

# GUIDE

FOR BOARD MEMBERS



South Central Iowa Local Workforce Development Board

Innovate

Collaborate

Integrate

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Innovate

Collaborate

Integrate



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# WELCOME

WELCOME,

As a local workforce development board member, it can be difficult to know where to begin. South Central Iowa Workforce Area is here to help you. This handbook serves as an overview of the major components of the board structure including bylaws, current members, and standing meetings. As Iowa continues to align with WIOA legislation and work through a systematic transformation, your role as a member is vital to our local workforce area.

The guide will also provide basic information and a high-level overview of the programs and services provided at One Stop Centers run by the IowaWORKS team and how you make an impact in your role as a board member. If you have any further questions about any of the material, please don't hesitate to connect and I would be happy to provide more information.

This guide will evolve as the vision and goals for the local area are set forth and established by the board. Your commitment to laying the foundation will make a lasting impact on our most vulnerable populations and ensure that individuals are getting the skills they need to enter the workforce and meet local business demands. It is a great pleasure and honor to serve with hard working and dedicated individuals like you that view challenges as opportunities.

WARM REGARDS,

*Krista Tedrow*

Executive Director  
South Central Iowa Workforce Area  
Local Workforce Development Board





## PURPOSE

As a board member knowing your why is important. You are here to make an impact on our local area. The leadership, expertise, and vision you provide and the decisions you make will have a lasting impact on those we serve in the local area.

By partnering with other organizations and teams in our local area we can replace vicious cycles of generational poverty by providing promising career opportunities.

## KAMI'S STORY

According to Kami, Title I Youth Services gave her a pathway to success but also saved her life. She came from poverty with a lot of home life issues. She was also adopted at 17-years-old. Thanks to assistance from Title I and the Title II Adult Literacy program, Kami obtained a GED, moved onto a college campus and enrolled in a phlebotomy program. She is now employed as a phlebotomist and certified nursing assistant. Kami has also completed the general education classes for the Practical Nursing associate's degree program and is in her second year of the program. Kami reports that she has grown in her personal life, obtaining a driver's license and buying her first car.

*I have found myself and continue to know myself better thanks to amazing people who saw my potential. I am forever grateful. I didn't have family in my corner but I had adopted families such as WIOA.*

# IMPORTANT INFORMATION

# BOARD CONTACTS

## **Chief Lead Elected Official**

Donald Seams  
Wayne County Supervisor  
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dseams@waynecountyia.org

## **Board Chair**

Natalie McGee  
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nmcgee@hy-vee.com

## **Executive Director**

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South Central Iowa LWDB  
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sciaworkforceboard@gmail.com

## **Fiscal Agent**

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ashley@pathfindersrcd.org

## **Service Provider**

Jennifer Erdmann  
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jennifer.erdmann@iwd.iowa.gov



# South Central Iowa Workforce Area Local Workforce Development Board Program Year 2021 Meetings

Until further notice all meetings will be conducted via Zoom.  
The regularly scheduled meetings of the South Central Iowa Workforce Area are listed below.  
Other meeting dates will be scheduled on an as needed basis.  
All meeting dates are subject to change.

## South Central Iowa Workforce Area Local Workforce Development Board

Thursday, July 29, 2021 - 4:00 p.m.  
Thursday, October 28, 2021- 4:00 p.m.  
Thursday, January 27, 2022- 4:00 p.m.  
Thursday, April 28, 2022- 4:00 p.m.

## South Central Iowa Workforce Area Chief Elected Officials

Thursday, August 5, 2021- 2:30 p.m.  
Thursday, November 4, 2021 - 2:30 p.m.  
Thursday, February 3, 2022- 2:30 p.m.  
Thursday, May 5, 2022 - 2:30 p.m.

## COMMITTEES

### Executive Committee (2nd Tuesday)

Tuesday, July 13, 2021 - 1:30 p.m.  
Tuesday, August 10, 2021 - 1:30 p.m.  
Tuesday, September 14, 2021 - 1:30 p.m.  
Tuesday, October 12, 2021 - 1:30 p.m.  
Tuesday, November 9, 2021 - 1:30 p.m.  
Tuesday, December 14, 2021 - 1:30 p.m.  
Tuesday, January 11, 2022 - 1:30 p.m.  
Tuesday, February 8, 2022 - 1:30 p.m.  
Tuesday, March 8, 2022 - 1:30p.m.  
Tuesday, April 12, 2022 - 1:30 p.m.  
Tuesday, May 10, 2022 - 1:30 p.m.  
Tuesday, June 14, 2022 - 1:30 p.m.

### Finance Committee (3rd Tuesday)

Tuesday, July 20, 2021 - 11:30 a.m.  
Tuesday, August 17, 2021 - 11:30 a.m.  
Tuesday, September 21, 2021 - 11:30 a.m.  
Tuesday, October 19, 2021 - 11:30 a.m.  
Tuesday, November 16, 2021- 11:30 a.m.  
Tuesday, December 21, 2021 - 11:30 a.m.  
Tuesday, January 18, 2022 - 11:30 a.m.  
Tuesday, February 15, 2022 - 11:30 a.m.  
Tuesday, March 15, 2022 - 11:30 a.m.  
Tuesday, April 19, 2022 - 11:30 a.m.  
Tuesday, May 17, 2022 - 11:30 a.m.  
Tuesday, June 21, 2022 - 11:30 a.m.

### Operations Committee (3rd Wednesday)

Wednesday, July 21, 2021 - 3:00 p.m.  
Wednesday, September 15, 2021 - 3:00 p.m.  
Wednesday, November 17, 2021 - 3:00 p.m.  
Wednesday, January 19, 2022 - 3:00 p.m.  
Wednesday, March 16, 2022- 3:00 p.m.  
Wednesday, May 18, 2022 - 3:00 p.m.

### Youth Committee (2nd Thursday)

Thursday, July 8, 2021 - 11:00 a.m.  
Thursday, September 9, 2021 - 11:00 a.m.  
Thursday, November 18, 2021 - 11:00 a.m.  
Thursday, January 13, 2022 - 11:00 a.m.  
Thursday, March 10, 2022 - 11:00 a.m.  
Thursday, May 12, 2022 - 11:00 a.m.

### Disability Access Committee (3rd Wednesday)

Wednesday, August 18, 2021 - 1:30 p.m.  
Wednesday, November 17, 2021 - 1:30 p.m.  
Wednesday, March 16, 2022 - 1:30 p.m.  
Wednesday, June 20, 2022 - 1:30 p.m.

**SECTION**

*One Stop*

**ONE**



# WIOA OVERVIEW

The Workforce Innovation and Opportunity Act, commonly referred to as WIOA, was enacted on July 22, 2014. WIOA is designed to help job seekers access employment, education, training, and support services to succeed in the labor market and to match employers with the skilled workers they need to compete in the global economy. The WIOA vision seeks to improve job and career options for our nation's workers and job seekers through an integrated, job-driven public workforce system that links diverse talent to businesses.

It aims to support the development of strong, vibrant regional economies where businesses thrive, and people want to live and work. WIOA is based on the idea of the public workforce system supporting, through its programs and services, the development of a talent pipeline that has the skills and expertise that local businesses need to thrive - thus driving economic and community prosperity.

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## GUIDING PRINCIPLES

### Accountability & Transparency

Decisions about the system should be informed by analyzing data and evaluating performance standards. This means making purposeful decisions about the system and how it will operate as well as operating within Open Meetings Laws and procuring service providers. It means being accountable for the use of public funds and how those funds are spent.



### Integrated Services

Programs do not duplicate each other but, work collaboratively to deliver the best outcome for the customer.

### Strategy

This element is critical to the Local Workforce Development Boards (LWDB). The LWDBs are to be focused on the big picture of workforce development and strategies to ensure that the supply side (workforce system) is meeting the demand side (employers/business community).

### High Quality Services

The workforce system must be focused on high quality services by all partners to all customers. To do this, stakeholders must increase coordination across programs and resources to support a comprehensive system that seamlessly provides integrated services that are accessible to all jobseekers, workers, and businesses.

### Regional Economic Development

Meeting workforce needs is critical to economic growth. State and local workforce development boards - in partnership with workforce, economic development, education, and social service organizations at the state, regional and local levels - align education and training investments to regional civic and economic growth strategies, ensuring that all jobseekers and businesses can access pathways to prosperity.

# ONE STOP CENTERS

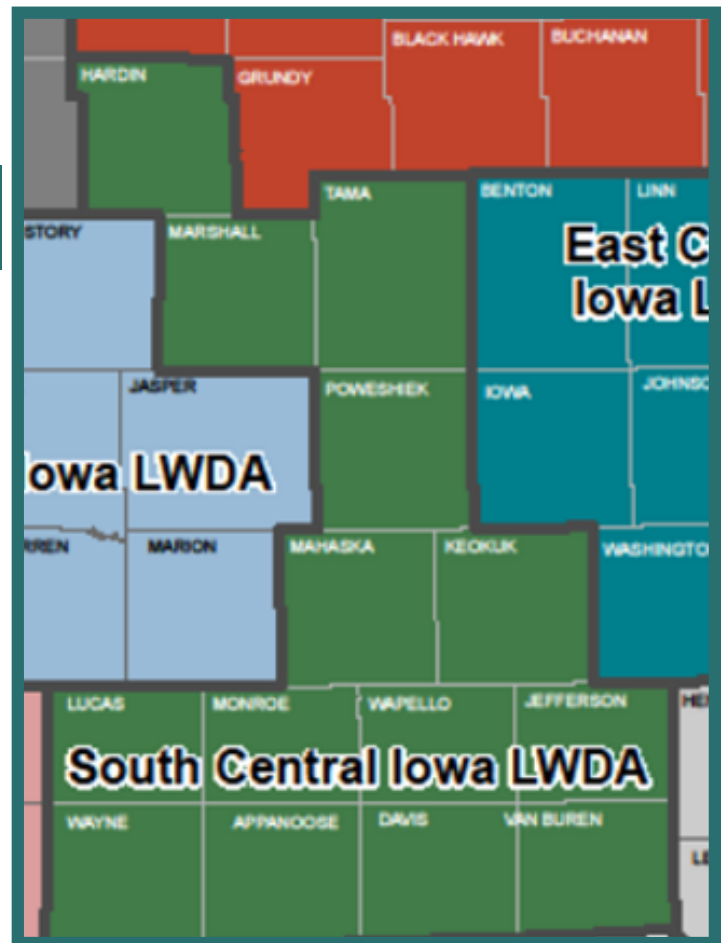
IowaWorks offices are located throughout the state. All services described are available in each location. South Central Iowa has two centers; one located in Marshalltown and one in Ottumwa.

The one-stop system brings together workforce development, education, and human service-focused organizations into a seamless customer-focused network. The goal of the one-stop system is to enhance access to programs and improve long-term employment outcomes for individual customers.

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## BOARD ROLE

In partnership with the CEO, the LWDB is tasked with providing oversight of the entire one-stop delivery system in the local area. The LWDB ensures the system is accomplishing the vision set forth by WIOA and its corresponding regulations. The vision cast by the LWDB is expected to be a wide net encompassing all partner programs within the system. While each program is unique and must fulfill its regulatory requirements, all programs work toward the same vision set forth by the LWDB.



101 Iowa Ave W UNIT 200  
Marshalltown, IA 50158

15260 Truman Street  
Ottumwa, Iowa 52501



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## PARTNER ROLES

The management of the one-stop system is the shared responsibility of the LWDB, CLEO, WIOA core program partners, required one-stop partners, one-stop operators, service providers, and any non-mandatory partners added to the local system by the LWDB and CLEO. In other words, the system is a total collaborative for the planning, operations, and management of local workforce services.

# CORE PARTNERS

## THE CORE FOUR

The management of the one-stop system is the shared responsibility of the LWDB, CLEO, WIOA core program partners, required one-stop partners, one-stop operators, service providers, and any non-mandatory partners added to the local system by the LWDB and CLEO. In other words, the system is a total collaborative for the planning, operations, and management of local workforce services.

WIOA Title	Federal Legislation/Act	Iowa Administering Agency
I	Adult, Dislocated Worker, Youth	Iowa Workforce Development
II	Adult Education & Family Literacy	Iowa Department of Education
III	Wagner Peyser Act	Iowa Workforce Development
IV	Rehabilitation Act of 1973	Iowa Vocational Rehabilitation Services and Iowa Department for the Blind

### Title I Youth | Adult | Dislocated Worker

Title I establishes WIOA's state and local Workforce Development Boards (WDBs) and the one-stop career centers known as American Job Centers (AJCs). Localities work through AJCs to provide career services to residents. Title I additionally specifies how federal WIOA funds flow down to states and localities.

### Title II Adult Education & Literacy

Administered by the U.S. Department of Education (ED), Title II programs serve individuals with barriers to employment, including immigrants, English-language-learners and low-income individuals. Title II funding supports adult literacy and basic skills training for employment and postsecondary education.



### Title III Wagner-Peyser

Title III integrates the federal Employment Services (ES) into WIOA's one-stop delivery systems, or American Job Centers (AJCs). Administered by the U.S. Department of Labor Employment and Training Administration (DOLETA), ES offices within AJCs offer resources such as job search assistance, career placement and reemployment support for Unemployment Insurance (UI) claimants.



### Title IV Vocational Rehabilitation

Title IV defines how U.S. Department of Education (ED) funding is allotted to states. This title also authorizes funding for vocational rehabilitation services, with a special focus on improving economic prospects and independent living opportunities for individuals with disabilities. Services may include career coaching, interpreter assistance and funding for books and tuition.

# SERVICES

## VETERANS SERVICES

Veteran Representatives, who are all honorably discharged service members, coordinate all intensive services provided to eligible veterans within the IowaWORKS system. They work with eligible veterans and clients of Veterans Administration Vocational Rehabilitation to; administer comprehensive assessments of skill levels;

- develop an individual employment plan;
- develop job interviewing and resume writing skills;
- provide individual career planning services;
- help place eligible veterans in federally-funded employment and training programs;
- monitor job listings from federal agencies and federal contractors to ensure veterans get priority service in referral to these jobs; and,
- provide intensive services to meet the employment needs of eligible veterans.

These services provide veterans with the necessary information to find and secure suitable employment. These services can also help veterans make the transition from the military to the civilian workforce.

## RAPID RESPONSE

Rapid Response quickly coordinates services to layoffs and plant closings and provides immediate aid to companies and the affected workers. Employee Information meetings are conducted to provide information about services available at IowaWORKS Centers which include:

- assistance finding new employment
- resume workshops
- career counseling
- training in a new career
- assistance filing unemployment insurance (UI) benefits

## EMPLOYMENT & TRAINING

Title I of the Workforce Innovation and Opportunity Act (WIOA) provides employment and training services to eligible adults, dislocated workers, and youth. The program connects eligible individuals to a continuum of services and activities, aimed at teaching participants how to navigate the appropriate educational and workforce systems based on an established career pathway. Activities include career exploration and guidance, continued support for educational attainment, and opportunities for skills training in in-demand occupations.

## CAREER SERVICES

Career and training services are available to meet the diverse needs of job seekers and are tailored to individual needs. Career services available to all job seekers include: career counseling, job search and placement assistance, creating resumes and cover letters, preparing for interviews, labor market information, career and skills assessments, assistance with managing unemployment insurance claims, skill upgrades and training, and information on partner programs.

## UNEMPLOYMENT INSURANCE BASICS

Iowa Workforce Development (IWD) administers unemployment insurance benefits in the state of Iowa. Benefits are made available to workers who meet all requirements and have lost their job through no fault of their own, such as when a plant closes, they are laid off or in other similar circumstances. Benefits are paid entirely by employers who are covered by the Iowa Employment Security Law. Unemployment insurance is not based on need. It is intended to pay benefits to eligible individuals during periods of unemployment when no suitable work is available.



# SERVICES

## PROMISE JOBS

"Promoting Independence and Self-Sufficiency through Employment, Job Opportunities, and Basic Skills," provides case management, employment, education, training, and supportive services to recipients of the Family Investment Program (FIP), Iowa's cash assistance program under the Temporary Assistance for Needy Families (TANF) block grant.



PROMISE JOBS is administered by Iowa Department of Human Services (DHS). DHS contracts with Iowa Workforce Development (IWD) to provide PROMISE JOBS services. Most FIP recipients are required to sign an agreement with PROMISE JOBS. The agreement outlines the work activities and other actions the participant will take to become independent of FIP.

## MIGRANT & SEASONAL FARMWORKERS

Migrant and Seasonal Farmworkers help with the cultivation and harvest of crops, and other agricultural activities in Iowa each year. Iowa Workforce Development's Migrant and Seasonal Farmworker (MSFW) outreach program is focused on educating and assisting MSFWs and agricultural employers. MSFWs receive training and employment services through IowaWORKS to assist with attaining greater economic stability.



## REGISTERED APPRENTICESHIP

A Registered Apprenticeship allows you to get the on-the-job and related classroom training you need for high demand jobs in Iowa while earning a paycheck. Programs range from one to five years, depending on the occupation. You can find more information by visiting:

[www.earnandlearnlowa.gov](http://www.earnandlearnlowa.gov)

for educational attainment, and opportunities for skills training in in-demand occupations.



## TRADE ADJUSTMENT ASSISTANCE

Trade Adjustment Assistance provides reemployment assistance to workers who are displaced, due to a lack of work and no fault of their own, from firms hurt by foreign trade, as determined by the U.S. Department of Labor.



This program seeks to provide these workers with opportunities to obtain the skills, credentials, resources, and support necessary to (re)build skills for future jobs. Services available for eligible workers include training, employment and case management, job search allowances, relocation allowances income support, and wage supplements for reemployed older workers.

For more information on services and service program codes click [here](#).

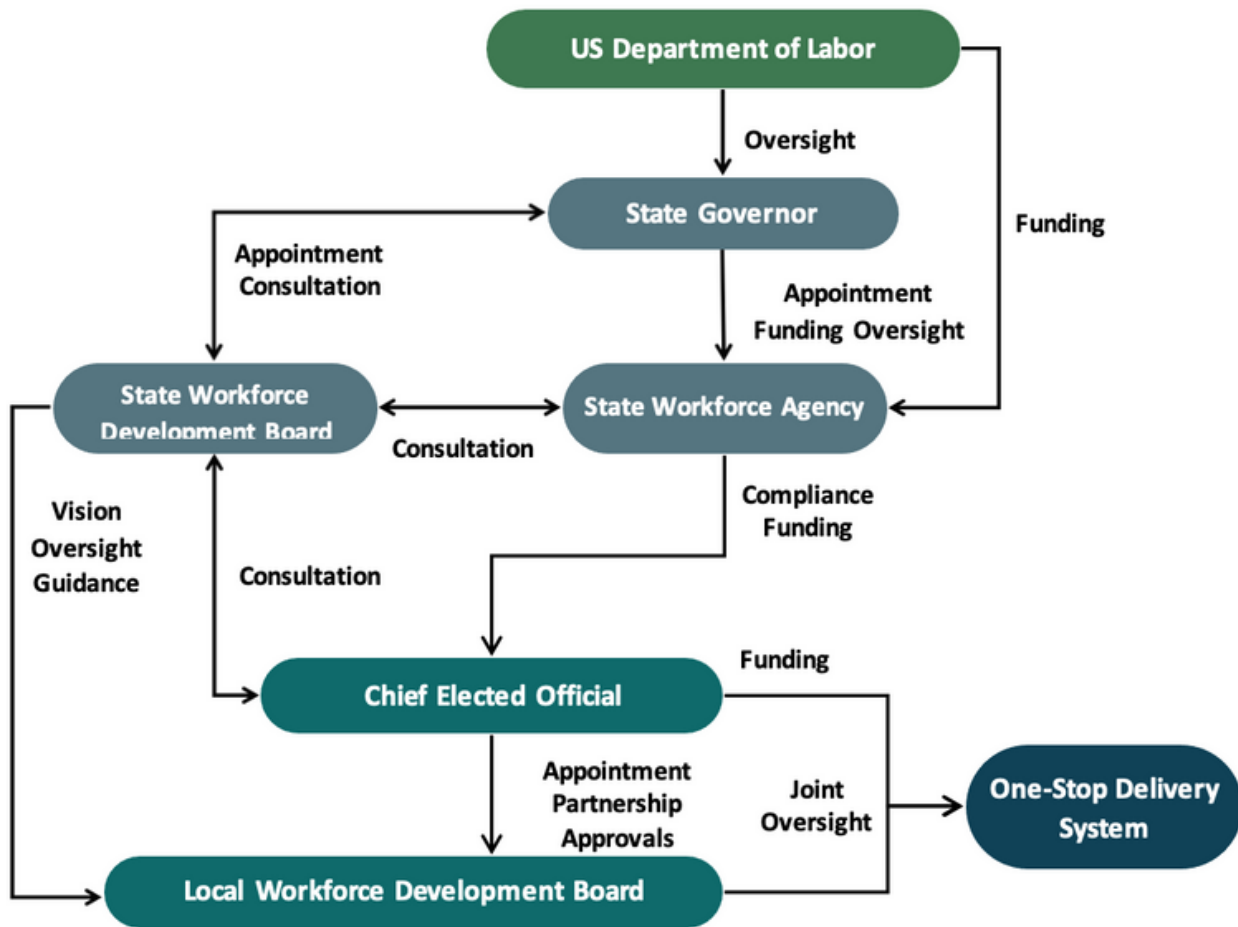


**SECTION**

*Governance*

**TWO**

# OVERSIGHT



## Chief Elected Officials

Iowa has chosen to use the terms CEO and Chief Lead Elected Official or CLEO. CEO refers to the group of elected officials within a local workforce development area. The CLEO refers to the singular CEO selected by the group. In Iowa, County Board of Supervisors' Chairs or a designee from within the Board of Supervisors are the designated Chief Elected Officials.

There is no provision within the federal law to permit a CEO to designate away her or his authority or responsibilities under the law. The Chief Lead Elected Official is the person designated within the group of chief elected officials (CEOs) to represent them and execute documents and other decisions on their behalf. The purpose of the CEOs is to lay the foundation for the LWDB to be strategic by ensuring fiscal integrity and ensuring the local area is represented by committed and suitable local workforce development board members. It is expected that the CLEO is representing and communicating with the larger group of CEOs. Any authority given to the CLEO is given based on the decision making of the CEOs.

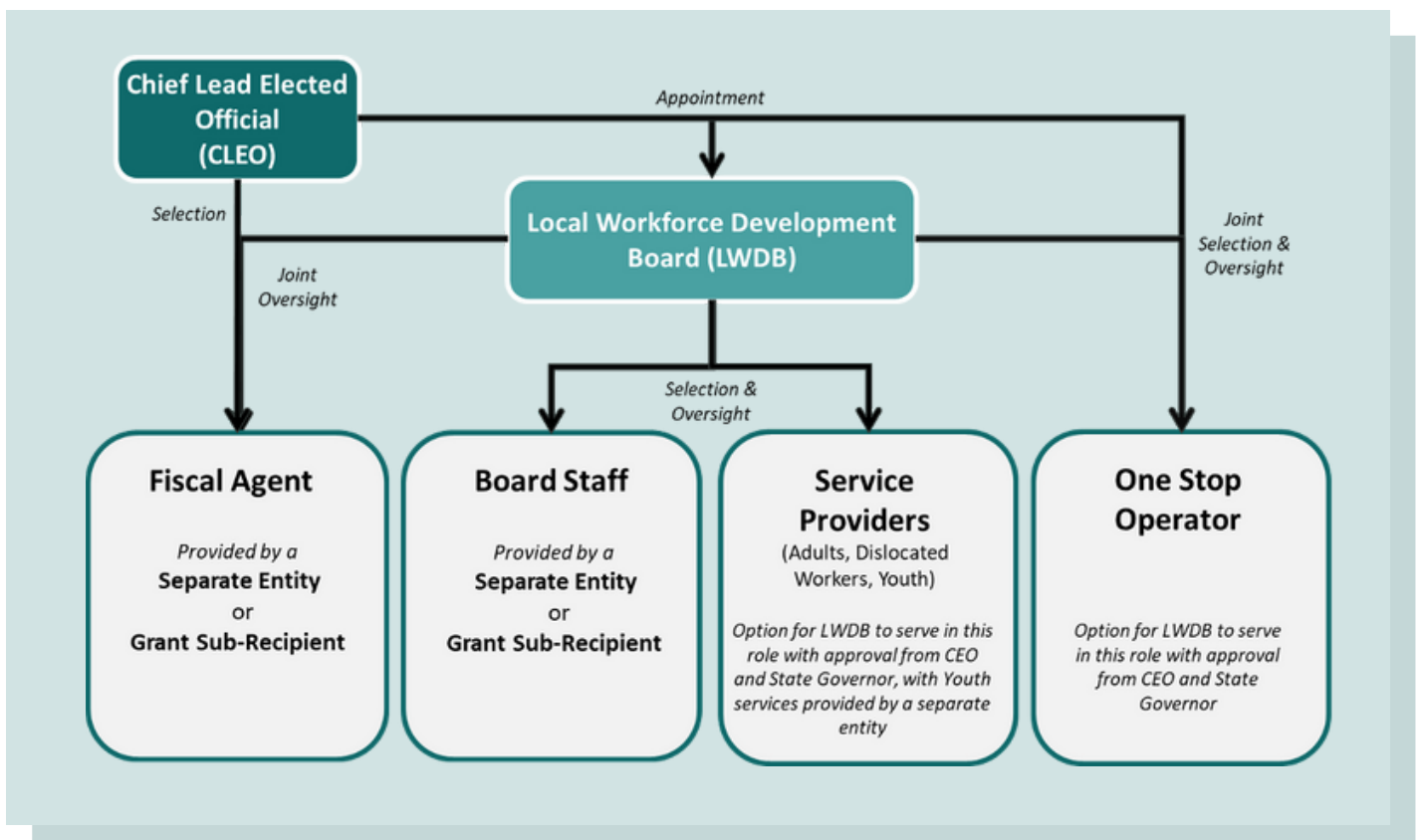
# LOCAL GOVERNANCE

A foundational philosophy within WIOA is the concept of local control. At a basic level, this means that the local governance structure is where decisions are made regarding strategy and service delivery because it is local people who know best how to serve a local area.

This philosophy is reflected in the following ways;

- CEOs appoint the LWDB
- LWDB Selects Service Providers & One Stop Operator
- LWDB develops the local plan

The graphic below represents the local piece of the workforce system and identifies oversight and selection responsibilities of the CLEO and the LWDB. There are four roles at the local level which must be selected. A contract or other legal binding agreement will be required for the execution of the four local roles.



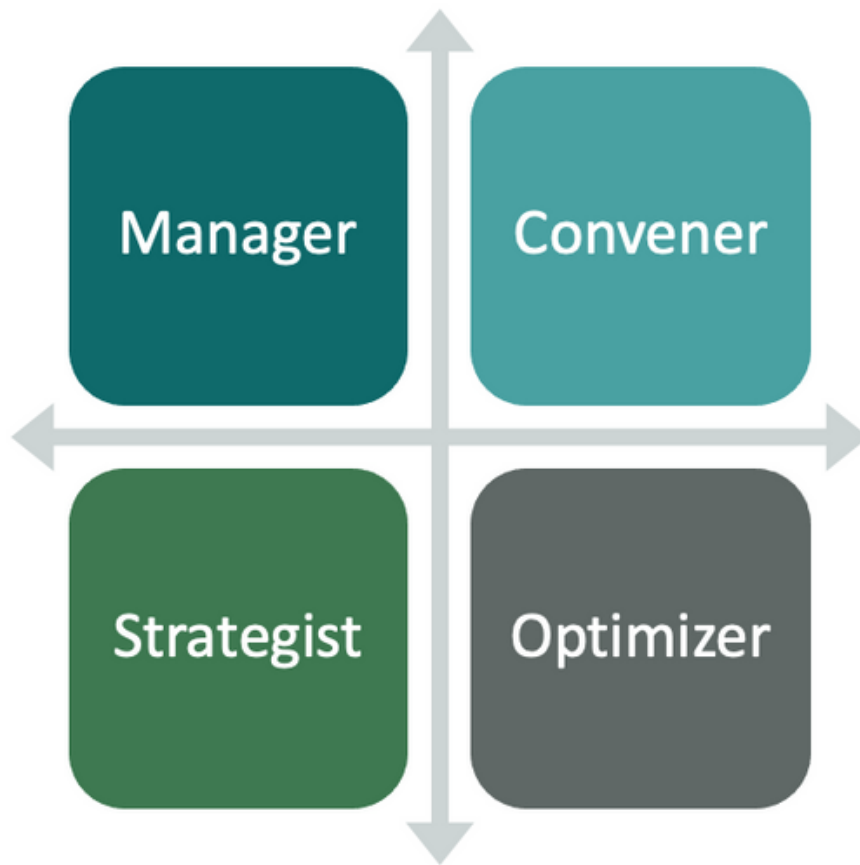


**SECTION**

*Board Roles*

**THREE**

# LWDB ROLES & RESPONSIBILITIES



Based on the reform principles in WIOA, the US Department of Labor, Employment and Training Administration (ETA) has developed a vision for the impact of LWDBs in transforming and improving the workforce system and building a sustaining system for board excellence. WIOA establishes Local Workforce Development Boards (LWDBs) which connect employers and job seekers together to strengthen the local economy.

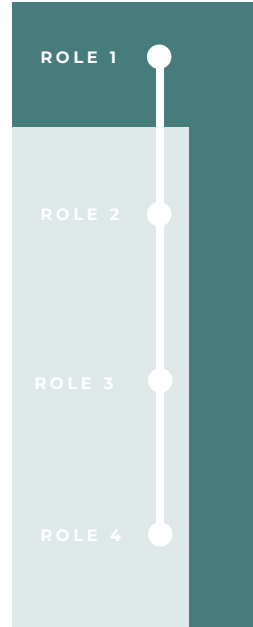
The LWDB's role is to develop strategic plans that set funding priorities for the local area. LWDBs convene partnerships between businesses and community stakeholders and establish sector strategies driven by in-demand occupations and industries. The LWDB works with employers and the workforce system to develop the Local WIOA Plan, policies, and investments that support strategies that drive regional economies, including sector partnerships, career pathways, and high quality customer-centered service delivery.

The mission and vision of local boards parallels the state board. Local boards may dig deeper into the community needs, while the state board will focus on the overarching needs of the state. WIOA outlines four strategic roles that all local workforce development boards must play to ensure the system accomplishes its intended purpose. Each role has a set of tasks that when performed by the LWDB help to ensure the effective delivery of a workforce system aimed at meeting the needs of workers and businesses in the local area.

# MANAGER



The role of Manager requires the Board to effectively manage the funds, appropriately select or procure service providers including the one-stop operator and adhere to effective board practices. Within this role, there are three tasks performed by the Board:



## FUNDS

Boards are entrusted to act as effective stewards of the public funds allocated to the local workforce development area. This fiduciary responsibility requires careful attention to important measures of success for programs and grant funds. LWDBs must ensure strong management practices and controls are in place for the proper expenditure of funds.

## CONTRACTS

Based on the four roles at the local level:

- One Stop Operator
- Service Provider
- Fiscal Agent
- LWDB Staff

the LWDB will issue contracts through the Fiscal Agent for services. It is important to note that these are contractual relationships. Therefore, the procurement process (Request for Proposal), as well as the executed contracts, must clearly identify all expectations of the contractor.

## PROCEDURES

The board should have an organizational structure that supports its strategic and operational goals. A key organizational component is to have an effective committee structure. Committees can help the work of the board by:

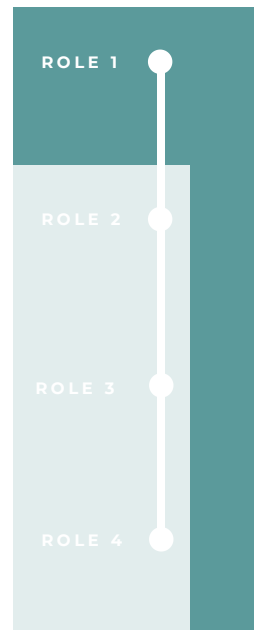
- Ensuring board objectives are met
- Providing board members with a way to engage in the work of the board
- Offer space for detailed action steps to be discussed, managed, and assigned

# CONVENER



The role of Convener requires boards to build and nurture strong local partnerships with community organizations, including business, education, one-stop partners, and economic development. Implied in the Convener role is the premise that the LWDB is not the only entity responsible for building a world class workforce system. The board's power lies in being able to set the vision and convene the appropriate partners to broker a comprehensive set of solutions for business and job seekers.

- MEMORANDUM OF UNDERSTANDING (MOU)
- INFRASTRUCTURE FUNDING AGREEMENT (IFA)
- DEVELOP LOCAL PLAN
- APPROVE NON-MANDATORY PARTNERS



## MOU

The MOU is an agreement developed through local discussion and negotiation. It is executed between the LWDB and the one-stop partners, with the agreement of the Chief Lead Elected Official, relating to the operation of the one-stop delivery system in the local area.

## LOCAL PLAN

Every four years the LWDB must partner with CEOs to develop a Local Plan outlining how the LWDB will develop, align, and integrate service delivery strategies across programs. The process to develop the local plan must be collaborative across the partners and must be led by the LWDB. The state workforce agency is required to issue guidance regarding content of the plan to ensure LWDBs are aligning their service strategies with the statewide plan.

## IFA

The IFA is the financial plan to fund the services and operating costs of the one-stop delivery system. Joint funding is an essential foundation for an integrated service delivery system and necessary to develop and maintain high standards of service. Infrastructure costs are non-personnel costs necessary to run the one-stop center:

- Rent of facility
- Utilities and Maintenance
- Equipment
- Technology to facilitate access

## NON-MANDATORY PARTNERS

If organizations are interested in being a partner in the one-stop delivery system who are not required by WIOA to do so a non-mandated partner must comply with the same requirements as the mandated partners and be approved by the LWDB.



# STRATEGIST

# 3

The role of Strategist ensures that the work of the board is strategic, not aspirational. This requires boards to smartly plan for and implement regional talent pipelines, understanding the demand picture and responding through an integrated set of services that focus on the long-term success of students and job seekers. The board sets the agenda with a bigger picture of community success in mind and board is the local backbone of the workforce system, helping to create a collective vision, and coordinating organizations to implement it

- WORKFORCE RESEARCH/LABOR MARKET ANALYSIS
- DESIGN THE SYSTEM
- SYSTEM OVERSIGHT & POLICY DEVELOPMENT

ROLE 1

ROLE 2

ROLE 3

ROLE 4

## RESEARCH & ANALYSIS

LWDBs must conduct research and analysis of the labor market to understand the needs of business and industry in the local area. Strategies and systems should ensure that the collection and examination data is ongoing, and accurately reflects the needs of small, medium, and large businesses and includes analysis of strengths, weaknesses, and capacity of the workforce system to meet business needs. Business and industry should have opportunity to share their needs to validate the data gathered. Developing relationships with the business community, as well as organizations such as Chambers of Commerce, are pivotal steps in understanding the needs of the labor market.

## DESIGN

Operational design is reflected in how a customer, individual or business, experiences the One Stop Center and considers topics such as:

- Number of IowaWORKS centers (comprehensive and satellite)
- Partners located in or accessed through the centers
- Integrated services for all customers reflected in the MOU and IFA
- Customer flow through the center
- Functional alignment of staff

The strategic design is reflected in such things as:

- Data driven decision making
- Sector partnerships and strategies
- Career pathways

## OVERSIGHT & POLICY

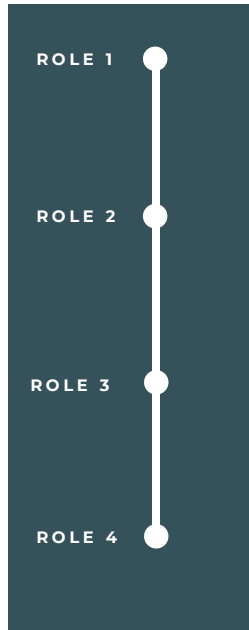
LWDB and CEOs partner, to provide oversight of the entire one-stop delivery system in the local area. The LWDB ensures the system is accomplishing the vision set forth by WIOA regulations. The LWDB is expected to set a vision that encompasses all partner programs within the system. While each program is unique and must fulfill its regulatory requirements, all programs work toward the same vision set forth by the LWDB.

- Targeted sectors or occupations
- Customer service and customer flow within the one-stop centers
- Unified business services teams

# OPTIMIZER



The role of Optimizer empowers boards to continuously monitor performance and make policy or service adjustments to foster continuous improvement. Boards as Optimizers use data to examine macroeconomic trends, looking for patterns that will impact the workforce system and ensure quality outcomes. As an Optimizer, the LWDB's role is to determine appropriate additional measures that support success for the local area, including ways to position and attract additional investments into the workforce system and community.



- ONE STOP CERTIFICATION
- PERFORMANCE MEASURES
- ELIGIBLE TRAINING PROVIDER LIST (ETPL)

## CERTIFICATION

The SWDB, in consultation with CEOs and LWDBs, must establish objective criteria and procedures for LWDBs to use when certifying one-stop centers. The criteria must be updated every two years when the state plan is modified. Certification Criteria:

- Effectiveness
  - Customer satisfaction
  - Integration of services
- Physical and programmatic accessibility
- Continuous improvement
- Coordination amongst partner programs
- Equal opportunity for individuals with disabilities
- Performance measures

## PERFORMANCE

Performance measures are the way USDOL reports to Congress on how well the system is performing. Meeting performance measures is important for LWDBs but should not be used to drive decisions regarding service delivery.

Key Performance Indicators

- Employment Rate
  - 2nd & 4th Quarter
- Median Earnings
- Credential Attainment Rate
- Measurable Skills Gains
- Effectiveness in serving Employers

## ETPL

The Governor, in consultation with the SWDB, must establish criteria by which a training institution may be eligible to train WIOA title I participants through Individual Training Accounts (ITAs). Those institutions whose program meet the eligibility criteria will be placed on the Eligible Training Provider List (ETPL) and are able to receive referrals for training and funding for training services. An LWDB may require additional criteria and information from local training providers.

The rigorous standards of the ETPL encourages accountability and transparency in the process of procuring training for eligible WIOA participants. They help to ensure that training programs are effective and suitable for participants as well as providing eligible individuals with ample information to make an informed choice.

**SECTION**

*Members*

**FOUR**

# **SOUTH CENTRAL IOWA WORKFORCE AREA CHIEF ELECTED OFFICIALS**

**Michael Beary**  
Monroe County  
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mikebeary52@hotmail.com

**Susie Drish**  
Jefferson County  
Re-election: 2024  
Phone: 641-919-3741  
Email: ponyfarm1@aol.com

**Lance Granzow**  
Hardin County  
Re-election: 2024  
Phone: 641-939-8221  
Email:  
lgranzow@hardincountyia.gov

**Matt Greiner**  
Davis County  
Re-election: 2022  
Phone: 641-208-6866  
Email:  
greinerm@daviscountyia.org

**Dale House**  
Van Buren County  
Re-election: 2022  
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Email: dalespackers@yahoo.com

**Wayne Huit**  
Wapello County  
Re-election: 2024  
Phone: 641-683-0092  
Email: whuit@wapellocounty.org

**Bill Faircloth**  
Tama County  
Re-election: 2024  
Phone: 641-751-5356  
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**Jeff Kulmatycki**  
Appanoose County  
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jkulmatycki@appanoosecounty.net

**Jason Roudabush**  
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Re-election: 2022  
Phone: 641-990-5268  
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**Steve Salasek**  
Marshall County  
Re-election: 2024  
Phone: 641-521-5264  
Email:  
ssalasek@marshallcountyia.gov

**Don Seams**  
Wayne County  
Re-election: 2024  
Phone: 641-895-8585  
Email:  
dseams@waynecountyia.org

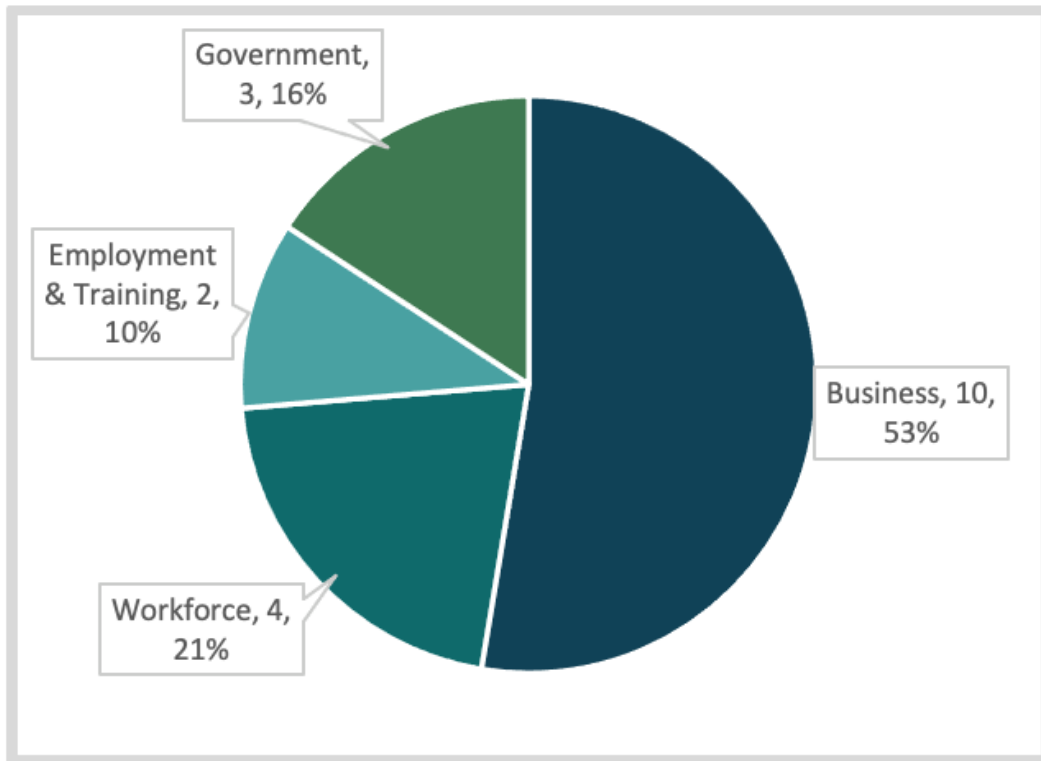
**Dennis Smith**  
Lucas County  
Re-election: 2022  
Phone: 641-203-0435  
Email: smithfarms2@hotmail.com

**Fred Snakenberg**  
Keokuk County  
Re-election: 2024  
Phone: 641-622-2320  
Email:  
fsnakenberg@keokukcountyia.com

**Chuck Webb**  
Mahaska County  
Re-election: 2022  
Phone: 641-673-3469  
Email: webb@mahaskacounty.org

# MEMBERSHIP

The LWDB's membership emphasizes the dual customers of the one-stop system: business and individual job seekers. Representatives of business must comprise the majority of the board at 51% and at least 20% of the members must be workforce representatives. CEOs may increase these percentages, based on the needs of the local area, however, compliance with the business and workforce membership percentages must be maintained. Additionally, all required members must have voting privilege. A board having only the minimum required seats will have 19 members.



## Business

- Must be 51% of total board composition
- Must be owners, chief executives, or operating officers of businesses
- Provide employment in in-demand occupations or sectors in the local area
- Two representatives must be from small businesses

## Workforce

- Must be 20% of total board composition
- Must include labor representatives or the training director from an apprenticeship program

## Employment and Training

- Must include a representative from adult education
- Must include a representative from higher education

## Government

- Must include a representative from economic and community development
- Must include a representative from Wagner-Peyser (state workforce agency)
- Must include a representative from Vocational Rehabilitation

September 14, 2020

RE: South Central Iowa LWDB Certification

Jason Roudabush  
CEO Poweshiek County  
CLEO, South Central Iowa Local Workforce Development Area

The Workforce Innovation and Opportunity Act (WIOA) requires that a Local Workforce Development Board of each local area be appointed by the chief elected officials of the local area and certified every two years.

Pursuant to WIOA sec. 107(c)(2) and Iowa state policy 1.4.4.1 Certification, the Local Workforce Development Board of the South Central Iowa Local Workforce Development Area is hereby certified effective this date through June 30, 2022. This LWDB is certified based on the attached LWDB membership roster only. Any changes to the LWDB membership must be reported to Iowa Workforce Development in accordance to State policy 1.4 Local Workforce Development Boards. A copy of this letter shall be retained by the LWDB for monitoring purposes.

Sincerely,

Michelle McNertney  
Division Administrator, Workforce Services Division  
Iowa Workforce Development

Enclosure

CC: Don Seams, CEO, Wanye County  
Krista Tedrow, Executive Director, South Central Iowa LWDB



# **SOUTH CENTRAL IOWA WORKFORCE AREA LWDB MEMBERS**

**Trena Beske**  
Owner  
Benchwarmers Eatery &  
Sports Lounge  
Sector: Small Business  
Term Expires: June 2024  
Phone: 641-799-3949  
Email: patrena27@yahoo.com

**Teri Bockting**  
Vice President  
Human Resources  
Cambridge Investment  
Research Inc.  
Sector: Business  
Term Expires: June 2023  
Phone: 800-777-6080 ext. 1828  
Email: teri.bockting@cir2.com

**Micheal Cockrum**  
Operations Manager  
Ottumwa IowaWorks  
Sector: Government (Title III-  
Wagner Peyser, State appointed)  
Term Expires: June 2023  
Phone: 641-684-5401  
Email:  
micheal.cockrum@iwd.iowa.gov

**Mark Cooper**  
President  
South Central Iowa AFL-CIO  
Sector: Labor (Union  
Representative)  
Term Expires: June 2023  
Phone: 515-265-1862  
Email:  
mcooper.scifl@gmail.com

**Angela DeLaRiva**  
Director  
Hardin Co. Economic Development  
Sector: Government (Economic  
Development)  
Term Expires: June 2023  
Phone: 641-373-0114  
Email:  
adelariva@hardincountyia.gov

**Taren Ferguson**  
Center Director  
Ottumwa Job Corps  
Sector: Workforce  
(Apprenticeship)  
Term Expires: June 2023  
Phone: 641-683-0202  
Email:  
ferguson.taren@jobcorps.org

**Kelli Hugo**  
Supervisor  
Vocational Rehabilitation  
Sector: Government (Title IV,  
IVRS, State appointed)  
Term Expires: June 2022  
Phone: 641-828-6982  
Email: kelli.hugo@iowa.gov

**Jim Keck**  
General Manager  
Winger Mechanical  
Sector: Small Business  
Term Expires: June 2022  
Phone: 641-680-3250  
Email:  
jim@wingermechanical.com

**Thawng Lin**  
Community Liaison  
JBS - Marshalltown  
Sector: Business  
Term Expires: April 2024  
Phone: 641-758-5199  
Email: thawng.lin@jbssa.org

**Monica Marshall**  
Executive Board Member  
National Postal Mail Handlers  
Union  
Sector: Labor  
Term Expires: June 2022  
Phone: 515-829-5412  
Email:  
monimathews@hotmail.com

**Natalie McGee**  
Assistant Vice President  
Human Resources  
Hy-Vee Distribution  
Sector: Business  
Term Expires: June 2023  
Phone: 641-203-0342  
Email:  
nmcgee@hyvee.com

**Joel Millikin**  
Deputy General Director  
Ajinomoto  
Sector: Business  
Term Expires: June 2022  
Phone: 641-969-3165  
Email: millikinj@ajiusa.com

# **SOUTH CENTRAL IOWA WORKFORCE AREA LWDB MEMBERS**

**Craig Mommer**  
Human Resources Director  
Heartland Co-Op  
Sector: Business  
Term Expires: June 2022  
Phone: 641-485-9566  
Email:  
cmommer@heartlandcoop.com

**Ashleigh Richmond**  
Director of Adult Literacy &  
IHCC Scholars  
Indian Hills Community College  
Sector: Education & Training  
(Adult Ed, State appointed)  
Term Expires: June 2022  
Phone: 641-683-5189  
Email:  
ashleigh.richmond@indianhills.edu

**Mark Shaw**  
Human Resources Manager  
Jeld-Wen  
Sector: Business  
Term Expires: June 2023  
Phone: 641-269-1978  
Email:  
mashaw@jeldwen.com

**Mike Swarthout**  
Assistant Plant Manager  
East Penn Manufacturing  
Sector: Business  
Term Expires: June 2023  
Phone: 641-872-2044  
Email:  
mswarthout@dekabatteries.com

**Randy Westman**  
Human Resources Manager  
Johnson Machine Works  
Sector: Business  
Term Expires: June 2022  
Phone: 641-217-2122  
Email: rwestman@jmwworks.com

**Lori Wildman**  
Training Specialist  
Alliant Energy  
Sector: Business  
Term Expires: June 2022  
Phone: 641-844-5303  
Email:  
loriwildman@alliantenergy.com

**Jennifer Wilson**  
Executive Dean, Transfer &  
Workforce Education  
Indian Hills Community College  
Sector: Education & Training (Higher  
Education)  
Term Expires: June 2023  
Phone: 641-683-5174  
Email:  
jennifer.wilson@indianhills.edu

# COMMITTEES

## A quick note

As the former regions merge together for the local area, the committees will grow beyond current board members with the goal to include volunteers with relevant experience and expertise for each committee. Ad hoc committees may be established as needed.

### Executive Committee

Teri Bockting  
Mark Cooper  
Jim Keck  
Natalie McGee - Chair

### Finance Committee

Teri Bockting - Chair  
Taren Ferguson  
Mark Shaw  
Randy Westman

### Operations Committee

Micheal Cockrum  
Jim Keck - Chair  
Joel Millikin  
Jennifer Wilson

### Youth Committee

Mark Cooper - Chair  
Angela De La Riva  
Monica Marshall  
Patricia Mendoza  
Jackie Ellenbecker  
Janet Stegmann

### Disability Access Committee

Elisabeth Cecil  
Micheal Cockrum  
Jennifer Erdmann  
Eric Evans  
Kelli Hugo - Chair  
Rachel Miller  
Ashleigh Richmond

**SECTION**

*Bylaws*

**FIVE**

## 1. Territory of Local Area.

SCIWA consists of the following counties in the State of Iowa (State):

Appanoose	Marshall
Davis	Monroe
Hardin	Tama
Jefferson	Poweshiek
Keokuk	Van Buren
Lucas	Wapello
Mahaska	Wayne

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## 2. Effective Date.

These Bylaws take effect on September 1, 2020

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## 3. Vision.

The LWDB will serve as a strategic leader and convener of local workforce development system stakeholders.

3.1. The LWDB will partner with employers and the local workforce development system to develop policies and investments that support public workforce system strategies that support:

3.1.1. The SCIWA economy;

3.1.2. The development of effective approaches including local and area sector partnerships and career pathways; and

3.1.3. High quality, customer centered service delivery and service delivery approaches.

3.2. In partnership with the CEO Board, the LWDB will set policy for the portion of the statewide workforce development system within the SCIWA and consistent with State policies.

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## 4. Goals.

The LWDB will work to achieve the following goals:

4.1. SCIWA employers will have access to advanced, skilled, diverse, and Future Ready workers in the area.

4.2. All Iowans in SCIWA will be provided access to a continuum of high-quality education, training, Registered apprenticeship, and career opportunities.

4.3. The SCIWA one-stop delivery system will align all programs and services in an accessible, seamless, and integrated manner

4.4. Effective partnerships are not only maintained but expanded and strengthened.

4.5. Ongoing commitment to braid funds through partnerships in service management.

4.6. Working in partnership to ensure workers possess a solid work ethic with appropriate skill sets.

4.7. The long-term goals for SCIWA are summarized as:

4.7.1. SCIWA is committed to partnering with business and education to ensure we have workers who possess the needed skill sets within the area.

4.7.2. SCIWA is committed to expanding the Future Ready Iowa Initiative.

4.7.3. SCIWA will create training opportunities for businesses through the Employers Council of Iowa in SCIWA.

4.7.4. Develop Sector Boards for Manufacturing and Healthcare Industries.

4.7.5. Develop credentialing opportunities for high demand occupations.

4.7.6. Develop innovative opportunities for job seekers to locate employment opportunities.

4.7.7. Increase accessibility options for individuals with disabilities.

4.7.8. Increase accessibility to soft skill workshops for individuals with transportation barriers.

4.7.9. Identify and meet employer needs by focusing on sector strategies, career pathways, better aligning state and federal programs and initiatives, including public-private partnerships to support high-skill, high-demand jobs.

- 4.7.10. Communicate high-demand career pathways to students, parents, teachers, counselors, workers, and community leaders through career planning, including: an interactive portal of career opportunities, required credentials, and experience.
  - 4.7.11. Improve college and career readiness, increase investment and achievement in science, technology, engineering, math (STEM) study, and careers.
  - 4.7.12. Through input received from Sector Boards, develop a high demand topic list for employer training from ECI events.
  - 4.7.13. Update our technology and assistive devices to ensure we can meet the needs of individuals with disabilities.
  - 4.7.14. Provide soft skills workshops via various technology platforms to provide training opportunities for those who cannot travel to a one-stop center.
  - 4.7.15. Grow ESL program and integrate with Public School System and GAP/PACE.
- 

## 5. Functions.

The LWDB will perform the functions in Iowa Code section 84A.4 and section 107(d) of WIOA as well as any other functions necessary to implement title I of the Federal Workforce Innovation and Opportunity Act of 2014 (WIOA), Public Law No. 113-128.

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## 6. Responsibilities.

### 6.1. Convene Stakeholders in the Area's One-Stop Delivery System.

In order to ensure that its members actively participate in the convening of stakeholders in the one-stop delivery system, the LWDB will:

- 6.1.1. Ensure that the partners collaborate to achieve common performance indicators outlined in the State of Iowa Unified State Plan and any modifications made thereto. This collaboration includes strategizing on approaches to attain these measures and providing data in the method of the substance requested by state level partner agencies.
- 6.1.2. Ensure that partners will work together to achieve an integrated partnership that seamlessly incorporates the services provided by partner programs. The partners will collaborate to develop and implement operational policies, procedures and proven and promising practices that reflect an integrated system of performance, communication and case management, and use technology to achieve integration and expanded service offerings.
- 6.1.3. Ensure that partners will collaborate to develop policies, procedures, proven, and promising practices to facilitate the organization and integration of workforce services by function (rather than by program) when permitted by a program's authorizing statute as appropriate. This will include coordinating staff communication, capacity building, and training efforts.

### 6.2. Broker Relationships with a diverse range of employers.

In order to ensure that its members actively participate in the brokering of relationships with a diverse range of employers, the LWDB will:

- 6.2.1. Address the identified concerns of employers. Basic skills which include literacy, numeracy, basic computer skills, and organization skills, in addition to many of the soft skills necessary to be successful, are described by employers as lacking. Included in these soft skills needs; employers identified social skills, basic work ethic, dependability, and retention as necessary. Employers also noted a lack of occupational skills including; specific occupational knowledge and experience in particular middle skill occupations in areas of healthcare, welding, information technology, advanced manufacturing, industrial maintenance, transportation/logistics, and skilled trades.
- 6.2.2. The LWDB will utilize the strength of the core partners to address the workforce needs of area employers and address gaps in services by;
- 6.2.3. Working in partnership with economic developers from the counties and cities in SCIWA to expand the knowledge of training opportunities available to new and expanding businesses.
- 6.2.4. Enhancing the relationships between training providers and employers in the area.



6.2.5. Identifying and expanding means to share information about training opportunities to entry level workers especially in tune with the preparation for underutilized populations such as veterans, ex-offenders, disabled, non-English speaking minorities, older workers, youth, and families on Temporary Assistance (TANF) in the area.

6.2.6. Encouraging and expanding ways to identify businesses that can be assisted by the workforce system.

### 6.3. Leverage Support for Workforce Development Activities.

In order to ensure that its members actively participate in the leveraging of support for workforce development activities, the LWDB will:

6.3.1. Direct strategies that eliminate the duplication of services and activities within the One-Stop Delivery System by increasing communication between Economic Development, Area Chambers, Educators, and other agencies to increase collaboration within the fourteen (14) county area.

6.3.2. Encourage community engagement with the One-Stop delivery system to enhance access, services, and eliminate barriers to employment for SCIWA residents.

6.3.3. Provide continuous promotion and education of services available at One Stop through each member's network.

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## 7. Members.

The LWDB members shall represent diverse geographic areas within SCIWA and represent employers whose employment opportunities reflect existing and emerging employment opportunities in the area. LWDB members are required to be employed by the sector they represent.

### 7.1. The LWDB's membership must meet the requirements in:

7.1.1. The criteria for appointment to local workforce development boards in Iowa as established by the State Workforce Development Board pursuant to section 107(b)(1) of WIOA; and

7.1.2. Section 107(b)(2) of WIOA.

### 7.2. The LWDB shall have at least nineteen (19) voting members, with each representing an entity located within the Area. The LWDB's voting membership shall consist of:

7.2.1. At least ten (10) representatives of business.

7.2.2. Two (2) representatives of labor organizations.

7.2.3. One (1) representative of a joint labor/management Registered Apprenticeship program.

7.2.4. One (1) representative of a community-based organization.

7.2.5. One (1) representative of an institution of higher education that performs workforce investment activities.

7.2.6. One (1) representative of an economic and community development entity.

7.2.7. One (1) representative of an eligible provider of adult education and literacy activities under the federal Adult Education and Family Literacy Act (AEFLA), as amended by title II of WIOA.

7.2.8. One (1) representative of the employment service program under the Wagner-Peyser Act, as amended by title III of WIOA.

7.2.9. At least one (1) representative of a vocational rehabilitation program under the federal Rehabilitation Act of 1973, as amended by title IV of WIOA.

### 7.3. Overall members of the LWDB, excluding the Wagner-Peyser Act and Vocational Rehabilitation representatives, must be balanced by gender and political affiliation. After applying the exclusions, no more than one half plus one of the remaining board members may be composed of any one gender or political party.

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## 8. Nomination Process.

### 8.1. Each business representative must be appointed from among individuals who are nominated by local business organizations and business trade associations such as the Employers' Council of Iowa (ECI) or a Chamber of Commerce.

- 8.2. Each representative of a labor organization must be appointed from among individuals who are nominated by local labor organizations.
- 8.3. If there is more than one entity that qualifies as an eligible training provider administering adult education and literacy activities under WIOA Title II within the local area, nominations must be solicited from those particular entities.
- 8.4. When there is more than one institution of higher education providing workforce investment activities within the local area, nominations must be solicited from those particular entities.
- 8.5. If the Local LWDB has only one representative of a Vocational Rehabilitation program authorized under Title I of the Rehab Act, nominations must be solicited from IVRS and IDB. IVRS and IDB may elect to make a joint nomination.
- 8.6. The representative of the employment service program under the Wagner-Peyser Act, as amended by title III of WIOA, must be nominated by IWD. CEOs shall diligently keep abreast of the needs and demands of the industries of their counties and seek nominations based upon high demand labor needs of their areas.
- 8.7. CEOs will contact (within their county) appropriate organizations to request nominations for LWDB membership and provide a description with the role of the membership including; business, labor, workforce, employment and training, and government.
  - 8.7.1. CEOs will submit the nominations received to the CLEO for review;
  - 8.7.2. The CLEO will submit nominations to IWD for review;
  - 8.7.3. IWD will review applications and respond to CLEO within 10 business days affirming the appointment to LWDB.
  - 8.7.4. Upon confirmation from IWD, CLEO will notify each member by letter or electronic means. Notification will be within 30 days of the next regularly scheduled meeting.
  - 8.7.5. The CLEO will keep the CEOs informed at all times and involved when appropriate.
- 8.8. To ensure prompt nomination of applicants for LWDB membership positions that are vacated due to end of member's term of service, the LWDB shall submit each year, in the month of January, to the CLEO a report that includes;
  - 8.8.1. A complete membership roster of LWDB members;
  - 8.8.2. The affiliation category of each LWDB member;
  - 8.8.3. The appointment date of each LWDB member; and
  - 8.8.4. The date upon which each LWDB member's term of service on the LWDB ends.

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## 9. Appointments.

- 9.1. The CLEO is authorized to appoint the nominees to serve on the LWDB under Iowa Code section 84A.4.
- 9.2. IWD will notify in writing of the appointment or rejection of a CLEO nominee for the LWDB.
- 9.3. An appointed member must complete the oath of office at the start of the member's term of service on the LWDB. A member's completed oath of office shall cover the entirety of the member's term of service.

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## 10. Reappointment of Members.

- 10.1. The CLEO is responsible for all reappointments. New nominations are required for all appointments from nominating organizations.
- 10.2. The CLEO must process reappointments within 60 business days from the effective date of the term expiration. During the 60-day period, the LWDB will be able to legally act as a board and conduct business.
- 10.3. If the CLEO fails to reappoint a LWDB member to a required category within 60 business days, the LWDB will be out of compliance with membership composition and any business conducted shall not be considered legal, unless the LWDB has a waiver in place in accordance with vacancies. The CLEO must indicate both the official beginning of the reappointment and the official term expiration date on the nomination form.

## 11. Member Resignation.

- 11.1. To resign from the LWDB, a member must submit a written letter of resignation that is signed and dated by the member and that contains:
- 11.1.1. The member's full name; organization, job title, and category;
  - 11.1.2. An affirmative statement of resignation from the LWDB; and
  - 11.1.3. The effective date of the member's resignation.
- 11.2. The member must send — electronically or by U.S. Mail — the member's letter of resignation to both the chairperson of the LWDB and the CLEO.
- 11.3. A LWDB member's letter of resignation shall be a public record under the Iowa Open Records Act, Iowa Code chapter 22.
- 11.4. Notwithstanding Sections 10.1 through 10.3, a LWDB member may be deemed to have resigned as a matter of law pursuant to Iowa Code section 69.15 if either of the following events occurs:
- 11.4.1 The member attends less than one-half of the regular meetings of the LWDB within any period of twelve (12) calendar months beginning on January 1 or July 1. This paragraph does not apply unless the LWDB holds at least four regular meetings during such period.
  - 11.4.2. However, if a member received no notice and had no knowledge of a regular meeting and gives the chairperson of the CLEO a statement to that effect within ten (10) days after the person learns of the meeting, such meeting shall not be counted for the purposes of Iowa Code section 69.15 and this Section.
  - 11.4.3. The CLEO, at his/her discretion, may accept or reject a resignation under Iowa Code section 69.15 and this Section. If the CLEO accepts, the CLEO must notify the LWDB member in writing, that the resignation is accepted pursuant to Iowa Code section 69.15 and this Section.

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## 12. Member Removal.

- 12.1. The CEO Board may remove a member from the LWDB for conduct detrimental to the LWDB.
- 12.2. The determination of whether conduct is detrimental to the LWDB will be made on a case-by-case basis, depending on the facts of the situation. Conduct detrimental to the LWDB may include, but is not limited to: criminal behavior, misuse of LWDB funds, the acceptance of something of value in exchange for the specific performance of an official LWDB function, a violation of the LWDB conflict of interest policy, intentional violation of the Iowa Open Meetings Act, etc.
- 12.3. The CEO Board may appoint an independent entity to investigate the conduct of a LWDB member and report back findings.
- 12.4. The CEOs of SCIWA may recommend the removal of a LWDB member to the CLEO for conduct detrimental to the LWDB by a vote in open session of no less than two-thirds (2/3) of the LWDB's voting members. The LWDB must include the reason for the removal vote in that meeting's minutes.
- 12.5. The LWDB may remove a member from the WDB by a vote in open session of no less than two-thirds (2/3) of the CEO's membership. The reason for the removal vote must be included in that meeting's minutes.
- 12.6. As soon as practicable but not later than five (5) days after the vote to remove a member from the LWDB, the CLEO must notify the LWDB member and IWD, in writing of the CEO's vote to remove the member and the reason for the removal.

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## 13. Terms of Service.

- 13.1. The following voting members shall each serve a term of three (3) years with individual term appointments staggered so no more than one-third of board seats are appointed at one time.
- 13.1.1. Representatives of business;
  - 13.1.2. Workforce representatives;
  - 13.1.3. Education and training representatives
  - 13.1.4. Government representatives

13.2. Members representing the employment service program under the Wagner-Peyser Act, as amended by title III of WIOA; a vocational rehabilitation program under the Rehabilitation Act of 1973, as amended by title IV of WIOA; and an eligible provider of adult education and family literacy activities under the AEFLA, as amended by title II of WIOA, shall serve until:

13.2.1. The entity the member represents loses its status as an entity providing such program services or activities; or

13.2.2. The entity member rotates serving with another eligible provider member; or

13.2.3. The member no longer works for or has ultimate policymaking authority for the entity the individual represents.

13.3. So long as an individual meets all applicable criteria necessary to qualify to serve on the LWDB as a representative with a certain affiliation type under Section 7.1, there is no limit on the number of terms an individual may serve as a member of the LWDB.

13.4. The CLEO will ensure that LWDB vacancies are filled within 60 business days from the time the vacancy was created, or a written request for a waiver has been completed and submitted to IWD.

13.5. Staff

13.5.1. The LWDB may hire a director and other staff to assist in carrying out its functions per WIOA of 2014 section 107(13)(f) using funds available under sections 128(b) and 133(b) as described in section 128(b)(4).

13.5.2. The LWDB shall establish and apply a set of objective qualifications for the position of the director, that ensures that the individual selected has the requisite knowledge, skills, and abilities to meet identified benchmarks to assist in effectively carrying out the functions of the local board.

13.5.3. The director and staff described in paragraph (1) shall be subject to the limitations on the payment of salaries and bonuses described in section 194(15).

## 14. Executive Officers.

The LWDB shall have executive officers identified in this Section.

14.1. Chairperson.

14.1.1. The CLEO will act as the LWDB chairperson until the LWDB elects its first chairperson.

14.1.2. The LWDB will elect the LWDB chairperson from among the LWDB representative(s) of business at its annual meeting.

14.1.3. The LWDB chairperson shall serve a term of one year.

14.1.4. A LWDB member who has served a term as the chairperson once may serve additional terms as the chairperson.

14.1.5. The LWDB chairperson shall preside over LWDB meetings.

14.1.6. The LWDB chairperson must communicate in writing the chairperson's receipt of a LWDB member's resignation to the LWDB's membership and the CLEO.

14.2. Vice Chairperson

14.2.1. At its annual meeting, the LWDB shall choose a vice chairperson from among the LWDB representative(s) of business.

14.2.2. The LWDB vice chairperson shall serve a term of one year.

14.2.3. A LWDB member who has served a term as the vice chairperson once may serve additional terms as the vice chairperson, if chosen by a majority vote in a public meeting of the LWDB.

14.2.4. The vice chairperson of the LWDB shall preside over LWDB meetings if the chairperson is absent.

## 15. Meetings.

15.1. The Iowa Open Meetings Act, Iowa Code chapter 21, governs meetings of the LWDB.

15.2. Any formal or informal gathering of a simple majority (51%) of the members of the LWDB constitutes a meeting of the LWDB.

- 15.3. The LWDB may not act without a quorum. A simple majority of the voting members of the LWDB, who have completed the appointment process, constitutes a quorum. The LWDB may not act via an email vote.
- 15.4. The LWDB may meet at a date and time designated by the LWDB chairperson or upon submission to the chairperson of a written request by a simple majority of the LWDB's voting members for a meeting at a certain date and time.
- 15.5. The LWDB and its standing committees must use technology to promote member participation.
- 15.5.1. All LWDB meetings must have a conference call option that allows members and the public to participate via telephone.
- 15.5.2. A LWDB meeting may have an online conference option that allows members and the public to participate online.
- 15.5.3. The LWDB must provide an accessible location where members of the public may use technology to access the meeting. If the LWDB has an accessible location where some members of the LWDB will gather in person for the LWDB meeting, that location will meet the requirements in this Section.
- 15.5.4. The notice of the LWDB meeting must include information on how a member of the public may access the meeting using technology.
- 15.6. The LWDB shall make available to the public, on a regular basis through electronic means and open meetings, information regarding the activities of the LWDB including:
- 15.6.1. Information regarding the local plan, or modification of the local plan prior to submission of the plan.
- 15.6.2. Information regarding LWDB membership, including the name and the affiliation of each member.
- 15.6.3. LWDB Bylaws.
- 15.6.4. Designation and certification of one-stop operators.
- 15.6.5. Award of grants or contracts to eligible providers of workforce investment activities, including providers of youth workforce investment activities.
- 15.6.6. Minutes of formal meeting of the LWDB.
- 

## 16. Alternative Designee Process.

- 16.1. A LWDB member who is unable to attend a meeting may assign an alternative designee to attend the meeting as the member's proxy.
- 16.2. An alternative designee for a representative of business on the LWDB must have optimum policymaking authority or ultimate hiring authority for the business the individual would represent.
- 16.3. An alternative designate for a representative on the LWDB identified in Section 7.2.2 must have optimum policymaking authority and demonstrated experience and expertise.
- 16.4. A LWDB member who wishes to have an alternative designee attend a meeting as the member's proxy must give as much advance notice as possible under the circumstance to the chairpersons of the LWDB and CLEO. Such notice must include the following information regarding the alternative designee:
- 16.4.1. Full name;
- 16.4.2. Job title;
- 16.4.3. Name of the organization the individual will represent;
- 16.4.4. The location of the organization;
- 16.5. The chairperson of the LWDB must distribute the notice to the LWDB as soon as practicable after receipt of notice under Section 16.4.
- 16.6. At the start of the LWDB meeting at which the alternative designee is intended to serve as a proxy, the LWDB must vote in open session on whether to accept the alternative designee as the LWDB member's proxy for the meeting.
- 16.7. The LWDB must include in the minutes of the meeting both the notice provided under Section 16.4 and the results of the LWDB's vote on whether to accept the alternative designee as the LWDB member's proxy.

## 17. Standing Committees.

- 17.1. The LWDB may designate and direct the activities of standing committees to provide information and to assist the LWDB in carrying out its functions, duties, and responsibilities.
- 17.2. A standing committee must have a member (voting or nonvoting) of the LWDB as its chairperson.
- 17.3. A standing committee may have other members of the LWDB as members. South Central Iowa Bylaws Final 10.6.2020 14
- 17.4. A standing committee may include other individuals appointed by the LWDB who are not members of the LWDB and who the LWDB determines have demonstrated experience and expertise.
- 17.5. The LWDB may designate an entity in existence as of the date of the enactment of WIOA, such as an effective youth council, to serve as a standing committee as long as the entity meets the requirements in this Section.
- 17.6. A standing committee may make recommendations to the LWDB regarding the standing committee's membership.
- 17.7. The LWDB may authorize a standing committee to appoint individuals to serve as standing committee members so long as they have sufficient experience and expertise.
- 17.8. The LWDB may require its standing committees to report back to the LWDB as the LWDB deems appropriate.
- 17.9. A standing committee may form work groups as the standing committee deems appropriate.
- 17.10. Disability Access Standing Committee. The LWDB shall have a disability access committee that will provide information and assist with operational and other issues relating to the provision of services to individuals with disabilities, including but not limited to:
- 17.10.1. Issues relating to compliance with the Iowa Civil Rights Act of 1965, as amended, the Americans with Disabilities Act of 1990, as amended (ADA); and section 188 of WIOA regarding physical and programmatic access to the services programs, and activities of the one-stop delivery system, including the performance of the annual assessment of physical and programmatic accessibility of all one-stop centers in the Area, as required by section 107(d)(13) of WIOA and in accordance with section 188 of WIOA and the American Disabilities Act of 1990, as amended, 42 U.S.C. section 12101 et seq.
- 17.10.2. Appropriate training for staff on providing services, supports for, or accommodations to individuals with disabilities;
- 17.10.3. Appropriate training for staff on providing services, supports for, or accommodations with respect to finding employment opportunities for individuals with disabilities, with an emphasis on competitive integrated employment and
- 17.10.4. Work with the State Workforce Development Board Disability Access Committee to implement statewide initiatives in the Area.
- 17.11. Youth Standing Committee. The LWDB shall have a youth standing committee with duties and responsibilities that include:
- 17.11.1. Providing information to the LWDB on the provision of services to youth;
- 17.11.2. To assist with planning, operational, and other issues relating to the provision of services to youth;
- 17.11.3. Coordinating programs, services, and activities that address the employment, training, or education needs of eligible youth, including out-of-school youth, in SCIWA; and
- 17.11.4. Coordinating with the State Workforce Development Board Youth Standing Committee on statewide initiatives.
- 17.12. Operations Standing Committee. The LWDB shall have an operations committee.
- 17.12.1. The membership of the LWDB's operations committee must, at a minimum, include the LWDB members representing each of the core programs under WIOA, representative of IDB, and representatives of other partner entities in SCIWA, as deemed appropriate by the operations committee.



- 17.12.2. The LWDB's operations committee must deliver a report to the members of the LWDB and CLEO each month. Such report must contain a summary of activities in SCIWA during the preceding month, anticipated activities during the current month for each partner program, and information about individuals served by the operations committee's respective programs during the preceding month.
- 17.13. Executive Standing Committee. The LWDB Executive Committee shall be comprised of: the Chair, Vice Chair, and at a minimum, three (3) additional members appointed annually.
- 17.13.1. The Chair of the LWDB will call and preside at the Executive Committee meetings. In the absence of the Chair, the Vice Chair will preside.
- 17.13.2. In emergency situations the LWDB Executive Committee shall meet over issues or approvals that are documented to be so critical that waiting for approval (or denial) by the LWDB at the next scheduled meeting would not be in the best interest of SCIWA.
- 17.13.3. Minutes of the Executive Committee shall be provided at the next scheduled meeting of the LWDB and the LWDB may overturn decisions made by the Executive Committee.
- 17.14. Finance Standing Committee. The LWDB finance committee is to provide financial oversight for the LWDB. Responsibilities include;
- 17.14.1. Developing an annual operating budget with staff;
- 17.14.2. Monitoring adherence to the budget;
- 17.14.3. Setting long-range financial goals along with funding strategies to achieve them;
- 17.14.4. Developing multi-year operating budgets that integrate strategic plan objectives;
- 17.14.5. Presenting all financial goals and proposals to the LWDB for approval;
- 17.14.6. Developing useful and readable report formats with staff;
- 17.14.7. Working with staff to develop a list of desired reports noting the level of detail, frequency, deadlines, and recipients of these reports;
- 17.14.8. Working with staff to understand the implications of the reports;
- 17.14.9. Presenting the financial reports to the LWDB.
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## 18. Suspected Violation of Conflict of Interest Policy.

- 18.1. The LWDB may vote to recommend that the CLEO investigate one of its members for violating the LWDB conflict of interest policy.
- 18.2. The LWDB must notify the CLEO and IWD, in writing, of any vote to recommend CLEO investigation of a LWDB member under this Section. Such notification must include:
- 18.2.1. The LWDB member's name; and
- 18.2.2. A summary of the events that form the basis for the LWDB's recommendation.
- 18.3. The CLEO may investigate a LWDB member if:
- 18.3.1. There is reasonable cause to believe that an actual or possible conflict of interest exists for a LWDB member and such member has not disclosed such to the LWDB; or
- 18.3.2. A LWDB board member engaged in conduct forbidden under the conflict of interest policy.
- 18.4. An investigation under Section 18.3 must follow the following procedures:
- 18.4.1. Notice. As soon as practicable but not more than five days after the CLEO votes to investigate, the CLEO must inform the LWDB member in writing of the basis for its belief that the LWDB member has failed to disclose an actual or possible conflict of interest.
- 18.4.2. Explanation. The CLEO must afford the member an opportunity to explain the alleged failure to disclose or forbidden conduct.
- 18.4.2.1. The LWDB member's explanation must be in writing.
- 18.4.2.2. The LWDB member's explanation must be submitted to the CLEO as soon as practicable but no later than ten (10) days after the member receives notice from the CLEO.
- 18.4.2.3. The LWDB member may elect to make a presentation to the CEOs at a meeting in addition to the member's written explanation.

- 18.4.3. Further Board Investigation. After receipt of the LWDB member's explanation, the CLEO may make further investigation as warranted under the circumstances. The CEOs may designate and direct a committee of the board or a third party to conduct any such investigation.
- 18.4.4. Vote on Whether a Violation Occurred in Open Session. The CEOs must conduct a roll-call vote in open session that is separate from any other votes, on the question of whether the LWDB member violated the conflict of interest policy. A simple majority vote is required for a violation conviction.
- 18.4.5. Vote on Disciplinary Action. In a roll-call vote in open session that is separate from any other votes, the CEOs may take disciplinary action up to and including removal of the board member. A simple majority vote is required for disciplinary action to take place.
- 18.4.6. Vote on Corrective Action. In a roll-call vote in open session that is separate from any other votes, the CEOs may take corrective action up to and including the rescission of any part of any process in which the LWDB member participated that constituted a conflict of interest. A simple majority vote is required for corrective action.
- 18.4.7. Notice to IWD. As soon as practicable and no more than five days after CEOs action pursuant to Sections 18.4.4 through 18.4.6, the CEOs must notify, in writing, the members of the LWDB and IWD of the investigation, findings, any disciplinary action, and any corrective action.
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## 19. Bylaws Amendment Procedure.

- 19.1. These Bylaws may be amended only in accordance with Section 19.2 or 19.3.
- 19.2. The CEOs may amend these Bylaws by simple majority vote to adopt the amendment in open session of a public meeting. An amendment to these Bylaws by the CEOs will take effect on either the date of the vote or the date set by the CEOs.
- 19.3. The LWDB may initiate an amendment to these Bylaws. An amendment initiated by the LWDB must be in accordance with the following:
- 19.3.1. A simple majority vote of the LWDB in open session of a public meeting approving the amendment and the submission of the amendment to the CEOs for consideration; and
- 19.3.2. A simple majority vote of the CEOs in open session of a public meeting to adopt the amendment.
- 19.3.3. An amendment to these Bylaws initiated by the LWDB will take effect on either the date of CEOs vote to adopt the amendment or the date set by the CEOs.
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# SECTION

*Robert's Rules*

# SIX

# Robert's Rules - Simplified

Robert's Rules has guided government, executive boardrooms, non-profits and other entities. When properly utilized, Robert's Rules ensure the best ideas (not just the loudest) have the opportunity to be heard and explored. However, it can be a tedious challenge to understand the intricacies of watershed 19th -century para-parliamentary framework. The outline below is adapted from Robert's Rules to provide an accessible and simplified overview to help board members understand purpose of the order and structure of meetings.

## Types of Motions

<b>Main Motion:</b> Introduce a new item	<b>Motion to Table:</b> Kills a motion
<b>Privileged Motion:</b> Urgent or important matter unrelated to pending business	<b>Incidental Motion:</b> Questions procedure of other motions (must consider before the other motion)
<b>Subsidiary Motion:</b> Change or affect how to handle a main motion (vote on this before main motion)	<b>Motion to Defer or Postpone:</b> Delays a vote (can reopen debate on the main motion)

## Motions Steps

- > **Motion:**  
A member rises or raises a hand to signal the chairperson.
- > **Second:**  
Another member seconds the motion
- > **Restate the motion:**  
Chairperson restates the motion.
- > **Debate:**  
The members debate the motion.
- > **Vote:**  
The chairperson restates the motion, and then first asks for affirmative votes, and then negative votes.
- > **Announce the vote:**  
The chairperson announces the result of the vote and any instructions.

Tip: If the board is in obvious agreement, the chairperson may save time by stating, "If there is no objection, we will adopt the motion to..." Then wait for any objections. Then say, "Hearing no objections, (state the motion) is adopted." And then state any instructions. If a member objects, first ask for debate, then vote and then announce the vote.

## Requesting Points

Certain situations need attention during the meeting, but they don't require a motion, second, debate or voting. It's permissible to state a point during a meeting where the chairperson needs to handle a situation right away. Board members can declare a Point of Order, Point of Information, or Point of Inquiry.

### Point of Order:

Draws the attention to a breach of rules, improper procedure, breaching of established practices, etc.

### Point of Inquiry:

A member may use the point of inquiry to ask to clarify a report to make better voting decisions.

### Point of Information:

A member may need to bring up an additional point or information (in the form of a non-debatable statement) so other members can make fully informed votes.

## Tips and Reminders for Chairpersons

A skilled chairperson allows all members to voice their opinions in an orderly manner so that everyone in the meeting has equitable opportunity to hear and be heard. The tips and reminders below may help chairpersons run successful and productive meetings without being run over or running over others.

- > **Follow the agenda:**  
Keep the group moving toward its goals
- > **Facilitate:**  
Let the group do its own work; don't overcommand
- > **Ensure members are heard:**  
Recognize those who ask or want to speak and ensure everyone speaks once before allowing anyone to speak a second time
- > **Guide:**  
Guide the group back to the agenda when discussion get off-track
- > **Model:**  
Conduct yourself with courtesy and respect, and encourage accountability for others to do the same
- > **Develop:**  
Help develop the board's skills in parliamentary procedure by properly using motions and points of order
- > **Feel:**  
Keep an emotional pulse on the discussions and ensure passion doesn't interfere with the board's purpose
- > **Consensus:**  
Allow a consensus to have the final authority of the group

## CLOSING REMARKS

You made it through! I hope this was helpful and will be a resource you are able to access easily and utilize practically to support you in your role. As the board innovates, collaborates, and integrates the foundation over the next year and we learn more about our local area needs, this guide will evolve and adapt.

The opportunities you are creating for businesses and individuals in our area now is establishing hope for future generations to come. Please provide any feedback on how this guide can be improved for the next edition.

### WEBSITE

The South Central Iowa Workforce Area will be developing a website in the future. For now, more information and other board documents can be found on the Iowa Workforce Development Board website listed below.

>> <https://www.iowawdb.gov/>.



# WORKFORCE TERMS & ACRONYMS

**American Job Centers (AJC):** American Job Centers, also known as One-Stop Centers, are designed to provide a full range of assistance to job seekers under one roof. Established under the Workforce Investment Act, and reauthorized in the Workforce Innovation and Opportunity Act of 2014, the centers offer training referrals, career counseling, job listings, and similar employment-related services. Known in Iowa as IowaWORKS.

**Chief Elected Official (CEO):** The chief elected official of a county is the Chair of the County Board of Supervisors or a designee from within the Board of Supervisors.

**Chief Lead Elected Official (CLEO):** An individual selected by the participating chief elected officials who may act on behalf of the other chief elected officials in a given Local Workforce Development Area.

**Core Partners/Programs:** WIOA Adult, Dislocated Worker, Youth, Wagner Peyser Act, Adult Education, and Vocational Rehabilitation.

**US Department of Labor Employment and Training Administration (ETA):** Its mission is to provide training, employment, labor market information, and income maintenance services.

**Fiscal Agent:** The entity designated by the Chief Lead Elected Official to administer the grant funds for the local workforce development area at the direction of the local workforce development board.

**Iowa Workforce Development (IWD):** help Iowans find and maintain high-quality jobs, develop careers, and each Local Workforce Board assists Iowa employers in hiring and retaining skilled workers.

**Labor Market Information (LMI):** All quantitative or qualitative data and analysis related to employment and the workforce.

**Local Workforce Development Board (LWDB):** The primary role of the Local Workforce Development Board is to serve as a strategic convener to promote and broker effective relationships between the Chief Lead Elected Official and economic, education, and workforce partners throughout the Local Workforce Development Area. The Local Workforce Development Board must develop strategies to continuously improve and strengthen the workforce development system through innovation in, and alignment and improvement of, employment, training, and education programs to promote economic growth.



# WORKFORCE TERMS & ACRONYMS

**Memorandum of Understanding (MOU):** An agreement developed and executed between the Local Workforce Development Board, with the agreement of the Chief Elected Officials and the one-stop partners, relating to the operation of the workforce delivery system in the Local Workforce Development Area.

**Monitoring:** A method of a grant recipient's oversight responsibilities that includes the collection and analysis of data for the purposes of reviewing programmatic and fiscal activities, administrative systems and performance management. Monitoring includes a systematic review of internal and external programs and operations.

**One-Stop Operator (OSO):** The One-Stop Operator must be a public, private, nonprofit entity or a consortium of entities in a Local Workforce Development Area. A consortium must include at least three or more of the required one-stop partners. Entities selected and serving as one-stop operators are subrecipients of a Federal award; therefore, they must follow the Uniform Guidance.

**Request for Proposal (RFP):** A process used to solicit offers to provide training or services.

**South Central Iowa Workforce Area (SCIWA):** The purpose of a Local Workforce Development Area, each with its own Local Workforce Development Board, is to serve as a jurisdiction for the administration of workforce development activities and execution of WIOA Title I program funds allocated by the Governor through the State workforce agency.

**State Workforce Development Board (SWDB):** State and local WDBs serve as connectors between the U.S. Department of Labor and local American Job Centers that deliver services to workers and employers.

**Ticket to Work (TTW):** A free and voluntary program available to people ages 18 through 64 who are blind or have a disability and who receive Social Security Disability Insurance (SSDI) or Supplemental Security Income (SSI) benefits.

**United States Department of Labor (USDOL):** A cabinet-level department of the U.S. federal government responsible for occupational safety, wage and hour standards, unemployment insurance benefits, reemployment services, and some economic statistics; many U.S. states also have such departments.

**Workforce Innovation and Opportunity Act (WIOA):** A landmark legislation that is designed to strengthen and improve our nation's public workforce system and help get Americans, including youth and those with significant barriers to employment, into high-quality jobs and careers and help employers hire and retain skilled workers

Freedom means the  
opportunity to be what we  
never thought we would be.

DANIEL J. BOORSTIN

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