorporate an integrate and aligned business services strategy among one-stop center partners to present a unified voice for the one-stop center in its communications with employers.
- 8-9. Collaborate on and oversee the center Wednesday morning meetings and manage meeting spaces, maintain the schedule and resolve conflicts related to use of the rooms.
- 9-10. Visit the Davenport-Burlington center in-person at least nine times quarterly.
- 10-11. Submit monthly reports (including referrals, VOS numbers, hiring events, workshops, social media reach, # of business services provided and updates from Business Services Team meetings) to the board and CEOs and attend committee meetings to present and review reports.
- 11-12. Meet with the executive director on a weekly basis.
- 12-13. Increase the co-located services through the IowaWORKS Centers and those that are co-located electronically and/or shared space that is used on a scheduled basis
- 13-14. Update the WINTAC Continuum Model and complete required activities annually prior to the beginning of the program year.
- 14-15. Participate in the boards social media strategy by gathering information from partners, scheduling meetings, posting for partners without access to the platforms, and develop outreach strategy for center partners as outlined in the MOU and MVWDB Branding Guide once developed.
- 15-16. Manage and track and oversee a business customer satisfaction program to allow for informed business decisions while maintaining a satisfaction
- 16-17. Coordinate quarterly Unified Business Services Meetings as outlined in the MOU, including identifying and scheduling guest speakers, creating the agenda, communicating effectively to maintain partner participation; lead the meetings with a goal toward consensus building; complete tasks assigned at meetings and/or follow up as necessary.

- 17. Review and update IowaWORKS Standard Operating Procedures Guide to reflect new SOPs, local level policies and structure, including local core partner's values/vision/mission.
- 18. Complete center Equal Opportunity Officer activities as directed by the EOO officer.

**Exhibit C**  
**One Stop Operator**  
**Key Performance Indicators**  
**Amended:**

One-stop operators are expected to meet key performance indicators and report out indicators on a quarterly basis. The determination of Contract extensions will be based on meeting the key performance indicators during the Contract period as determined by the executive committee. To be determined to have satisfactory performance, the sub-recipient(s) must show satisfactory progress in 80% of the measures shown below.

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**Quarter 1 KPI's (13)**

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3. Assist the board with ensuring that the Memorandum of Understanding and all Attachments with all one-stop partners is executed, adhered to by all parties, as well as tracking completion, updates and expiration of activities outlined.
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5. Coordinate a minimum of 2 cross training activities for center staff each quarter and two in-person in-service days each program year.
6. Maintain a customer satisfaction survey of at least 85% and provide updates regarding issues pertaining to customer complaints that are substantive to the required partners operating in the comprehensive, affiliate, and satellite One-Stop Centers. rate of 85%
7. Assist the board to incorporate an integrate and aligned business services strategy among one-stop center partners to present a unified voice for the one-stop center in its communications with employers.
8. Collaborate on and oversee the center Wednesday morning meetings and manage meeting spaces, maintain the schedule and resolve conflicts related to use of the rooms.
9. Visit the Davenport center in-person at least nine times quarterly.
10. Review and update IowaWORKS Standard Operating Procedures Guide to reflect new SOPs, local level policies and structure, including local core partner's values/vision/mission.
11. Assist the board in meeting One Stop Certification standards by completing required activities to include but not limited to creation of a communication plan, center organizational chart, trainings and other tasks identified during the assessment and evaluation process.
12. Submit monthly reports (including referrals, VOS numbers, hiring events, workshops, social media reach, # of business services provided and updates from Business Services Team meetings) to the board and CEOs and attend committee meetings to present and review reports.
13. Meet with the executive director on a weekly basis.

### **Quarter 2 KPI's**

1. Document at least 5 hours quarterly learning partner programs.
2. Coordinate 3 core partner meetings quarterly and 1 required partner meeting quarterly to discuss ways to reach common goals (i.e., performance, financial, customer satisfaction), leverage resources across partner organizations, discuss programmatic and financial issues faced by the partners as well as any misunderstandings that may exist between participating partners (troubleshooting of issues), and share details on flagship programs, events, and initiatives.
3. Assist the board with ensuring that the Memorandum of Understanding and all Attachments with all one-stop partners is executed, adhered to by all parties, as well as tracking completion, updates and expiration of activities outlined. Systems and tools should be developed to show progress toward goals.
4. Implement strategies to improve information sharing among partner programs and relationship building activities to assist in the integration of one-stop partner programs to include but not limited to a quarterly Newsletter for distribution to partners and public, including collection of relevant information, development of the newsletter, maintenance of the recipient list and distribution.

5. Develop strategies for increasing normal daily communication between center programs and process for distribution of center updates to all staff.
6. Coordinate a minimum of 4 cross training activities for center staff each quarter and two in-person in-service days each program year.
7. Maintain a customer satisfaction survey of at least 85% and provide updates regarding issues pertaining to customer complaints that are substantive to the required partners operating in the comprehensive, affiliate, and satellite One-Stop Centers.
8. Collaborate on and oversee the center Wednesday morning meetings and manage meeting spaces, maintain the schedule and resolve conflicts related to use of the rooms.
9. Visit the Burlington center in-person at least nine times quarterly.
10. Recommend and implement continuous improvement activities as it relates to biannual One Stop Certification processes.
11. Submit monthly reports (including referrals, VOS numbers, hiring events, workshops, social media reach, # of business services provided to the board and CEOs and attend committee meetings to present and review reports.
12. Meet with the executive director on a weekly basis.
13. Participate in the boards social media strategy by gathering information from partners, scheduling meetings, posting for partners without access to the platforms, and develop outreach strategy for center partners as outlined in the MOU and MVWDB Branding Guide once developed.
14. Complete center Equal Opportunity Officer activities as directed by the EOO officer.

### **Quarter 3 KPI's**

1. Document at least 5 hours quarterly learning partner programs.
2. Coordinate 3 core partner meetings quarterly and 1 required partner meeting quarterly to discuss ways to reach common goals (i.e., performance, financial, customer satisfaction), leverage resources across partner organizations, discuss programmatic and financial issues faced by the partners as well as any misunderstandings that may exist between participating partners (troubleshooting of issues), and share details on flagship programs, events, and initiatives.
3. Assist the board with ensuring that the Memorandum of Understanding and all Attachments with all one-stop partners is executed, adhered to by all parties, as well as tracking completion, updates and expiration of activities outlined. Systems and tools should be developed to show progress toward goals.
4. Implement strategies to improve information sharing among partner programs and relationship building activities to assist in the integration of one-stop partner programs to include but not limited to a quarterly Newsletter for distribution to partners and public, including collection of relevant information, development of the newsletter, maintenance of the recipient list and distribution.
5. Develop strategies for increasing normal daily communication between center programs and process for distribution of center updates to all staff.
6. Coordinate a minimum of 4 cross training activities for center staff each quarter and two in-person in-service days each program year.



7. Maintain a customer satisfaction survey of at least 85% and provide updates regarding issues pertaining to customer complaints that are substantive to the required partners operating in the comprehensive, affiliate, and satellite One-Stop Centers.
8. Collaborate on and oversee the center Wednesday morning meetings and manage meeting spaces, maintain the schedule and resolve conflicts related to use of the rooms.
9. Visit the Burlington center in-person at least nine times quarterly.
10. Submit monthly reports (including referrals, VOS numbers, hiring events, workshops, social media reach, # of business services provided to the board and CEOs and attend committee meetings to present and review reports.
11. Meet with the executive director on a weekly basis.
12. Increase the co-located services through the IowaWORKS Centers and those that are co-located electronically and/or shared space that is used on a scheduled basis
13. Update the WINTAC Continuum Model and complete required activities annually prior to the beginning of the program year.
14. Participate in the boards social media strategy by gathering information from partners, scheduling meetings, posting for partners without access to the platforms, and develop outreach strategy for center partners as outlined in the MOU and MVWDB Branding Guide once developed.
15. Review and update IowaWORKS Standard Operating Procedures Guide to reflect new SOPs, local level policies and structure, including local core partner's values/vision/mission.
16. Complete center Equal Opportunity Officer activities as directed by the EOO officer.

**\*New OSC Team Member**



## Mississippi Valley Workforce Development Board

### 2022 One Stop Certification Teams

Approved: July 12, 2022

Modified:

Affiliation	Name	Burlington Assessment Team	Davenport Assessment Team	Burlington Evaluation Team	Davenport Evaluation Team
Board Business Member	Joyce Stimpson			X	
Board Business Member	Matthew Nicol				X
Board Executive Director	Miranda Swafford	X	X		
One-Stop Operator	Robert Ryan	X	X		
Title I	Kendra Schaapveld			X	
Title II Burlington	Martha Bell	X			
Title II Davenport	Scott Schneider		X		
Title III Burlington	Tim Snyder				X
Title III Davenport	Jana Wittenberg			X	
Title IV Burlington	Cynthia Whalen				X
Title IV Davenport	Chad Pratz		X		
Title IV IDB	Travis Robinson	X			

# \*Self-Sufficiency Policy



## WIOA Title I Eligibility Policy

**Approved Date:** March 22, 2021

**Effective Date:** March 22, 2021

**Amended Date:** July 26, 2021

### A. Purpose

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1. The purpose of this policy is to provide guidance on participant eligibility for enrollment. The Workforce Innovation and Opportunity Act (WIOA) Title I program is designed to provide employment and training opportunities to those who can benefit from, and who are in need of such opportunities.
2. Meeting the eligibility criteria for a WIOA-funded program does not entitle an Adult, Dislocated Worker or Youth to receive certain employment and training services.
3. This policy covers WIOA participants under the funding streams of Adult, Dislocated Workers and Youth.

### B. Responsibilities

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1. Service providers are responsible for understanding the eligibility criteria for WIOA funded programs and for following the eligibility guidance contained in this policy, the WIOA legislation, the WIOA Rules, Iowa policy and any other local board policies.
2. The Mississippi Valley Workforce Development Board (MVWDB) is responsible for oversight and revision of this policy.

### C. Geographical Preference for Enrollment

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1. Geographical preference for WIOA-funded activities and services will be first given to residents of the eight counties in the Mississippi Valley Workforce Area.
2. Second preference will be given to eligible participants from other Local Workforce Development Areas in the state of Iowa.
3. Third preference will be given to those individuals in adjacent counties in neighboring states affected by a mass layoff.
4. Lastly, individuals from other adjacent counties in other states may be served if funding is available.
5. Informational and basic career services will be available to all individuals regardless of residence.
6. Validation that the participant is not receiving services through another Local Area is required and must be noted in the Iowa*WORKS* case management system.

**D. Economic Self-Sufficiency**

1. Individuals who are employed full-time, but are not receiving self-sufficiency wages, may be eligible for WIOA individualized career and training services. The MVWDB establishes the self-sufficiency wage levels that will be used to determine eligibility for services.
2. Economic self-sufficiency is the minimum level of income an individual must earn in order to meet the most basic expenses without public or private assistance.
3. Self-sufficiency wage is defined as employment that provides a wage equal to or greater than the following:
  - a. An hourly wage of \$13.14 for Adult participants
  - b. An hourly wage of \$14.79 for Adult participants that lack access to employer provided healthcare coverage
  - c. An hourly wage of \$16.43 For Dislocated Worker participants.

Family of 1	Family of 2	Family of 3 or more
225% of LLSIL	200% of LLSIL	150% of LLSIL

- d. The self-sufficiency wage standard is updated annually based on the most recent LLSIL data.

**Commented [MS1]:** Family of 1 non-metro \$32,553  
 Family of 1 metro \$33,984  
 Family of 2 non metro \$47,378  
 Family of 2 metro \$49,516  
 Family of 3 non metro \$48,787.50  
 Family of 3 metro \$50,971.50

**E. Eligibility Determination**

1. Determination of eligibility for WIOA Title I programs must be based on information gathered at, or prior to, the time of enrollment.
2. All individuals must be determined eligible before they can participate in any Title I activities. Requirements for verification of eligibility through source documentation are outlined in Appendix A: Allowable Source Documentation for WIOA Title I Eligibility located at <https://epolicy.iwd.iowa.gov/Policy/Home>
3. An application for WIOA Title I services is required. Once an application has been completed, career navigators must verify and document program eligibility within 30 days. Once an individual has been deemed eligible, they must be enrolled into a program service that triggers inclusion as a participant within 30 days of the date of eligibility determination. If any of these deadlines are not met, a new application for services is required and the same time requirements outlined apply.

**F. Veterans Priority of Service**

1. WIOA Title I eligibility determination must comply with the local Priority of Service policy.

**G. Electronic Signatures**

1. Electronic signatures are allowable on the application in the IowaWORKS case management system or may be on paper and uploaded to the data management system, as applicable. Additional paper forms and signatures verifying self-certification for eligibility criteria must be uploaded to the IowaWORKS case management system.
2. Acceptable electronic signatures include but are not limited to IowaWORKS electronic signature feature, HelloSign, DocuSign and Adobe sign.

## **H. Adult Program Eligibility**

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1. Individuals are eligible for the WIOA Title I Adult program if they meet all of the following criteria:
  - a. 18 years of age or older; and
  - b. A citizen of the United States or U.S. Territory, a U.S. permanent resident, or an alien/refugee lawfully admitted to the U.S; and
  - c. Registered with Selective Service if applicable
2. There are no additional eligibility criteria for the Adult program. However, priority for individualized career and training services funded by and provided through the adult program shall follow the local priority of service policy.

## **I. Dislocated Worker Program Eligibility**

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1. Individuals are eligible to receive individualized career services under the WIOA Title I Dislocated Worker program if they meet all of the requirements listed below:
  - a. 18 years of age or older; and
  - b. A citizen of the United States or U.S. Territory, a U.S. permanent resident, or an alien/refugee lawfully admitted to the U.S; and
  - c. Registered with Selective Service if applicable; and
  - d. Meet the requirements of at least one of the additional eligibility categories
2. Additional Eligibility Categories
  - a. An individual who has been terminated or laid off, or who has received a notice of termination or layoff-from employment, including separation from active military service (other than dishonorable discharge) and;
    - i. is eligible for or has exhausted entitlement to unemployment compensation and is unlikely to return to a previous industry or occupation; or
    - ii. has been employed for a duration sufficient to demonstrate attachment to the workforce but is not eligible for unemployment compensation due to insufficient earnings or having performed services for an employer that were not covered under a State unemployment compensation law and is unlikely to return to a previous industry or occupation.
3. An individual who:
  - a. has been terminated or laid off, or has received a notice of termination or layoff, from employment as a result of any permanent closure of, or any substantiation layoff at, a plant, facility, military installation or enterprise;
  - b. is employed at a facility at which the employer has made a general announcement that such facility or military installation will close within 180 days; or
  - c. for purposes of eligibility to receive services other than training services, individualized career services or supportive services, is employed at a facility at which the employer has made a general announcement that such facility will close.

4. An individual who was self-employed (including employment as a farmer, rancher, or fisherman) but is unemployed as a result of general economic conditions in the community in which the individual resides or because of natural disasters. The MVWDB follows FEMA's definition of natural disasters. This includes:
  - a. family members and farm workers or ranch hands; or
  - b. Is a displaced homemaker; or
  - c. Is the spouse of:
    - i. a member of the Armed Forces on active duty who has experienced a loss of employment as a direct result of relocation to accommodate a permanent change in duty station of such member; or
    - ii. a member of the Armed Forces on active duty and who meets the criteria for displaced homemaker.

**J. Serving Separating Service Members and Military Spouses with Dislocated Worker Funds**

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1. Under 20 CFR 680.660, service members exiting the military, including, but not limited to, those who receive or are eligible for Unemployment Compensation for Ex-service members (UCX), generally qualify as dislocated workers. Dislocated Worker funds under title I can help separating service members to enter or reenter the civilian labor force.
2. Generally, a separating service member needs a notice of separation, either a DD-214 from the Department of Defense, or other appropriate documentation that shows a separation or imminent separation from the Armed Forces.
3. These documents meet the requirement that the individual has received a notice of termination or layoff, to meet the required dislocated worker definition.
4. In the case of separating service members because they may be on a terminal leave from the military, it may make sense to begin providing career services while the service member may still be part of the Active-Duty military but has an imminent separation date.
5. It is appropriate to provide career services to separating service members who will be imminently separating from the military, provided that their discharge will be anything other than dishonorable. Lastly, ETA policy generally dictates that a separating service member meets the dislocated worker requirement that an individual is unlikely to return to his or her previous industry or occupation in the military.
6. Regarding military spouses, 20 CFR 680.630 expands the definition of dislocated workers to include military spouses who have experienced a loss of employment as a direct result of relocation to accommodate a permanent change in duty station of the spouse. Military spouses also can qualify if they are unemployed or underemployed and are experiencing difficulty in obtaining or upgrading employment (see WIOA secs. 3(15)(E) and 3(16)(A) and (B)) and 20 CFR 680.630 of the DOL-only Final Regulations). Military spouses may also qualify if they are a dependent spouse of a member of the Armed Forces on active duty whose family income is significantly reduced, as determined by the State or local area, because of a deployment, a call or order to active duty, a permanent change of station, or the service-connected death or disability of the service member.



## **K. Dislocation Designation**

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1. In determining the initial eligibility for Dislocated Workers, an individual may continue to be considered to be dislocated from a previous employer until:
  - a. The individual works in a permanent, full-time job (minimum of 30 hours per week) for four weeks; or
  - b. After an individual works for four weeks and is laid off again or subject to a plant closure, this employer becomes their new employer of dislocation; or
  - c. If there is a National Dislocated Worker Grant (NDWG) or Rapid Response Additional Assistance Grant (RRAAG) for the original employer of dislocation and the individual was part of the target group, the individual may be served by the NDWG or RRAAG funds if they are still available, and the individual meets the definition of a Dislocated Worker. This is true even though the individual has worked for a new employer since the original dislocation.

## **L. Funding Eligibility upon Employment**

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1. If a Dislocated Worker is enrolled in a training service and works in a permanent, full-time job that leads to self-sufficiency, career planners must determine if WIOA Title I services can continue to fund the training service based on the following criteria:
  - a. If the individual has accepted full-time permanent employment to meet basic needs of the individual or family to meet their immediate employment goal, training services can continue.
  - b. If the job that the individual has taken requires the training he or she is currently receiving, training services can continue. For example, a participant must obtain a teaching certificate to get or keep a teaching job.
  - c. If the participant has obtained full-time permanent employment and is no longer pursuing the career goal in the Individualized Employment Plan (IEP) but simply wants to complete the training services, funding for the training services should cease. In the event this precludes the participant from completing the training program, consideration to continue funding the training is at the discretion of the MVWDB.
2. The WIOA Title I Dislocated Worker program does not require an individual to return to the employer of dislocation. A description of their employment must be documented in the Iowa*WORKS* case management system.

## **M. General Youth Eligibility**

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1. To be eligible to receive WIOA Title I Youth services, at the time of eligibility determination an individual must meet all of the following criteria:
  - a. Be a citizen or non-citizen authorized to work in the United States.
  - b. Meet Military Selective Service Act registration requirements (males 18 years and older only). If an individual who is required to register at age 18 turns 18 during his period of youth program enrollment, he must register in order to remain enrolled in the program.

Failure to register must result in immediate termination from the youth program.

- c. Be an out-of-school youth (OSY) or an in-school youth (ISY).

#### **N. Out-of-School Youth (OSY) Eligibility**

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1. To be provided services under the youth funding stream as an out-of-school youth (OSY), the individual must be:
  - a. Not attending any school as defined under State law.
    - i. Individuals attending Adult Education provided under WIOA Title II, YouthBuild or Job Corps are also classified as out-of-school youth
  - b. Not younger than age 16 or older than age 24; and
  - c. One or more of the following:
    - i. school dropout
    - ii. within the age of compulsory school attendance, but has not attended school for at least the most recently completed school year calendar quarter
    - iii. a recipient of a secondary school diploma or its recognized equivalent who is a low-income individual and is also either one of the following:
      - I. Basic Skills Deficient, or
      - II. An English Language Learner
    - iv. offender
    - v. homeless individual, a homeless child or youth aged 16 to 24, or a runaway
    - vi. individual in foster care or has aged out of the foster care system or who has attained 16 years of age and left foster care for kinship, guardianship or adoption, a child who is likely to remain in foster care until 18 years of age, or in an out-of-home placement
    - vii. pregnant or parenting
    - viii. individual with a disability
    - ix. low-income individual or person living in a high-poverty area, requiring additional assistance to enter or complete an educational program, or to secure or hold employment
2. Per 20 CFR § 681.250 for OSY, only those youth who are the [recipient](#) of a [secondary school diploma](#) or its recognized equivalent and are either [basic skills deficient](#) or an [English language learner](#), and youth who require additional assistance to enter or complete an educational program or to secure or hold employment, must be low-income. All other OSY meeting OSY eligibility under [§ 681.210\(c\)\(1\)](#), (2), (4), (5), (6), (7), and (8) are not required to be low-income.

#### **O. In-School Youth Eligibility**

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1. To be provided services under the youth funding stream as an in-school youth (ISY), the individual must be:
  - a. Attending school (as defined by State law)
  - b. Not younger than age 14 or (unless an individual with a disability who is attending school under State law) older than age 21
  - c. A low-income individual; and

- d. One or more of the following:
  - i. basic skills deficient
  - ii. English Language Learner
  - iii. offender
  - iv. homeless individual, a homeless child or youth aged 16 to 24, or a runaway
  - v. individual in foster care or has aged out of the foster care system or who has attained 16 years of age and left foster care for kinship guardianship or adoption, a child who is likely to remain in foster care until 18 years of age, or in an out-of-home placement
  - vi. pregnant or parenting
  - vii. individual with a disability
  - viii. an individual who requires additional assistance to complete an educational program or to secure or hold employment
- 2. Not more than 5% of total in-school youth enrolled in the youth program can be enrolled under the “individual who requires additional assistance” component. Calculation is based on all in-school youth served within the given program year.

**P. Additional Assistance**

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- 1. Per Iowa policy Chapter: 8 Section: 2.3.4 Youth who require additional assistance to complete an educational program or to secure or hold employment, includes:
  - a. Migrant youth
  - b. Incarcerated parent
  - c. Behavior problems at school
  - d. Family literacy problems
  - e. Domestic violence
  - f. Substance abuse
  - g. Chronic health conditions
  - h. One or more grade levels below appropriate for age
  - i. Cultural barriers that may be a hindrance to employment
  - j. American Indian, Alaska Native or Native Hawaiian
  - k. Refugee

**Q. Locally Defined Additional Assistance**

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- 1. Client lacks significant work history for age/developmental level
- 2. Client lacks family, concrete community supports, and/or social supports.
- 3. Caseworker observation and attestation that client lacks the interpersonal, cognitive, and/or reading/writing skills necessary for job seeking and retention

**R. Low Income Exception**

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- 1. Five percent of Youth per region may be exempted from the low-income requirement based on the number of youths enrolled in a given program year who would ordinarily be required to meet the low-income criteria. Individuals who may go into this exception include:

- a. All ISY, and
- b. OSY who only meet the criteria of:
  - i. Basic Skills Deficient
  - ii. English Language Learner, or
  - iii. Require additional assistance to complete an educational program or to secure or hold employment.
- 2. This percent is calculated at the end of a program year based on new enrollees in that program year. Documentation for this exception must be maintained by the Title I Youth service provider.

**S. High Poverty Area**

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- 1. A youth who lives in a high poverty area is automatically considered to be a low-income individual for purposes of eligibility determination. A high poverty area is defined as one of the following that has a poverty rate of at least 25 percent as set every 5 years using American Community Survey 5-Year data:
  - a. Census tract
  - b. Set of contiguous Census tracts
  - c. An American Indian Reservation
  - d. Oklahoma Tribal Statistical Area, as defined by the U.S. Census Bureau
  - e. Alaska Native Village Statistical Area or Alaska Native Regional Corporation Area
  - f. Native Hawaiian Homeland Area
  - g. Other tribal land, or
  - h. County

**T. Authorization for Program Participation of Minors**

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- 1. For purposes of authorizing a minor to participate in the WIOA Title I youth program, the signature of a parent, guardian, or other responsible adult is required. Another responsible adult may include:
  - a. A relative with whom the individual resides,
  - b. An adult who has been delegated custodial or administrative responsibilities in writing, either temporarily or permanently, by parents or by an appropriate agency,
  - c. An agency or organization representative who is in a position to know the individual's circumstances (i.e., that they could not get a parent's or guardian's signature authorizing participation), for example, a clergy person, a schoolteacher or other school official, a probation or other officer of the court, a foster parent,
  - d. A representative of an agency which provided support services to the individual and who is aware of the individual's circumstances (i.e., that they cannot get a parent's or guardian's signature authorizing participation), for example, a social worker, a homeless shelter official, a child protective worker, a health clinic official; or
  - e. The local MVWDB allows legally emancipated minors to authorize their own participation.

2. Eligibility documents which a minor present on behalf of a parent or guardian (e.g., income in regard to family income) must be verified by a parent or guardian. Verification by another responsible adult would not be acceptable.

#### **U. Self-Certification**

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1. There are limited circumstances that may warrant self-certification, as detailed in Appendix A Allowable Source Documentation. Self-certification is limited and only available after all other sources of eligibility verification are exhausted (i.e., self-certification is the “last resort” for documenting title I program eligibility). Self-certification occurs when a participant states his or her status for a particular eligibility criterion, and then signs and dates a form acknowledging this status. The key elements for self-certification are:
  - a. The participant identifying his or her status for permitted criteria, and
  - b. Signing and dating a form attesting to this self-identification.

#### **V. Ineligibility**

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1. If a participant is determined to be ineligible at any time, the individual must be informed of the determination in writing and given 30 days to respond. The MVWDB will mail a hard copy letter to the last known mailing address on file within 10 days of the determination. The letter will include the participant’s name, date, location of center, program, reason for ineligibility and next steps if applicable.
2. Upon final determination of ineligibility for a program, the participant’s activities must be closed. This must occur the same day that the final determination of ineligibility is made. The reason for the ineligibility, the date of final determination of ineligibility, and the date of discontinuation of services must be documented in the data management system.

#### **W. Closing services Due to Fraud**

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1. If at any time it is found that a participant has committed fraud to receive WIOA Title I assistance or has attempted to defraud a WIOA Title I program, the individual must be informed of the determination in writing and given 30 days to respond.
2. The MVWDB will mail a hard copy letter to the last known mailing address on file within 10 days of the determination. The letter will include the participant’s name, date, location of center, program, reason for closing services due to fraud, and next steps if applicable.
3. If it is found the individual did commit fraud to receive services, the participant’s activities must be immediately closed.
4. All circumstances related to the fraudulent act or attempt to defraud, along with the last date of services, must be documented and maintained in the data management system.

#### **X. Non-Eligible Individuals**

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1. Any costs associated with providing WIOA Title I services to non-eligible individuals may be disallowed.

**Y. Exceptions**

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1. Any exception to this policy must be approved by the MVWDB executive director in consultation with the appropriate Committee chair and documented in the IowaWORKS case management system.

*Equal Opportunity Programs/Employer – Auxiliary aids and services available upon request for individuals with disabilities*

## \*Fraud and Incident Reporting Policy



## Mississippi Valley Workforce Development Board

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### FRAUD AND INCIDENT REPORTING POLICY

**APPROVED DATE:**

**EFFECTIVE DATE:**

#### **PURPOSE**

To establish expectations and procedures for reporting alleged, suspected, or known fraud, program abuse, and criminal misconduct to Iowa Workforce Development (IWD) and the Department of Labor's (DOL) Office of Inspector General (OIG).

#### **BACKGROUND**

[20 CFR 683.620](#) and [TEGL 2-12](#) provide expectations and requirements for immediately reporting information and complaints involving criminal fraud, waste, abuse, or other criminal activity that must be reported to OIG.

All recipients of Workforce Innovation and Opportunity Act (WIOA) funds, including Local Workforce Development Areas (LWDAs), contractors, and service providers must implement policies and procedures to prevent and detect fraud, abuse, and criminal activities involving WIOA Adult, Dislocated Worker, and Youth program funds. Additionally, sub-recipients must report allegations, suspicions, and complaints of possible fraud, program abuse, and criminal activities involving WIOA Title I-B Funds to Iowa Workforce Development (IWD) and to the U.S. Department of Labor (DOL) Office of Inspector General (OIG).

Internal controls must be in place to prevent the possibility of fraudulent activity within the organizations of the Mississippi Valley Workforce Development Board and its subrecipients. However, if the known or suspected acts of fraud are related to the organization, this information should be immediately reported to Iowa Workforce Development.

#### **POLICY**

Reporting procedures do not supersede the responsibility for sub-recipients, including MVWDB, to safeguard WIOA funds by taking prompt and appropriate corrective action when any evidence of a violation of WIOA or its implementing regulations is found. Whenever the entity reporting the allegation of an incident believes that immediate action to prevent further financial loss or other damage is necessary, or recovery of funds or property may be impeded if immediate action is not taken, the reporting entity has the responsibility to take any action it deems appropriate, including contacting the local law enforcement agency. Any immediate action taken or planned by the reporting entity must be reported to IWD (see contact information below) when the incident report is submitted.

#### **STANDARDS OF CONDUCT**

Identification processes for violations of terms of conditions are required. A violation is considered evident when the following General Assurances are not met.



- Every reasonable course of action has been taken in order to maintain the integrity of expenditures of public funds and avoid favoritism, questionable activity, or improper conduct.
- Federal funds have been administered in an impartial manner, free from personal, financial, or political gain.
- Executive staff and employees avoided situations, which give rise to a suggestion that any decision was influenced by prejudice, bias, special interest, or personal gain.

## **REPORTING REQUIREMENTS**

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The Incident Report (IR) form, OIG 1-156 ([https://cms.detr.nv.gov/Content/Media/47-Attach\\_A.pdf](https://cms.detr.nv.gov/Content/Media/47-Attach_A.pdf)) is the official form to be used for reporting allegations of criminal and other illegal or improper activities in WIOA-funded programs. When the OIG receives an IR, they determine whether the allegations have merit and, when appropriate, conduct or arrange for an investigation and/or audit. If the OIG determines that the case does not have investigative or audit merit, the case is referred back to the Employment and Training Administration (ETA) for resolution.

All incident reports, emergency or other, must be sent to IWD and the OIG using the contact information provided below. MVWDB and their sub-recipients must use the IR form to immediately document and report suspicions, allegations, or complaints involving the reportable issues below.

## **REPORTABLE ISSUES**

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Incidents requiring reporting include:

### **Employee/Participant Misconduct**

Actions occurring during or outside work hours that reflect negatively on the Department or its mission including, but not limited to: conflict of interest or the appearance of a conflict of interest involving outside employment, business, and professional activities; the receipt or giving of gifts, fees, entertainment, and favors; misuse of Federal property; and misuse of official information and such other activities as might adversely affect the confidence of the public in the integrity of the government as well as serious violations of Federal and state laws.

### **Fraud, Misfeasance, Nonfeasance, or Malfeasance**

Any alleged deliberate action which may be in violation of Federal or State statutes and regulations. This category includes, but is not limited to, indications of bribery, forgery, extortion, embezzlement, theft of participant checks, kickbacks from participant or contractors, intentional payments to a contractor without the expectation of receiving services, payments to ghost enrollees, misuse of appropriated funds, and misrepresenting information in official reports.

### **Gross Mismanagement**

Actions or situations arising out of management ineptitude or oversight and leading to a major violation of the legislative process, regulations, or contract/grant provisions. Such actions or situations have the potential to severely hamper the accomplishment of program goals, waste government resources, and jeopardize future support for a particular project. This category includes, but is not limited to, unauditible records, unsupported costs, highly inaccurate fiscal reports or program reports, payroll discrepancies, payroll deductions not paid to the Internal Revenue Service, and lack of good internal

control procedures.

### **Misapplication of Funds**

Any alleged deliberate use of funds, assets, or property not authorized or provided for by legislation or regulations, grants, or contracts. This category includes, but is not limited to, nepotism, political patronage, use of participants for political activity, ineligible enrollees, conflict of interest, failure to report income from Federal funds, violation of contract/grant procedures, and the use of Federal funds other than specified purpose. An incident report should be filed when there appears to be an intent to misapply funds rather than merely for a case of minor mismanagement.

### **Imminent Health or Safety Concerns or Loss of Funds Exceeding \$50,000.00**

Situations involving imminent health or safety concerns, or the imminent loss of funds exceeding \$50,000 are considered emergencies and must be immediately reported to the Department of Labor OIG via the hotline 3 telephone number and followed up immediately (within one working day) in the form of an Incident Report. The hotline telephone number is: 800-347-3756 or 202-693-6999.

### **ASSURANCE REQUIREMENTS**

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No action will be taken against any individual who discloses information concerning criminal or improper activities or makes a valid complaint to proper authorities. These individuals may remain anonymous. If an individual believes that his/her position will be compromised by reporting information through the IR system, he/she may send the report directly to the OIG (see contact information below).

### **SUBMISSION REQUIREMENTS**

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Contact information for the DOL OIG and Iowa Workforce Development Office is as follows:

U.S. DOL/Office of Inspector General  
Attention: Office of Inspector  
200 Constitution Avenue, N.W. Washington, D.C. 20210  
Hotline number 1-800-347-3756 [www.oig.dol.gov/hotlinecontact.htm](http://www.oig.dol.gov/hotlinecontact.htm)

Iowa Workforce Development  
1000 E Grand Avenue, Des Moines, IA 50319  
Toll-Free: 866-239-0843  
E-mail: [wioagovernance@iwd.iowa.gov](mailto:wioagovernance@iwd.iowa.gov)

Any person or organization who knowingly submits false or fraudulent claims or written, certified statements for money, services, or property is subject to the Program Fraud Civil Remedies Act.

### **REFERENCES**

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- CFR 683.620
- Training and Employment Guidance Letter (TEGL) No. 2-12

*Equal Opportunity Programs/Employer*

*Auxiliary aids and services are available upon request for individuals with disabilities.*

# ADA Accessibility Progress

**Mississippi Valley Workforce Area  
PY21 ADA Accessibility Assessment Center Findings**

<b>Burlington Center Findings</b>	<b>Status</b>	<b>Results</b>
1 Accessible spaces identified with a sign that includes the International Symbol of Accessibility bottom of the sign measures 58 inches above the ground-Standard is 60 inches.	Incomplete	*Determining how to proceed with Jeremy Ritchie
2 Center Fire Alarm- there is not a clear floor space at least 30 inches wide by at least 48 inches long for a forward or parallel approach. Display boards for center materials blocking the pathway to the fire alarm.	Complete	Display moved
3 Does at least one telephone have a TTY?	Incomplete	No response on progress from center
4 The volume control is not identified by a pictogram of a telephone handset with radiating sound waves	In Progress-	Working with Brian Dennis to obtain signage
5 Public Restroom-Food Court Women's The handicapped accessible stall is out c	Complete	*
6 Public Restroom-Food Court Women's & Men's Door requires 9#'s (Women's) and 20#'s (Men's) of pressure to be opened (standard is 5# or less) Door closer does not take at least 5 seconds to close from an open position of 90 degrees to a position of 12 degrees from the latch-the door is very heavy and closes in 3 seconds (Women's and Men's) from an open position	Incomplete	*
7 Public Restroom-Food Court Women's & Men's The pipes below the lavatory are not insulated or otherwise configured to protect against contact.	Incomplete	*
8 Public Restroom-Food Court Women's & Men's Are the operable parts of the soap dispenser are not within specified ranges. Soap dispenser operable parts should be no higher than 44 inches above the floor- Soap dispenser measures 49.5 in (Women's) and 52 in (Men's)	Incomplete	*
9 Public Restroom-Food Court Men's Handicapped Stall-the centerline of the water closet no less than 16 inches and no greater than 18 inches from the side wall or partition-Measures 21 inches	Incomplete	*
10 The outer door handicapped automatic door opener at the entrance nearest the center (Shoe Carnival Entrance) does not work	Incomplete	*
<b>Davenport Center Findings</b>		
1 The parking lot does not have a minimum of one van accessible space.	Incomplete	Plan to create a van space in the spring when they repaint the lines in the parking lot
2 The signs in the parking lot are low. They measured 43 and 55 inches. 3 7 doorknobs need to be replaced throughout the building. The doors should be equipped with hardware that is operable with one hand that does not require tight grasping, pinching, or twisting of the wrist.	Incomplete	This is not the responsibility of the landlord, it was discussed to explore it as a shared cost among core partners
4 Bathroom door takes 28 pounds of force to open and needs to be 5 at 5 pounds	Complete	
5 Towel dispenser is too high at 56.5 inches and needs to be max of 48	Incomplete	Still need fixed

# Board Survey Results

**Board Training Survey**  
**17 Responses**

RED	- Strongly Agree
GREEN	- Agree
ORANGE	- Disagree
BLUE	- Strongly Disagree

**1) Content was well organized**



**2) Material was easy to understand**



**3) Training Content met or exceeded my expectations**



**4) I further understand my role in the workforce system**



5) I took away ideas to improve policies or service delivery



6) I improved my knowledge of program enrollment



7) Training was engaging



8) Presenters were knowledgeable

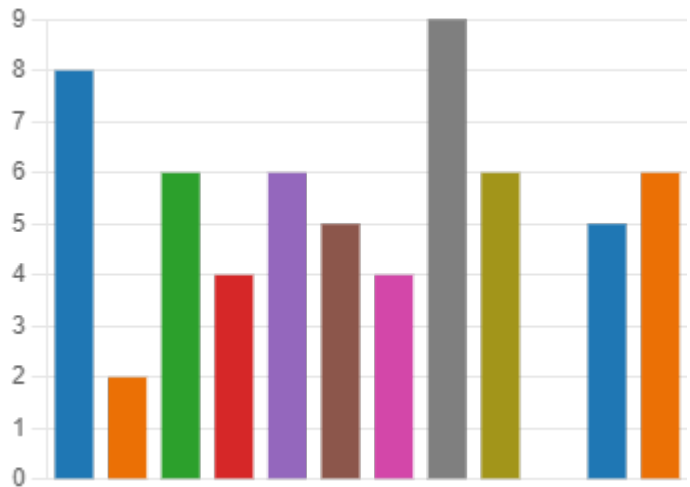


9) Location was appropriate and distance reasonable to travel



**Topics for Future Trainings**

<b>Work Based Learning</b>	8
Required Partners	2
Sector Partnerships	6
Career Pathways	4
Business Services	6
Board Oversight	5
Youth Required Elements	4
<b>Labor Market Information</b>	9
Strategic Planning	6
Disability Awareness and Sensitivity Training	0
Innovative/Best Practices	5
Program Simulations	6



**Ways to Improve:**

Training for CEOS and their role in the overall picture of MVWDB

Clarity on whom the training was intended for

LMI info could have been presented in better terms of what is available and how we can use it locally, it was difficult to understand and convey the use of it when statistics were just being read. Didn't see much context there.

More training time

More active board members attend

Having an overview once a year of all services at both IWD and other state programs to help to strategically plan the gaps.

Business panel or an employee/user panel



Invite businesses to board training who have partnered with WBL to see if they have an interest in being board members

Core partners give a recap of their program and responsibilities to drive home the entirety of the board's oversight

More training similar to Client Simulation on enrollment into the system to help everyone understand the process better.

# Culture Survey Results



# Mississippi Valley Workforce Development Board

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## Burlington AJC Workplace Culture Survey 23 Responses

### Is there a culture of teamwork and cooperation within your AJC location? Count of Is there a culture of teamwork and cooperation within your AJC loca...

Yes	21
No	2
<b>Grand Total</b>	<b>23</b>

### Do you feel respected by other program members at your AJC location? Count of Do you feel respected by other program members at your AJC location?

Yes	21
No	2
<b>Grand Total</b>	<b>23</b>

### Do you feel respected by your team? Count of Do you feel respected by your team?

Yes	21
No	2
<b>Grand Total</b>	<b>23</b>

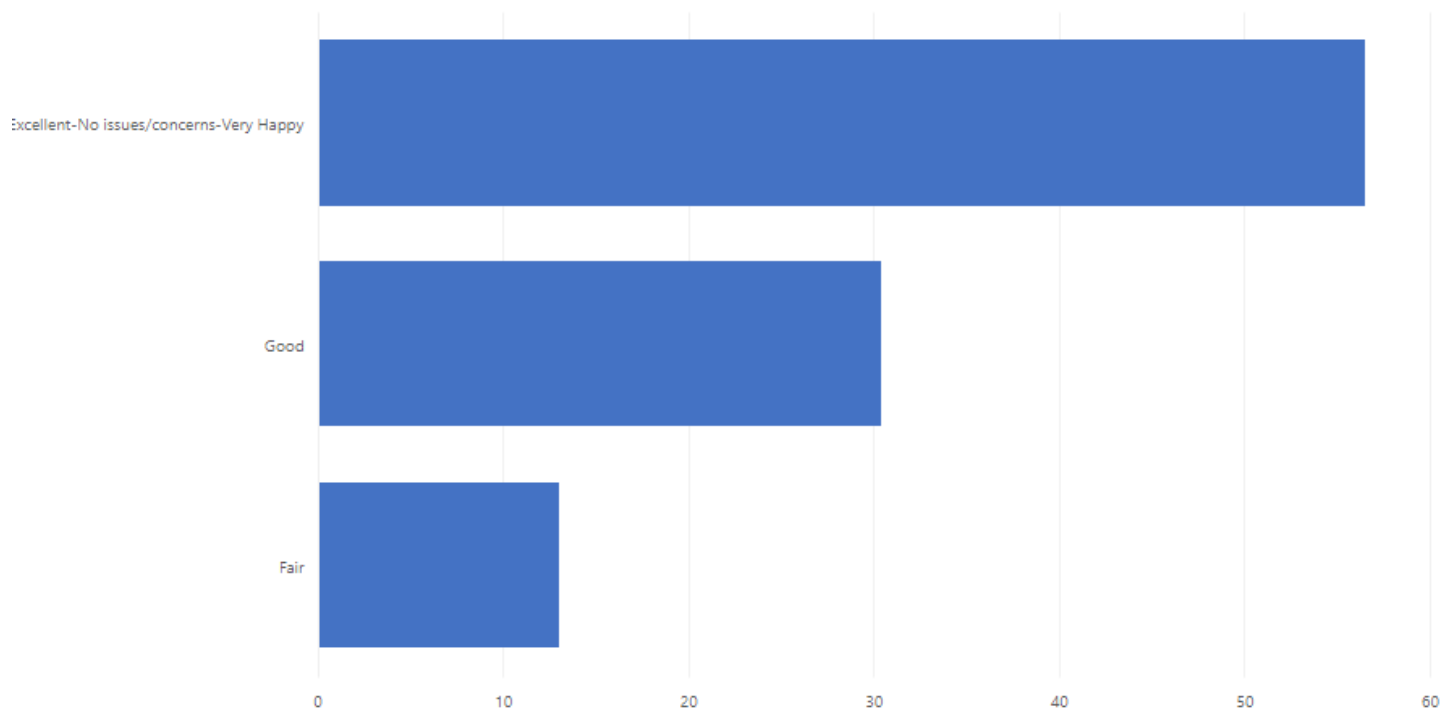
### Does your manager provide you with timely feedback about your work? Count of Does your manager provide you with timely feedback about your work?

Yes	22
No	1
<b>Grand Total</b>	<b>23</b>

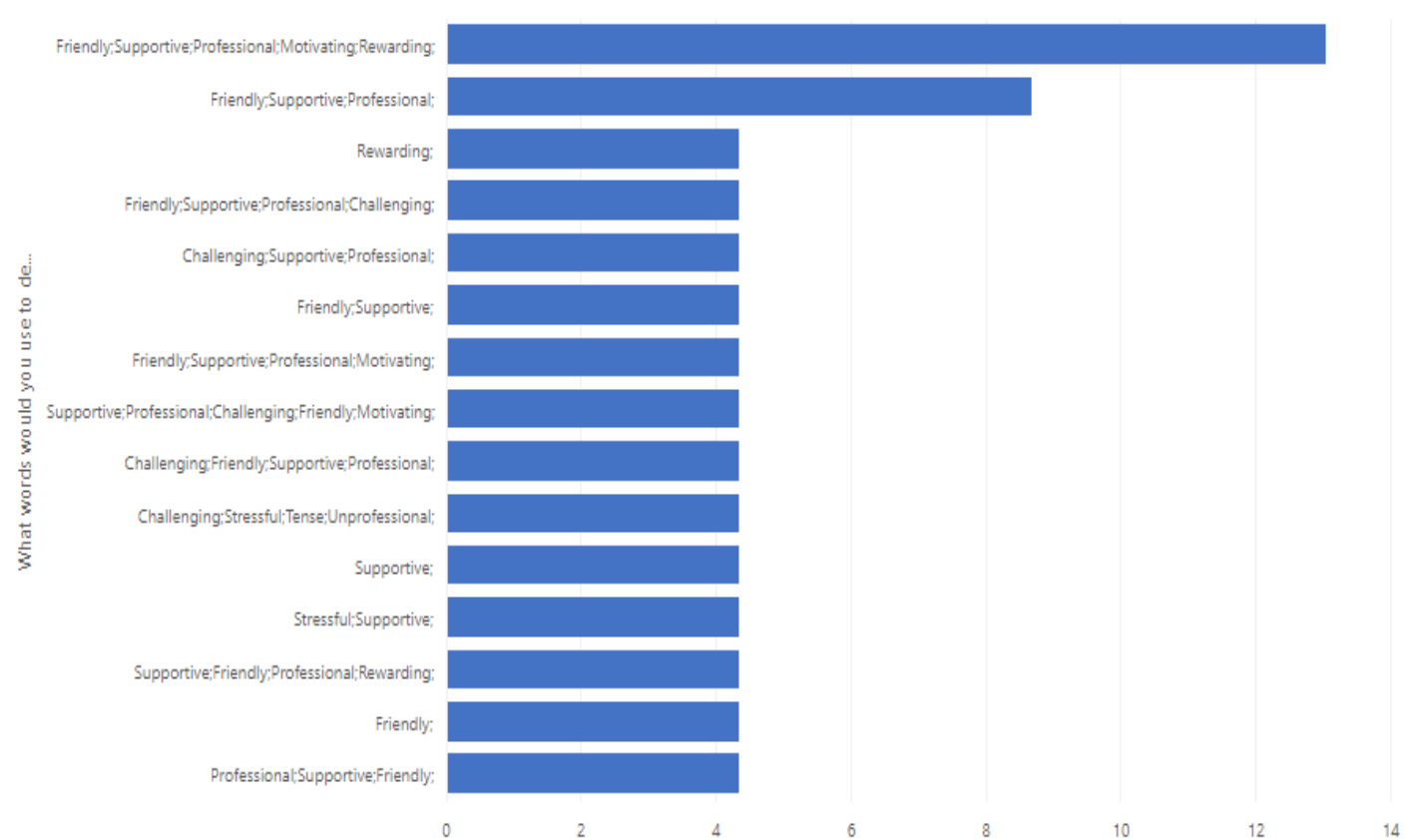
### Do you feel valued as an employee? Count of Do you feel valued as an employee?

Yes	19
No	4
<b>Grand Total</b>	<b>23</b>

Count of How would you rate the leadership exhibited at your AJC location?



Count of What words would you use to describe the workplace culture at your AJC location?



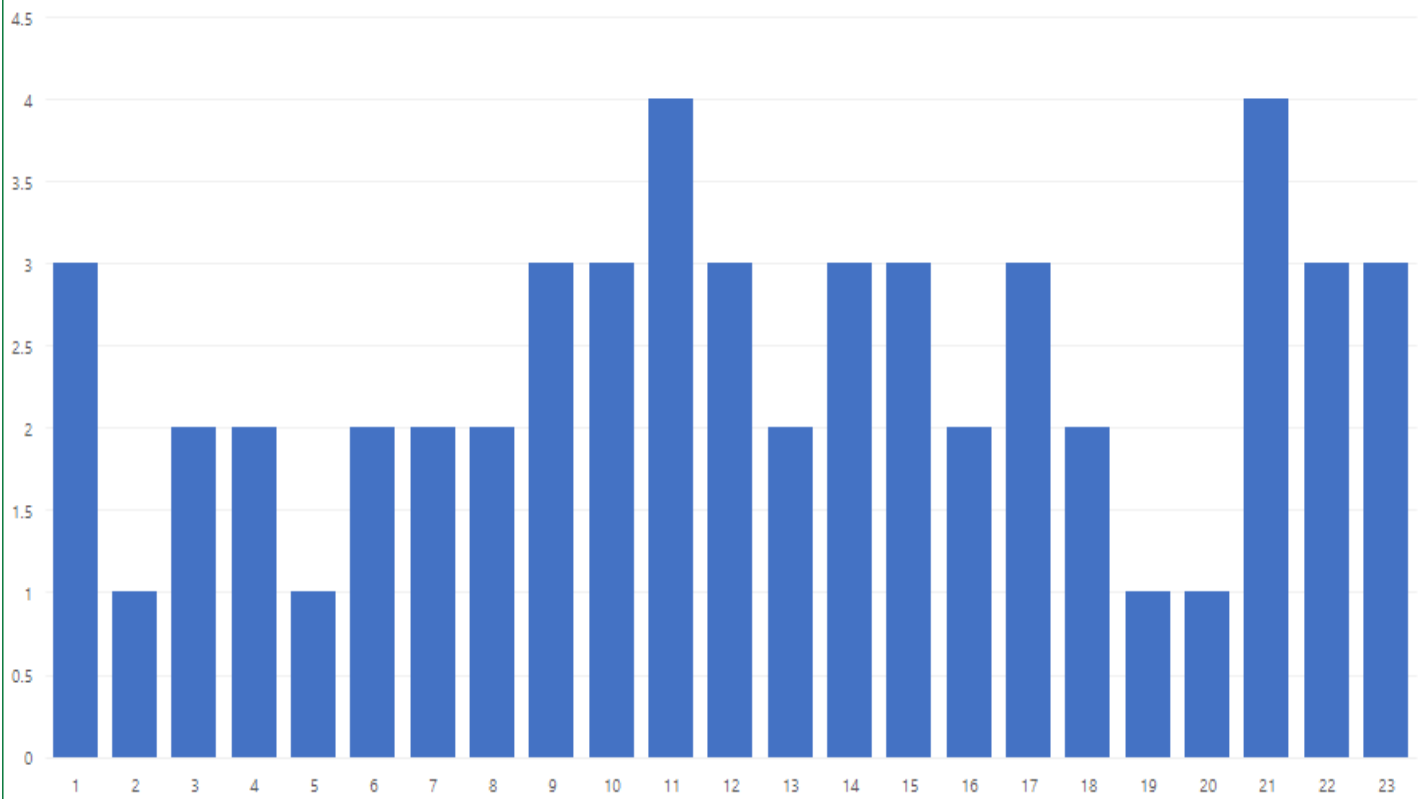
Does your team provide support at work when needed?	Count of Does your team provide support at work when needed?
Yes	21
No	2
<b>Grand Total</b>	<b>23</b>

Overall, do you feel comfortable with the workplace culture at your AJC location?	Count of Overall, do you feel comfortable with the workplace cultur...
Yes, all of the time	12
Most of the time	9
Not usually	2
<b>Grand Total</b>	<b>23</b>

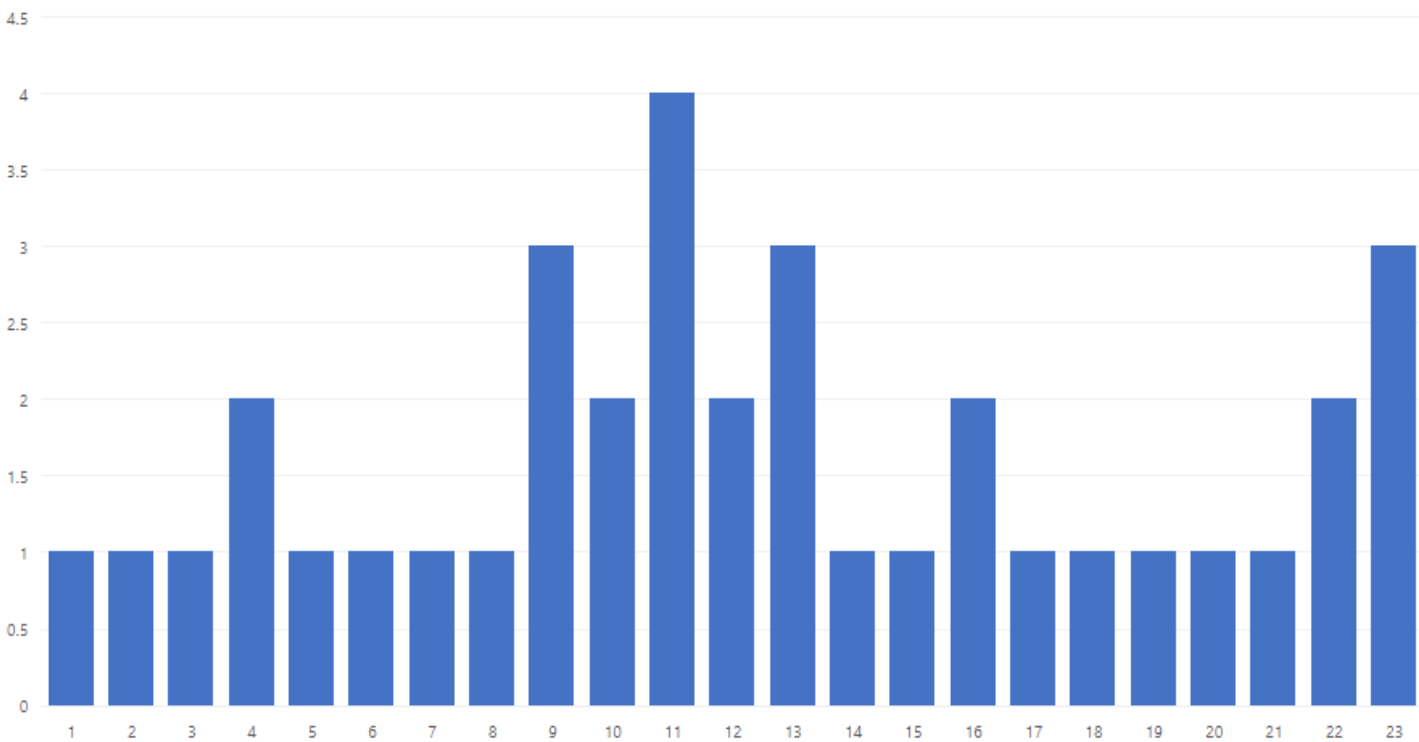
How comfortable are you with your peers?	Count of How comfortable are you with your peers?
Very comfortable-We all get along great	14
Somewhat comfortable-Some more than others	9
<b>Grand Total</b>	<b>23</b>

Do you feel your manager treats all the team members equally?	Count of Do you feel your manager treats all the team members equally?
Yes	18
No	5
<b>Grand Total</b>	<b>23</b>

'Please rate your level of stress relating to your job duties 1 being very low and 4 being very high'



'Please rate your level of stress relating to the workplace culture at your location with 1 being very low and 4 being very high'



### Any additional comments?

I would appreciate finding a balance between the three divisions.

The supervisor is very supportive and encouraging.

Great Job everyone!

Thank you for sending this out. It's nice to have a voice to provide feedback.

More representation on the skills floor from each department

I feel that all team members of the AJC (WIOA, PJ, UI, VR) should have to contribute to working the skills floor despite what program they work for. All of us have different duties and responsibilities but it would feel more fair and more of a team culture if everyone had the same responsibility. The skills floor is where the most stressful parts of working here occur and resentment forms when only certain programs (UI, PJ) in the center have to work shifts. All program customers utilize the skill floor so it would be nice to see this reflected by having all team members have a skills shift. If we had additional staff to work the skills floor, it would help with the burden of workload as well.

### What aspects of your job or AJC do you feel could be improved to create a better work environment? (Training, onboarding, communication, etc)

#### Training

cross training

Recognition by the board that the center staff have a lot of experience and community connections.

I am involved with three different departments, three different managers, with three different expectations. That at times can be daunting.

#### Training

Communication - Sometimes we hear of Rapid Response and Business Closings from the Newspaper rather than from coworkers who are planning the Rapid Response. I feel that having this information can help us to prepare laid off employees better as sometimes they come in before they are laid off.

Work environment is great-the only thing I can think of is when in training, I would have loved to have had some more formal hands-on training about how to use IowaWorks!

cross training

Communication between partners and from the WDB on event/programs being worked on that would affect the AJC.

Training pace (i.e., in person verses virtual).

Communication, Training, Role Expectations, Work Load Balance

training, office etiquette

I really wish we could improve the culture on the skills floor. A lot of team members come across as rude and condescending to customers which is embarrassing when working with those particular team members. The customers will get to complaining about the particular

staff members and it puts you in an awkward position. A few team members make the whole center look bad.

Onboarding

Team activities to get to know everyone.

communication between programs and when updates occur that we are not aware of until we see them and figure it out ourselves

Training is always beneficial for all aspects of growth personally and professionally.

I do not have a opinion about this at this time.

onboarding

cross-training would be beneficial to develop a better understanding of each department's job duties





# Mississippi Valley Workforce Development Board

## Davenport AJC Workplace Culture Survey 33 Responses

Is there a culture of teamwork and cooperation within your AJC location? Count of Is there a culture of teamwork and cooperation within your AJC loca...

Yes	21
No	12
<b>Grand Total</b>	<b>33</b>

Do you feel respected by your team? Count of Do you feel respected by your team?

Yes	29
No	4
<b>Grand Total</b>	<b>33</b>

Do you feel respected by other program members at your AJC location? Count of Do you feel respected by other program members at your AJC location?

Yes	23
No	10
<b>Grand Total</b>	<b>33</b>

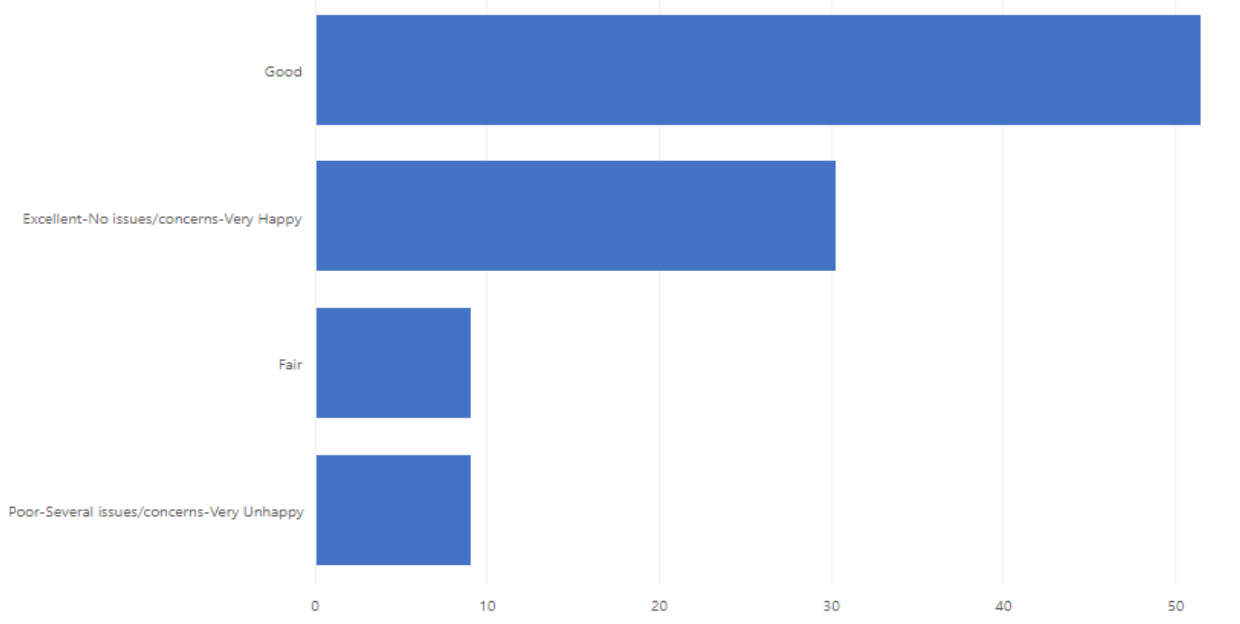
Does your manager provide you with timely feedback about your work? Count of Does your manager provide you with timely feedback about your work?

Yes	31
No	2
<b>Grand Total</b>	<b>33</b>

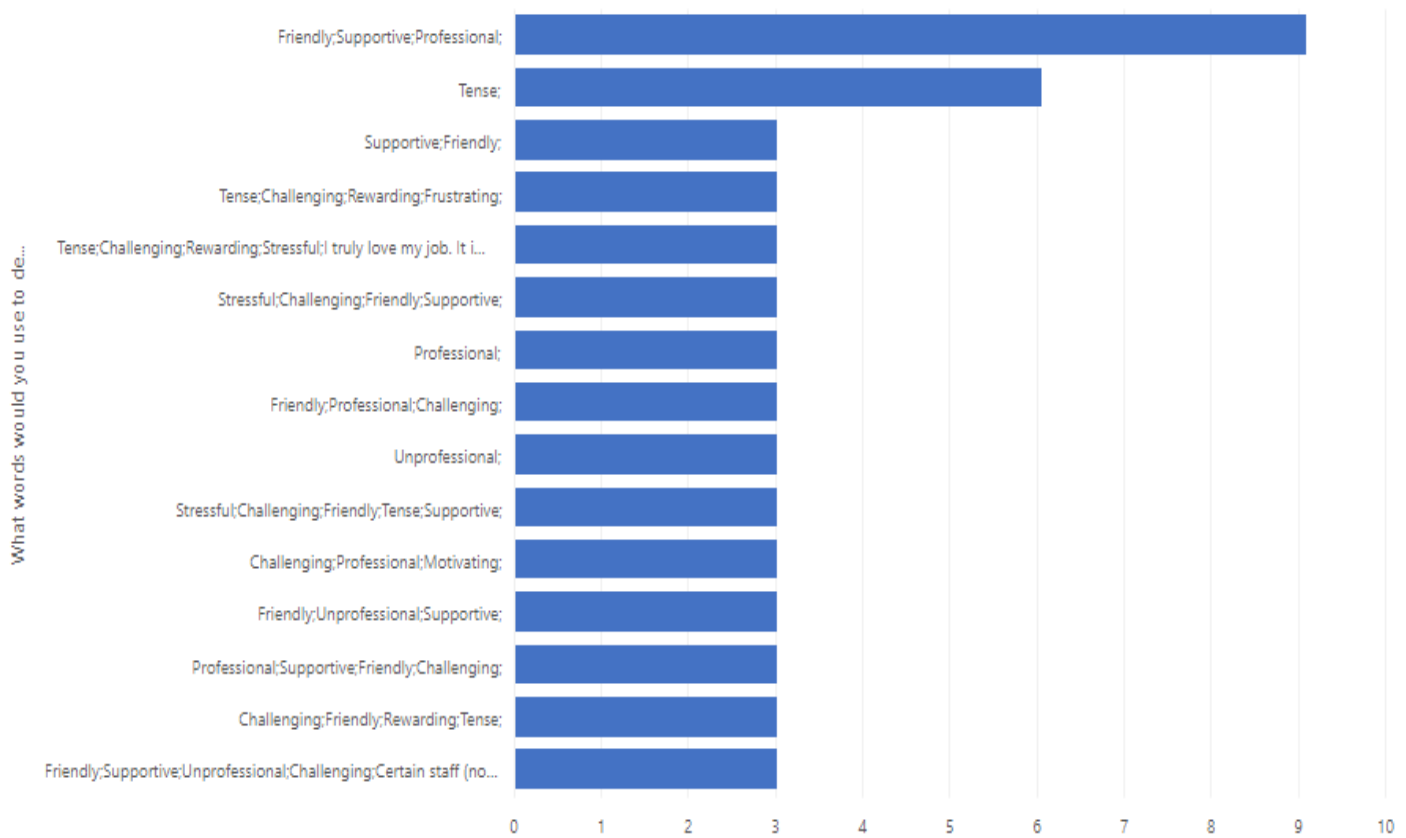
Do you feel valued as an employee? Count of Do you feel valued as an employee?

Yes	26
No	7
<b>Grand Total</b>	<b>33</b>

Count of How would you rate the leadership exhibited at your AJC location?



Count of What words would you use to describe the workplace culture at your AJC location?



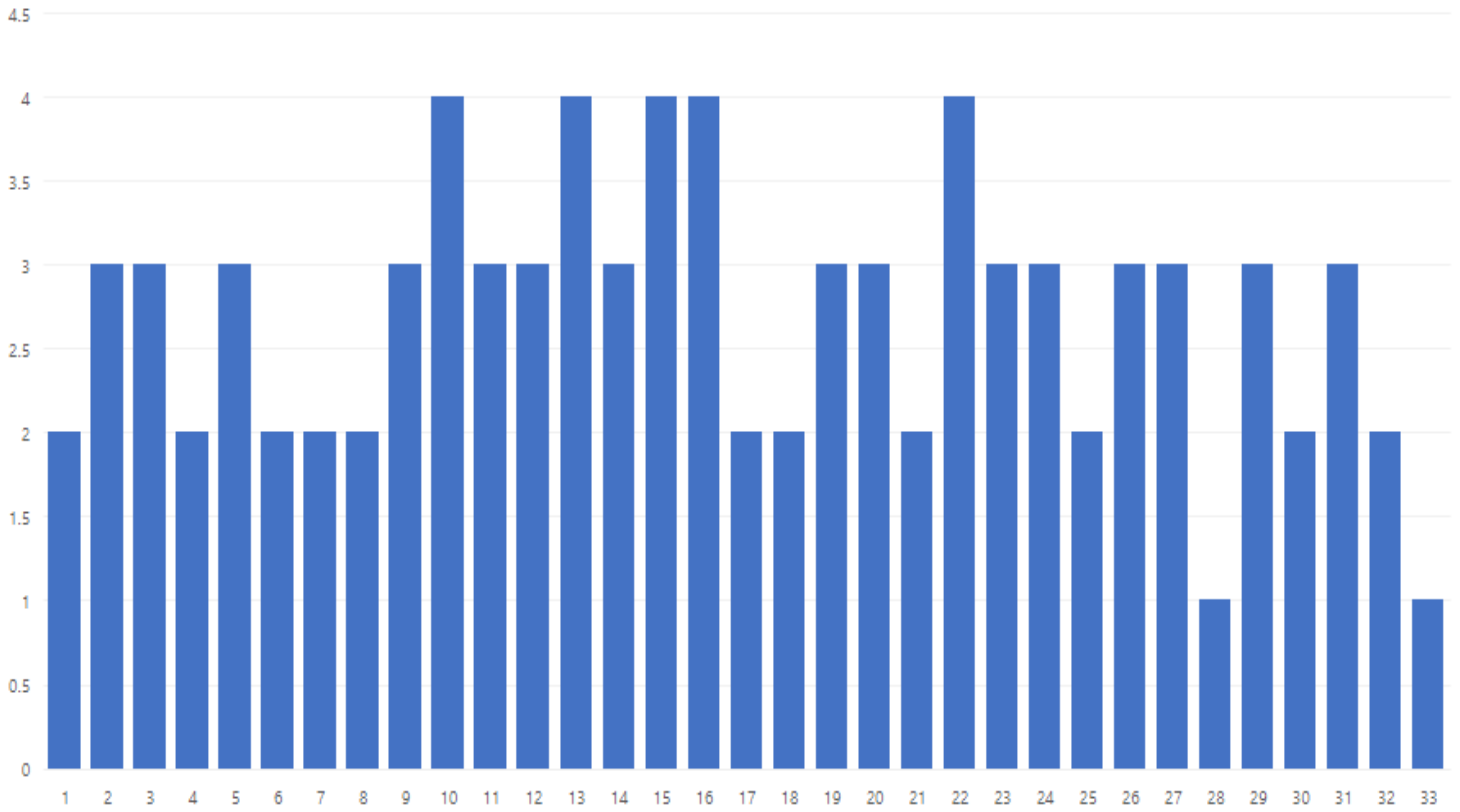
Does your team provide support at work when needed?	Count of Does your team provide support at work when needed?
Yes	29
No	4
<b>Grand Total</b>	<b>33</b>

Overall, do you feel comfortable with the workplace culture at your AJC location?	Count of Overall, do you feel comfortable with the workplace cultur...
Most of the time	15
Yes, all of the time	11
Not usually	7
<b>Grand Total</b>	<b>33</b>

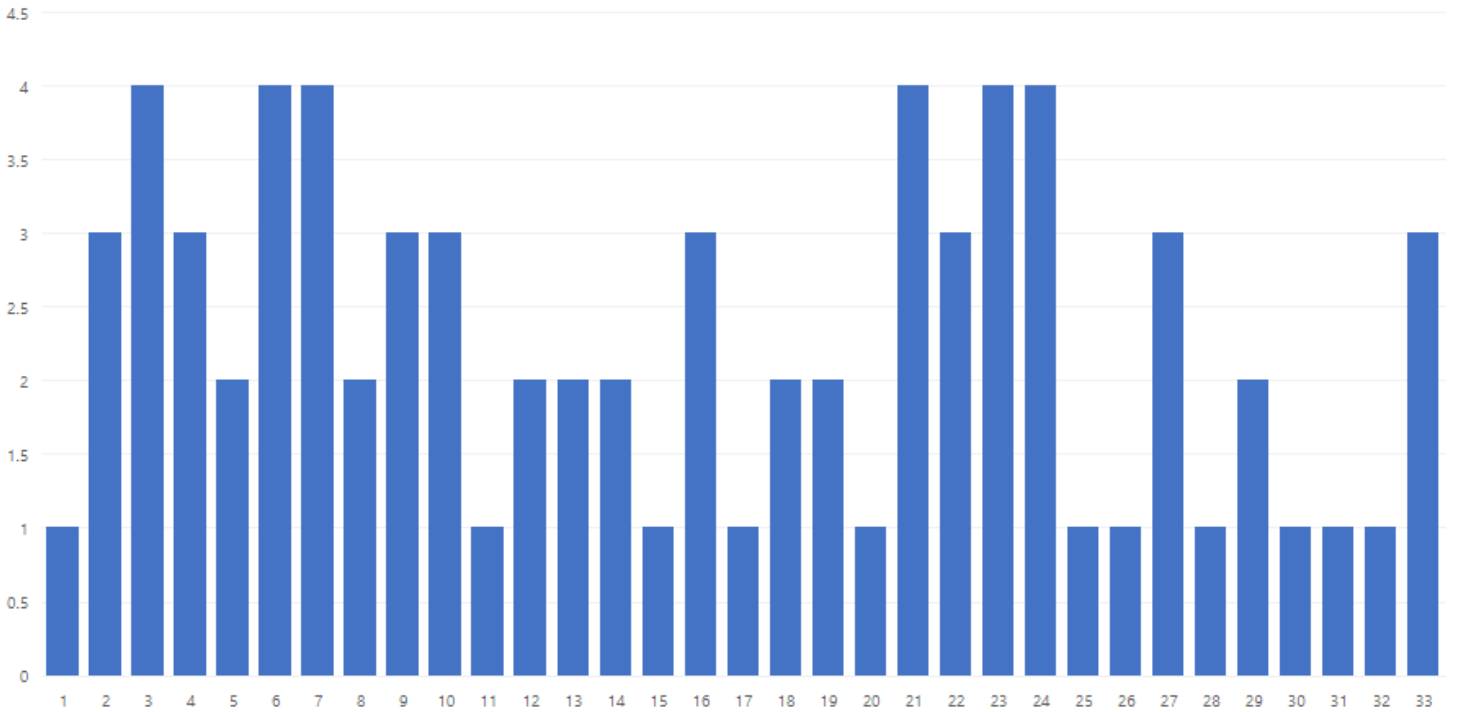
How comfortable are you with your peers?	Count of How comfortable are you with your peers?
Somewhat comfortable-Some more than others	26
Very comfortable-We all get along great	6
Very uncomfortable-I keep to myself	1
<b>Grand Total</b>	<b>33</b>

Do you feel your manager treats all the team members equally?	Count of Do you feel your manager treats all the team members equally?
Yes	25
No	8
<b>Grand Total</b>	<b>33</b>

'Please rate your level of stress relating to your job duties 1 being very low and 4 being very high'



'Please rate your level of stress relating to the workplace culture at your location with 1 being very low and 4 being very high'



### Any additional comments?

We have a great group of talented people in this center. Relationships and teamwork has flourished when allowed. Micro-managing does not work well with employees and this has been ongoing. Teamwork can be attained if there was more inclusive meaningful team building activities on a weekly basis instead of boring state policy meetings. We all bring great talents and skills. We wish we could shine them without the scrutiny. A large factor that has also been noticed outside the agency is that there is too much involvement from the current Board in day to day activities. If our managers were hired to lead the ship, they should be given the opportunity to show their abilities to unify us again. A lot of changes have taken place post Covid. We used to be a fun team that worked well together and were not afraid to come to work and enjoy our day in a rewarding job. Thank you for taking the time to listen to our voices. I hope that we can once again be a team and work well as a team growing our talents to better serve Iowans.

I do not feel that there is a flat yes or no answer to questions 5, 6, 8, 10, 11 is appropriate. I am also unsure, is the word team being used to include my department or the AJC, which is what the survey is about. Number 5, there are some individuals here that are great and are team members 100% of the time. There are also individuals who are the opposite and we all know it only takes one to change an opinion. #6 by my department absolutely, by others in other departments no. #8 by many yes, by some no, I don't feel like my voice is heard or respected at all. #10 by those that I feel matter, yes!!! #11 most of the time, some members are more supportive naturally, but if you ask for help directly they will help you.

I think part of the hostility I have felt from other partner program members could be solved by better communication and education on other partner programs. The only uncomfortable encounters I have faced envolved situations where other partner staff were under the impression that our program would help with a specific service and was upset that the specific services was not provided. Having more knowledge about what services are available through each program and what is REALISTIC could be helpful.

Being more valued will be great.

we are more siloed than we used to be. Frontline staff don't hear the same messages from all agencies of integration anymore like they used to. Integration is more than each program working the floor.

Upon arrival, the customer said the front person shouted her name (to the employment specialist) to say she was there for an appointment... and then they asked her last name to shout back at the person and she refused. She was embarrassed enough to be there for unemployment purposes, and did not want her name shouted in the lobby. Also - she told me she showed up at the wrong location. On the initial letter going to the customer, there was NO WHERE where it indicated the address of Iowa Works. I saw the letter, front and back and there was no address. This needs to be rectified. This feedback was from a person who has worked her entire life and was recently laid off for the first time...she has no experience with Iowa Works, but left feeling like it was unprofessional.

I feel like there is a culture of teamwork and cooperation amongst my immediate team. I can count on my team members for help if needed, and know I have their support. I do not feel that way when I work on the skills floor.

I believe that I would enjoy my job more if there was more team work amongst the agency as a whole. There is a lot of separation when it comes to the different departments in the AJC.

Overall the office culture is friendly and professional, though some negativity will always persist. Though it can sometimes be uncomfortable, awkward, or tense, it doesn't impair my ability to do my job.

There is a culture of mistrust and collusion amongst coworkers who will often misrepresent their intentions to one another and execute personal agendas to management.

Very Great Work Place!

As a new employee, coworkers seemed genuinely pleased to welcome and greet me. My workspace area was decorated and inviting! I enjoy all of the opportunities we are given to interact during meetings and breaks.

Great Work Place

PJ and Title 1 team are the ones constantly needing to fill in the massive gaps that the Career Planner team drops when it comes to those entering the center. Most customers are being asked to come back to do something else outside of our office that should and could be done here. The negative attitude, unprofessional remarks and lack of supporting job seekers let alone treating peers professionally and without disrespect. In my opinion, Title 1, PJ, Tax, Voc Rehab all work well together, supportive and professional. Good luck, it's a mess

### What aspects of your job or AJC do you feel could be improved to create a better work environment? (Training, onboarding, communication, etc)

Consistent expectations for staff, workload balancing among team members

There is currently not a unified team. Everyone works for separate departments that at times feels like there is a line in the sand. Since a new Title 1 provider came on board, there has been lack of unified teamwork. Never a coexisting approach to what we do to serve Iowans as a team. A mentality of one team is better than the other instead, of serving customers to the highest standards. There is a NOT my job mentality from some. There is also an intensive amount of day to day operations that the Board should not be a part of. Managers in the agency should be navigating their teams. Too many people can gum up the works and the potential to have great teams. Leadership in the building should report to the board on day to day operations. Our managers need to be given the opportunity to do the tasks required to better employee relationships and improve community relationships and projects. My manager is caring and tries to motivate the team.

communication,

We have a good team. Though at times i feel excluded due to my personal beliefs

I think in Davenport we work really hard to include all center partners into everything we do. It is made difficult by specific program requirements and rules. Knowing what each program can/cannot in regards to policy (state and local), funding, staff in office requirements, ect., would be helpful.

Communication will be great and sharing ideas will be great among the team but that is not what is done.

Communication: promote calm and evenly paced conversations. not rushed or stressed responses especially when problem solving with dept./co-workers. offer detailed information to the team as a whole rather than individual meetings which can lead to co workers feeling undervalued compared to the conversations others receive which can also indirectly promote staff member preference, favoritism etc.

### Training, onboarding, communication

I heard some unfortunate things from an AJC customer recently. She said she was able to see other people's confidential information while sitting at the employment specialist's desk (other people's files on his desk). He was also typing over someone else's information on a form in the computer (in front of the customer) to where the customer could see the previous customer's information.

communication, center communication is done through Teams, not through email. Needs done through email

Everyone, including management, always assuming that people are wanting to do their best, plenty of training, and guidance and gentle correction accompanied by encouragement when someone does something wrong. Never making someone feel outside of the team.

### Communication between programs - same goal and same mission statement practice

I honestly think some of our office challenges need to be called out, with everyone, and discussed as a team for solutions to the issues.

### Communication from the Des Moines team.

I feel that communication and working more as a team could improve. Team building exercises do not work though. I feel that a meeting with the managers to address the problems that are occurring in the AJC should occur. We need to learn to work together more and to be more respectful to each other and the customers that we help.

### more casual attire

I think have all new team members shadow each department so they have a better understanding of what each different group does at the AJC. Feel like a lot could be learned by everyone with seeing what occurs in the specific programs daily

Written communication is beneficial for accountability purposes within teams. We may discuss something during meetings, but if it doesn't come out in writing, it's difficult to hold all teammates accountable.

### Onboarding

Individually teams are not totally the issue. The whole career planner team as a whole both for working with the office as a team and serving Iowans is a huge issue.

### Standardization of training

more inclusive training, employees all being held to the same standards

Lack of perceived confidence from management has led to gross micromanagement, often time pitting co-workers unknowingly against one another. As a subject matter expert, I expect to be treated like one.

### onboarding

all is satisfactory

### Communication and not being micromanaged

Professional Training on workforce issues that is deployed across partners to build consistency on resumes, the true process of career planning.

### Training and communication

Onboarding and obtaining email and security authorizations seemed to be lengthy and more complicated than necessary.

### onboarding