

# **Central Region Workforce Investment Board**

**Strategic Plan For**

***Title 1 of the Workforce Investment Act***

**and the**

***Wagner-Peyser Act***

**Program Years 2012 - 2016**

Revised 1-9-14

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**LOCAL PLANNING GUIDANCE (Revised 11-1-12)**  
**for**  
**MISSOURI WORKFORCE INVESTMENT REGIONS**  
**Program Years 2012 through 2016**

This document is designed to give the local workforce investment boards (WIBs) and their staff the guidelines for developing local Workforce Investment Act (WIA) plans for Program Years 2012-2016. Current local plans will remain in effect until the new Program Year (PY) 2012 - 2016 plans are approved.

New local plans need to be developed to ensure they address similar planning issues as those used in the new *State of Missouri's Integrated Workforce Plan for Workforce Investment Act Title I/Wagner-Peyser Act and Department of Labor Workforce Programs for Program Years 2012-2016.*

As you will see, some of the planning items have remained the same as in the past, so regions may only need to ensure that these items are updated. However, there are several new items to be addressed in the local plans.

The sub-state monitoring plan for your local workforce investment board is a new addition to the local plans. The requirements for the sub-state monitoring plan can be found in the Division of Workforce Development's (DWD) Issuance 15-2010.

This guidance was revised to include Training and Employment Guidance Letter (TEGL) 05-12, *Workforce Investment Act (WIA) Youth Program Guidance for Program Year (PY) 2012*. Please review the highlighted changes in Section VIII. D.

Also, regarding the procedures for Complaints & Grievances, as well as for Equal Opportunity provisions (planning item IX.F), regions now have a choice to either state in their response they will follow the new state policy (soon to be released as an issuance), or develop a local policy and include it as an attachment to the plan.

There are several planning items that will not be included in the new plans by the due date, but may need to be added later as a plan modification. These items include:

- Program Year 2012 negotiated local performance goals –statewide have now been finalized with the U.S. Department of Labor, but the local negotiated goals for PY 2011 will remain in effect until the new local goals are finalized.
- How TEGL 21-11, Change 1, *Inclusion of the American Job Center Brand in 2012 State Workforce Plans*, will be implemented in Missouri. The state is currently reviewing and discussing with local WIB staff for their input to determine this branding process. In the meantime, local WIBs should begin thinking about how they would implement this branding, including:
  - How the brand will be used in the region;
  - Timeline for implementation;
  - Estimated costs for PY12 and PY13 (license expires after 3 years); and
  - Determine if they will sublicense to service providers.

The recertification documentation for your local workforce investment board must be included with the new plan submission. Please use the instructions and the new form included in DWD Issuance 03-2012 for the recertification process. This issuance was recently revised to require that the Federal Employer Identification Number (FEIN) must now be included for all business members nominated to the local WIB. DWD will use this FEIN for internal use only to validate that the proposed business being represented is also an employer in the region (not counting the owner of the business).

Your region's new local plan is due **January 15, 2013**. Additional instructions for the submission of the local plan can be found immediately following the "Local Plan Content and Format" section of this guidance.



## Local Plan Content and Format

\*Denotes WIA-mandated planning requirements

### Table of Contents

Please list at least each major section of the local plan, including each attachment, and their corresponding page number.

#### I. Local WIB's Vision

*State the local board's vision for the workforce investment region and how this vision meets, interprets, and furthers the Governor's vision in the PY12-16 State Integrated Workforce Plan.*

The Central Region Workforce Investment Board (CWIB) strives to provide an integrated, seamless demand-driven workforce system that identifies the employer's needs and qualifications for sustaining a productive workforce and opportunities for job seekers to increase skills to meet workforce demand and increase earning potential.

#### II. Local Workforce Investment Priorities

*Identify the workforce investment needs of businesses, jobseekers, and workers in the local region, and how those needs were determined.\**

#### **Business Needs**

Each year, CWIB meets with representative from local businesses throughout the region to assess labor market demands. Business Forums have confirmed that employers in the central region have difficulty finding dependable, qualified workers. They believe Missouri Career Centers in the Central Region should focus efforts on developing a readily available pool of skilled, dependable workers to meet labor demands. They reported deficiencies within new and current employee's basic qualifications including: unwillingness to accept personal responsibility; lack of positive work ethic; limited or no soft skills, and they lack job related transferrable skills. Many workers have chemical addictions, behavior disorders, and significant personal problems, which affect job performance. These issues coupled with low academic skills (math and science) are increased burdens on human resources, supervisors and negatively impact job performance.

The economic trends of the past four years have led to mass lay-off throughout the region, ranking Central Missouri among the highest unemployment in the nation. Thus far in 2012 the Central Region's economy has seen limited increases in job creation and new employment. Increases are sporadic in specific geographic areas and are not prevalent throughout the region. When job announcements are posted the business is typically flooded with applications from unqualified job seekers. This hampers the hiring process, especially for smaller businesses not equipped to effectively screen and assess job

applicants to fill one or two jobs. Businesses need simplified and immediate access to assessment and screening tools to evaluate job applicant's skills and qualifications to fill job vacancies and reduce turn-over. The Missouri Career Center system is an effective catalyst for screening, assessing and connecting job seekers to employment and training opportunities. The Central Region encourages greater collaboration between local and regional economic developers to promote job growth, attract new businesses to the region and expand opportunities for current businesses to hire, train and retain a qualified workforce.

***Job Seeker and Incumbent Worker Needs***

The Central Region has adopted the NGCC model as an effective tool for assisting job seekers. All first time job seekers, including those who have not received Career Center services within the previous twelve months and the majority of return job seekers (those who have received service within previous 12 months) receive basic skills assessment to evaluate basic skills. This process ensures the majority of all job seekers "knows their current basic skill level" and are provided access to services to "increase their existing skills." The Central Region offers "Skill Enhancement" services to assist job seekers in developing new skills and increasing current skills to meet employment qualifications. The region's "Products and Services" includes adult education and skills development to increase academic ability; standardized job search assistance, computer skills development at basic and intermediate levels, incumbent worker training, financial aid to access post-secondary education and employer based On-the-Job Training. The region's economic growth potential increases as more job seekers participate in services to increase skills offering new employers a qualified workforce.

***Evaluating the Central Region Workforce Needs***

In addition to annual business forums, the CWIB reviews workforce performance at each monthly meeting. Subcontractors responsible for One-Stop Operation, Functional Leadership and programmatic services receive guidance from the CWIB to strengthen and support communication and collaboration with business leaders. CWIB provides technical guidance to subcontractors based on state and federal regulations for sound financial and programmatic practices. Information from employer surveys and business forums are provided and utilized in the development and enhancement of Training curriculums and for planning new services. CWIB utilizes customer satisfaction surveys and input from front line staff to enhance services to job seekers.

Survey results confirm that jobseekers want easy access to reliable information in a timely fashion and staff assistance provided by friendly, knowledgeable workforce professionals. Surveys also confirm an increased demand for Support Services to stabilize personal circumstances during training and initial weeks of new employment. CWIB authorizes subcontractors to allocate a percentage of individual budgets to assist eligible job seekers with WIA funding as a last resort to resolve barriers affecting transportation, childcare, food, clothing, emergency housing, drug screening and addiction problems and other barriers that threaten the participant's ability to successfully complete a WIA funded service and enter full-time unsubsidized employment. CWIB leadership encourages

collaboration with non-WIA agencies to develop resources to assist job seekers with barrier resolution as needed. Referral processes are in place to ensure quick access to service.

### III. Local Structure

- A. *Describe the geographical workforce investment region, including the region's major communities, major employers, training and educational institutions in the region (technical and community colleges, universities, etc.), population, diversity of the population, and relevant growth trends.*

The Central Workforce Investment Area (WIA) consists of 19 counties in central and south central Missouri. The region has two Metropolitan Statistical Areas, Columbia (Boone and Howard Counties) and Jefferson City (Callaway, Cole, Moniteau, and Osage Counties). Washington County is part of the St. Louis MO-IL Metropolitan Statistical Area. Other Metropolitan Statistical Areas include Mexico (Audrain County), Rolla (Phelps County), Lebanon (Laclede County), and Fort Leonard Wood (Pulaski County).

The Central Workforce Investment Area accounts for 10% of the state's workforce. The area is home to the State Capitol in Jefferson City (Cole County); the Lake of the Ozarks, one of the state's most extensive recreational areas, is located in Camden, Miller, and Morgan Counties, and Fort Leonard Wood Chemical Training and Engineering military training facility, which is the state's largest military base.

Examples of major employers located in the Central Region include: the State of Missouri, Boone Hospital Center, Capitol Region Medical Center, St. Mary's Health Center, Scholastic Incorporated, Shelter Mutual Insurance, U S Food Service, University Children's Hospital, University Hospitals and Clinics, and University of Missouri.

Source: MERIC, U.S. Bureau of Labor Statistics

The University of Missouri system has two campuses in the region: University of Missouri – Columbia, and Missouri University of Science and Technology. Other training and educational institutions in the region include: Lincoln University, Linn State Technical College, Boonslick Technical Educational Center, Central Methodist University, Columbia Area Career Center, Columbia College, Lake Career and Technical Center, Lebanon Technology and Career Center, Missouri School for the Deaf Vocational School, Nichols Career Center, Rolla Technical Center, Rolla Technical Institute/Rolla Technical Center, Stephens College, Eldon Career Center, Waynesville Technical Academy, Westminster College, William Woods University.

Source: Missouri Department of Higher Education

- B. *Describe the region's economic condition, including the following information by county (if your region includes more than one county) and the overall region:*
- *average personal income level;*
  - *number and percent of working-age population living at or below poverty level;*
  - *unemployment rates for the last five years;*

- *major lay-off events over the past three years and any anticipated layoffs; and*
- *any other factors that may impact local/ regional economic conditions.*

During the period of January 2010 through November 2012, the Central Region experienced 105 company layoffs and/or business closings that resulted in 2,293 dislocated workers. Major layoffs of 50 plus employees included: Dana Corporation; INDEECO; Cargill Incorporated; MODOT; Regal Beloit Corporation; Galva Foam Industries; Fasco; Heritage Park Skilled Manor; Modine Manufacturing; Fort Leonard Wood; Penn Enterprises Incorporated; Mid America Brick; APS Healthcare; Sure Seal Incorporated; Results Customer Solutions; Department of Health & Senior Services; GENCO Incorporated; Blockbuster Video; Movie Gallery; and Detroit Tool Engineering. Businesses, workers, and jobseekers continue to face challenges. Dislocated workers fortunate enough to become employed often do so at a wage that is significantly less than their previous one.

<b>Local Area Unemployment Statistics December 2012</b>				
<b>Area</b>	<b>Civilian Labor Force</b>	<b>Employment</b>	<b>Unemployment</b>	<b>Unemployment Rate</b>
Audrain County	11,768	11,100	668	5.7%
Boone County	91,792	88,088	3,704	4%
Callaway County	22,344	21,143	1,201	5.4%
Camden County	19,029	17,158	1,871	9.8%
Cole County	39,745	37,904	1,841	4.6%
Cooper County	8,432	7,843	589	7%
Crawford County	11,368	10,481	887	7.8%
Dent County	6,141	5,683	458	7.5%
Gasconade County	7,178	6,697	481	6.7%
Howard County	5,246	4,942	304	5.8%
Laclede County	15,529	13,969	1,560	10%
Maries County	4,667	4,416	251	5.4%
Miller County	11,233	10,208	1,025	9.1%
Moniteau County	7,469	7,002	467	6.3%
Morgan County	8,527	7,750	777	9.1%
Osage County	7,258	6,935	323	4.5%
Phelps County	21,553	20,354	1,199	5.6%
Pulaski County	19,267	17,891	1,376	7.1%
Washington County	10,190	9,171	1,019	10%
<b>Central Region Summary</b>	<b>328,736</b>	<b>308,735</b>	<b>20,001</b>	<b>6.1%</b>

Area	Population 2011	Income 2010		Taxable Sales Total Revenue 2011
		Total Personal Income	Per Capita Income	
Audrain County	25,566	\$809,574,000	\$31,764	\$225,909,359
Boone County	165,627	\$5,918,856,000	\$36,269	\$2,292,414,634
Callaway County	44,420	\$1,240,599,000	\$27,941	\$296,703,345
Camden County	43,679	\$1,405,681,000	\$31,936	\$684,687,684
Cole County	76,448	\$3,026,181,000	\$39,755	\$1,065,089,430
Cooper County	17,663	\$524,091,000	\$29,766	\$150,424,158
Crawford County	24,800	\$718,168,000	\$29,151	\$173,492,879
Dent County	15,676	\$439,661,000	\$28,024	\$132,144,862
Gasconade County	15,168	\$471,195,000	\$30,922	\$151,938,999
Howard County	10,204	\$345,492,000	\$34,116	\$46,812,009
Laclede County	35,636	\$954,371,000	\$26,783	\$356,335,964
Maries County	9,171	\$274,251,000	\$29,829	\$37,959,143
Miller County	24,770	\$653,293,000	\$26,431	\$308,931,561
Moniteau County	15,697	\$487,256,000	\$31,192	\$87,091,398
Morgan County	20,502	\$609,733,000	\$29,662	\$179,979,262
Osage County	13,915	\$474,169,000	\$34,164	\$87,011,374
Phelps County	45,020	\$1,358,771,000	\$30,017	\$456,595,239
Pulaski County	53,175	\$2,043,697,000	\$38,696	\$363,891,112
Washington County	25,076	\$618,674,000	\$24,559	\$128,422,078
<b>Central Region Summary</b>	<b>682,213</b>	<b>\$22,373,713,000</b>	<b>\$32,932</b>	<b>\$7,225,834,490</b>

## Poverty

Source: Census Bureau, *Small Area Income and Poverty Estimates, 2011*.

<http://www.census.gov/did/www/saipe/data/index.html>

Area	All Ages in poverty Count	All Ages in poverty Percent	Ages 0-17 in poverty Count	Ages 0-17 in poverty Percent
<b>United States</b>	<b>48,452,035</b>	<b>15.9</b>	<b>16,386,500</b>	<b>22.5</b>
<b>Missouri</b>	<b>922,103</b>	<b>15.8</b>	<b>308,390</b>	<b>22.3</b>
Audrain County	4,081	17.3	1,680	27.6
Boone County	30,568	19.5	6,510	19.4
Callaway County	5,681	14.1	1,807	19.2
Camden County	6,671	15.5	2,308	29.3
Cole County	8,779	12.3	3,091	17.6
Cooper County	2,527	15.7	851	22.5
Crawford County	4,993	20.5	1,790	30.5
Dent County	3,227	20.9	1,124	31.8
Gasconade County	2,123	14.3	678	21.6
Howard County	1,527	16.1	491	22.7
Laclede County	5,960	17	2,312	27
Maries County	1,644	18.2	573	28.1
Miller County	4,735	19.4	1,820	30.6
Moniteau County	2,085	14.5	793	20.7
Morgan County	4,425	22	1,481	34
Osage County	1,444	10.7	431	12.9
Phelps County	7,611	18.1	2,347	25.2
Pulaski County	5,709	13.3	2,026	16.3
Washington County	6,336	26.6	2,237	38.5

## Top Workforce Employers

Source: Census Bureau, Location Employment Dynamics, 2010 Home Area Profile.  
<http://onthemap.ces.census.gov/>

Jobs by NAICS Industry Sector	Workforce Region	
	2010	
	Count	Share
Agriculture, Forestry, Fishing and Hunting	1,283	0.5%
Mining, Quarrying, and Oil and Gas Extraction	732	0.3%
Utilities	2,444	1.0%
Construction	12,227	5.0%
Manufacturing	22,548	9.2%
Wholesale Trade	8,099	3.3%
Retail Trade	30,747	12.6%
Transportation and Warehousing	6,605	2.7%
Information	3,926	1.6%
Finance and Insurance	9,334	3.8%
Real Estate and Rental and Leasing	2,624	1.1%
Professional, Scientific, and Technical Services	7,778	3.2%
Management of Companies and Enterprises	4,362	1.8%
Administration & Support, Waste Management and Remediation	8,427	3.4%
Educational Services	29,046	11.9%
Health Care and Social Assistance	36,419	14.9%
Arts, Entertainment, and Recreation	3,495	1.4%
Accommodation and Food Services	22,042	9.0%
Other Services (excluding Public Administration)	7,764	3.2%
Public Administration	24,494	10.0%
<b>TOTAL</b>	<b>244,396</b>	<b>100%</b>

**CENTRAL WORKFORCE INVESTMENT AREA ETHNIC POPULATION BY COUNTY**

<b>County</b>	<b>White</b>	<b>Black</b>	<b>Asian</b>	<b>Other</b>	<b>Hispanic</b>	<b>Total</b>
Audrain	23,547	1,859	89	130	189	25,814
Boone	115,714	11,572	4,015	1,540	2,413	135,254
Callaway	37,420	2,307	210	336	377	40,650
Camden	36,190	95	107	277	346	37,015
Cole	62,158	7,084	625	649	915	71,431
Cooper	14,844	1,493	39	109	143	16,628
Crawford	22,408	33	30	145	176	22,792
Dent	14,489	59	32	136	112	14,828
Gasconade	15,141	19	24	51	64	15,299
Howard	9,306	699	12	83	88	10,188
Laclede	31,552	138	95	284	401	32,470
Maries	8,674	29	10	80	103	8,896
Miller	23,090	65	30	181	231	23,597
Moniteau	13,752	561	46	280	435	15,074
Morgan	18,796	98	23	156	161	19,234
Osage	12,884	21	10	43	77	13,035
Phelps	39,825	596	936	447	485	42,289
Pulaski	32,254	4,935	936	1,571	2,404	42,100
Washington	22,286	578	35	193	170	23,262
<b>Region Total</b>	<b>554,330</b>	<b>32,241</b>	<b>7,304</b>	<b>6,691</b>	<b>9,290</b>	<b>609,856</b>



## Workforce Demographics

Source: Census Bureau, Location Employment Dynamics, 2010 Home Area Profile.  
<http://onthemap.ces.census.gov/>

Total Primary Jobs	Central Region		Missouri	
	2010		2010	
	Count	Share	Count	Share
Total Primary Jobs	244,396	100%	2,356,564	100.00%

### Jobs by Worker Age

	2010		2010	
	Count	Share	Count	Share
Age 29 or younger	61,242	25.1%	579,879	24.60%
Age 30 to 54	137,217	56.1%	1,330,261	56.40%
Age 55 or older	45,937	18.8%	446,424	18.90%

### Jobs by Worker Race

	2010		2010	
	Count	Share	Count	Share
White Alone	226,989	92.9%	2,052,277	87.10%
Black or African American Alone	11,064	4.5%	235,353	10.00%
American Indian or Alaska Native Alone	972	0.4%	10,116	0.40%
Asian Alone	3,149	1.3%	36,046	1.50%
Native Hawaiian or Other Pacific Islander Alone	153	0.1%	1,767	0.10%
Two or More Race Groups	2,069	0.8%	21,005	0.90%

**Central Region**  
2010

**Missouri**  
2010

	<b>Count</b>	<b>Share</b>	<b>Count</b>	<b>Share</b>
Not Hispanic or Latino	240,001	98.2%	2,294,312	97.40%
Hispanic or Latino	4,395	1.8%	62,252	2.60%

**Jobs by Worker Educational Attainment**

	<b>2010</b>		<b>2010</b>	
	<b>Count</b>	<b>Share</b>	<b>Count</b>	<b>Share</b>
Less than high school	17,474	7.1%	169,862	7.20%
High school or equivalent, no college	63,769	26.1%	579,899	24.60%
Some college or Associate degree	59,545	24.4%	582,605	24.70%
Bachelor's degree or advanced degree	42,366	17.3%	444,319	18.90%
Educational attainment not available (workers aged 29 or younger)	61,242	25.1%	579,879	24.60%

**Jobs by Worker Sex**

	<b>2010</b>		<b>2010</b>	
	<b>Count</b>	<b>Share</b>	<b>Count</b>	<b>Share</b>
Male	118,347	48.4%	1,149,826	48.80%
Female	126,049	51.6%	1,206,738	51.20%

## Major Lay-Off/Closings

Source: WARN Notices for Missouri. <http://jobs.mo.gov/employer/other-resources/business-closure-and-layoffs/warn-act-employer-requirements>

Company Name	Location(s)	County	WIA	Type of Notice	# Affected	Layoff or Closing Date
3M	Columbia	Boone	Central	Layoff	240	12/5/07
Salton, Inc.	Columbia	Boone	Central	Closing	89	1/29/08
Briggs & Stratton	Rolla	Phelps	Central	Closing	357	2/1/08
DANA - Light Axle Products	Columbia	Boone	Central	Layoff	50	12/1/08
Fasco	Eldon	Miller	Central	Closing	422	2/8/09
A.P. Green Refractories Company	Fulton	Callaway	Central	Layoff	60	3/17/09
Lear Seigler Services	Fort Leonard Wood	Pulaski	Central	Layoff	50	3/28/09
ANH Refractories Company	Vandalia	Audrain	Central	Layoff	68	4/3/09
3M	Columbia	Boone	Central	Layoff	21	4/30/09
Nordyne, Inc	Boonville	Cooper	Central	Layoff	118	1/4/10
APS Healthcare	Jefferson City	Cole	Central	Closure	79	8/6/10
Results Customer Solutions LLC	Lebanon	Laclede	Central	Layoff	146	3/18/11
Nordyne, Inc.	Boonville	Boonville	Central	Layoff	50	3/18/11
Modine	Camdenton	Camden	Central	Closing	120	10/28/11
Penn Enterprises	Fort Leonard Wood	Pulaski	Central	Closing	53	11/30/11
Galva Foam	Camdenton	Camden	Central	Closing	75	1/30/12
RoadLink	Fulton	Callaway	Central	Layoff	55	4/15/12
Industrial Engineering and Equipment Co (Indeeco)	Boonville	Cooper	Central	Closing	60	6/1/12
Results Customer Solutions LLC	Kaiser	Miller	Central	Closing	35	6/25/12
DANA - Light Axle Products	Columbia	Boone	Central	Closing	32	10/15/12
Hostess Brands/Interstate Brand Corporation	Columbia	Boone	Central	Closing	11	11/16/12
Hostess Brands/Interstate Brand Corporation	Jefferson City	Cole	Central	Closing	13	11/16/12
Hostess Brands/Interstate Brand Corporation	Rolla	Phelps	Central	Closing	16	11/16/12
Hostess Brands/Interstate Brand Corporation	Lebanon	Laclede	Central	Closing	14	11/16/12

Hostess Brands/Interstate Brand Corporation	Mexico	Audrain	Central	Closing	8	11/16/12
Hostess Brands/Interstate Brand Corporation	Boonville	Cooper	Central	Closing	85	11/19/12
Hostess Brands/Interstate Brand Corporation	Boonville	Cooper	Central	Closing	17	11/19/12
Hostess Brands/Interstate Brand Corporation	Columbia	Boone	Central	Closing	2	11/19/12
Super D Drug (Walgreens)	Jefferson City	Cole	Central	Closing	12	10/1/12-11/30/12
Johnson Controls	Jefferson City	Cole	Central	Closing	144	2/29/09
	Fort Leonard Wood	Pulaski	Central			
TriWest Healthcare Alliance Corporation	Kansas City	Cass	KCV	Layoff	15	2/15/13
	Springfiled	Greene	Ozark			
	Whiteman AFB	Johnson	West Central			

## Unemployment Rates

Central Region LAUS				State
Year	Civilian Labor Force	Unemployment	Unemployment Rate	Unemployment Rate
2007	338,028	15,865	4.7	5
2008	340,287	19,001	5.6	5.9
2009	340,950	29,094	8.5	9.4
2010	337,749	28,497	8.4	9.4
2011	336,566	26,691	7.9	8.6
2012	328,736	20,001	6.1	6.7

## Educational Institutions

INSTITUTION	COUNTY	Program Completers
UNIVERSITY OF MISSOURI-COLUMBIA	BOONE	6,602
COLUMBIA COLLEGE-COLUMBIA	BOONE	3,716
MISSOURI UNIVERSITY OF SCIENCE AND TECHNOLOGY	PHELPS	1,635
WILLIAM WOODS UNIVERSITY	CALLAWAY	1,376
LINCOLN UNIVERSITY	COLE	407
LINN STATE TECHNICAL COLLEGE	OSAGE	361
CENTRAL METHODIST UNIVERSITY-COLLEGE OF GRADUATE & EXTENDED STUDIES	HOWARD	278
STEPHENS COLLEGE	BOONE	267
WESTMINSTER COLLEGE	CALLAWAY	229
CENTRAL METHODIST UNIVERSITY	HOWARD	191
ROLLA TECHNICAL INSTITUTE	PHELPS	116
WAYNESVILLE CAREER CENTER	PULASKI	90
MERRELL UNIVERSITY	COLE	79
CENTRAL COLLEGE OF COSMETOLOGY - ST. ROBERT	PULASKI	52
COLUMBIA AREA CAREER CENTER	BOONE	51
NICHOLS CAREER CENTER	COLE	49
LEBANON TECHNOLOGY & CAREER CENTER	LACLEDE	38
COSMETOLOGY CONCEPTS INSTITUTE	BOONE	31
SALEM COLLEGE OF HAIRSTYLING	PHELPS	28
BOONSLICK TECHNICAL EDUCATION CENTER	COOPER	21
ELDON CAREER CENTER	MILLER	14
LAKE CAREER & TECHNICAL CENTER	CAMDEN	9

- E. *Identify the one-stop partners that are physically located at each of the comprehensive center(s) and the services provided by these partners and list them in **Attachment 1** to the local plan.*

See Attachment 1, Comprehensive One-Stops.

- F. (According to 20 CFR 662.100(d)(1), affiliate one-stop sites “can provide one or more partners’ programs, services and activities at each site.”) *Identify the local affiliate one-stop sites, including current mailing and street addresses, telephone and fax numbers and list them in **Attachment 1** to the local plan.*

See Attachment 1, Comprehensive One-Stops.

- G. *Identify the one-stop partners that are physically located at each of the affiliated sites and the services provided by these partners and list them in **Attachment 1** to the local plan.*

See Attachment 1, Comprehensive One-Stops.

IV. Economic and Labor Market Analysis

A. *Identify the current and projected employment opportunities in the local region.\**

The Central Region has a Civilian Labor Force of 328,736; those who were employed as of December, 2012 numbered 308, 735.

The top high growth industries based upon average employment in the 2<sup>nd</sup> Quarter of 2012 are:

- Health care and social assistance
- Accommodation and food services
- Food Services and Drinking Places
- Ambulatory Health Care Services
- Finance and Insurance
- Administrative and waste services
- Professional and technical services
- Nursing and Residential Care Facilities
- Administrative and Support Services
- Wholesale trade

<b>Quarterly Census of Employment and Wages                      Top High Growth Industries                      (2-digit sector)                      2nd Quarter 2012</b>					
Industry	Number of Firms	Average Employment	Total Wages	Average Weekly Wage	Percentage Growth from Prior Year
62 - Health care and social assistance	1,398	27,831	\$246,243,966	\$681	2.6%
72 - Accommodation and food services	1,329	26,261	\$90,663,019	\$266	0.2%
52 - Finance and insurance	826	9,033	\$107,613,621	\$916	0.8%
56 - Administrative and waste services	786	8,072	\$47,059,426	\$448	7.9%
54 - Professional and technical services	1,196	7,914	\$94,311,318	\$917	9.7%
42 - Wholesale trade	637	7,342	\$73,799,224	\$773	5.5%
48 - Transportation and Warehousing	517	6,090	\$52,493,062	\$663	0.2%
55 - Management of companies and enterprises	104	3,962	\$55,494,646	\$1,077	10.3%
51 - Information	217	3,495	\$32,226,909	\$709	1.7%
61 - Educational services	138	3,281	\$22,164,694	\$520	8.4%

**Quarterly Census of Employment and Wages**  
**Top 10 High Growth Industries**  
**(3-digit sub-sector)**  
**2nd Quarter 2012**

Industry	Number of Firms	Average Employment	Total Wages	Average Weekly Wage	Percentage Growth from Prior Year
000 Total Private	15,916	190,020	\$1,470,473,819	\$595	1.4%
722 - Food Services and Drinking Places	1,064	21,836	\$71,011,004	\$250	0.6%
621 - Ambulatory Health Care Services	842	9,494	\$124,135,259	\$1,006	4.5%
541 - Professional and Technical Services	1,196	7,914	\$94,311,318	\$917	9.7%
623 - Nursing and Residential Care Facilities	192	7,670	\$39,069,523	\$392	3.7%
561 - Administrative and Support Services	734	7,500	\$40,904,105	\$420	8.2%
441 - Motor Vehicle and Parts Dealers	333	4,623	\$42,450,736	\$706	4.4%
624 - Social Assistance	353	4,394	\$19,414,056	\$340	3.1%
551 - Management of Companies and Enterprises	104	3,962	\$55,494,646	\$1,078	10.3%
423 - Merchant Wholesalers, Durable Goods	327	3,687	\$38,661,666	\$807	10.4%



### Top 10 Occupations by Earnings 2011

Occupation	Employment	Hourly Wage				Annual Wage			
		Mean	Median	Entry	Experienced	Mean	Median	Entry	Experienced
<a href="#"><u>291069 - Physicians and Surgeons, All Other</u></a>	390	\$85.83	\$86.42	\$36.14	\$110.67	\$178,531.75	\$179,748.39	\$75,182.35	\$230,205.95
<a href="#"><u>291081 - Podiatrists</u></a>	40	\$72.97	\$76.59	\$51.12	\$83.9	\$151,775.85	\$159,320.83	\$106,313.5	\$174,507.02
<a href="#"><u>111011 - Chief Executives</u></a>	640	\$63.82	\$53.44	\$33.1	\$79.18	\$132,749.57	\$111,156.95	\$68,844.53	\$164,702.59
<a href="#"><u>231023 - Judges, Magistrate Judges, and Magistrates</u></a>	60	\$54.32	\$55.53	\$45.69	\$58.63	\$112,989.3	\$115,503.62	\$95,038.58	\$121,964.67
<a href="#"><u>291051 - Pharmacists</u></a>	550	\$54.01	\$55.65	\$42.64	\$59.7	\$112,341.98	\$115,742.7	\$88,681.87	\$124,172.04
<a href="#"><u>291041 - Optometrists</u></a>	60	\$50.54	\$47.8	\$31.62	\$59.99	\$105,113.07	\$99,436.1	\$65,768.35	\$124,784.92
<a href="#"><u>291062 - Family and General Practitioners</u></a>	590	\$47.55	\$28.32	\$23.79	\$59.42	\$98,901.22	\$58,922.36	\$49,481	\$123,610.83
<a href="#"><u>291021 - Dentists, General</u></a>	240	\$47.54	\$41.04	\$19.82	\$61.39	\$98,877.92	\$85,364.23	\$41,239.07	\$127,697.35
<a href="#"><u>191022 - Microbiologists</u></a>	NA	\$46.77	\$44.59	\$33.14	\$53.59	\$97,289.51	\$92,754.21	\$68,925.94	\$111,470.79
<a href="#"><u>112021 - Marketing Managers</u></a>	120	\$46.45	\$41.68	\$23.43	\$57.96	\$96,625.68	\$86,688.02	\$48,749.75	\$120,563.65

## Central Region Top Job Openings Between 2010 and 2020

Missouri's Central Region is projected to have more than 89,800 total job openings between 2010 and 2020. This includes openings created by new job growth, as well as those created through the need for replacement workers. Replacement openings occur due to retirement, turnover, or transferring to another occupation.

During this projected period, the 20 occupations with the greatest number of total openings includes 5 Office and Administrative Support Occupations and 3 Sales Related Occupations. Cashiers are projected to have the most total openings from 2010 to 2020, with most of these openings projected to be replacement positions. Overall, 18 of the 20 Top Opening Occupations have a Grade A or B outlook in terms of having above average growth, openings, and wages.

Occupation	2010 Estimated Employment	2020 Projected Employment	Openings Due to Growth	Openings Due to Replacement	Total Openings	Average Annual Wage	Career Grade
Cashiers	8,282	8,600	318	3,75	<b>4,076</b>	\$18,490	B
Combined Food Preparation and Serving Workers	7,849	8,913	1,064	2,19	<b>3,255</b>	\$17,497	B+
Retail Salespersons	8,441	9,167	726	2,48	<b>3,206</b>	\$24,072	B+
Waiters and Waitresses	5,149	5,559	410	2,57	<b>2,981</b>	\$17,575	B
Registered Nurses	7,856	8,548	692	1,42	<b>2,114</b>	\$58,000	A+
Customer Service Representatives	4,617	5,036	419	1,31	<b>1,730</b>	\$27,712	B+
Elementary School Teachers, Except Special Education	5,984	6,381	397	1,31	<b>1,712</b>	\$38,180	B+
Office Clerks, General	6,425	6,813	388	1,13	<b>1,525</b>	\$26,134	B
Childcare Workers	3,767	4,051	284	1,18	<b>1,470</b>	\$18,577	B
Laborers and Freight, Stock, and Material Movers, Hand	3,022	3,375	353	96	<b>1,319</b>	\$22,422	B+
Stock Clerks and Order Fillers	4,131	4,028	0	1,02	<b>1,026</b>	\$21,708	C+
Heavy and Tractor-Trailer Truck Drivers	2,760	3,133	373	54	<b>922</b>	\$35,350	A
Janitors and Cleaners, Except Maids and Housekeeping	4,158	4,247	89	78	<b>873</b>	\$22,275	C+
Teacher Assistants	3,322	3,404	82	74	<b>831</b>	\$19,894	B
Secondary School Teachers, Except Special & Career/Tech	2,988	2,900	0	81	<b>817</b>	\$39,433	B
Eligibility Interviewers, Government Programs	3,007	3,004	0	80	<b>802</b>	\$30,228	B
First-Line Supervisors of Retail Sales Workers	3,144	3,206	62	73	<b>795</b>	\$35,313	B
First-Line Supervisors of Office and Administrative Support	2,318	2,478	160	62	<b>780</b>	\$41,515	B+
Maids and Housekeeping Cleaners	3,625	3,792	167	61	<b>777</b>	\$18,480	B
Nursing Aides, Orderlies, and Attendants	3,900	4,163	263	50	<b>766</b>	\$20,843	B

Data Sources: Missouri Economic Research and Information Center (MERIC) Short-Term Occupational Projections, MERIC Occupational Employment and Wage Survey, and U.S. Bureau of Labor Statistics. Career Grades are assigned by analyzing an occupation's percentage change, total openings, and average wage relative to all other occupations in the state. An occupation's combination of scores on these three variables determines its Career Grade.



## Top 20 Industry Employment Growth by 2020

Source: MERIC 2010-2020 Employment Projections at  
[http://www.missourieconomy.org/industry/ind\\_proj.stm](http://www.missourieconomy.org/industry/ind_proj.stm)

Title	Employment		Change	
	2010 Estimated	2020 Projected	2010- 2020 Numeric	Percent
<b>Total Employment</b>	<b>274,257</b>	<b>291,580</b>	<b>17,323</b>	<b>6.3%</b>
Specialty Trade Contractors	6,185	8,430	2,245	36.3%
Food Services and Drinking Places	21,385	23,590	2,205	10.3%
Educational Services	33,190	34,438	1,248	3.8%
Nursing and Residential Care Facilities	7,237	8,272	1,035	14.3%
General Merchandise Stores	8,342	9,365	1,023	12.3%
Ambulatory Health Care Services	8,628	9,522	894	10.4%
Administrative and Support Services Professional, Scientific, and Technical Services	6,501	7,335	834	12.8%
State Government (Excl. Education and Hospitals)	6,922	7,743	821	11.9%
Construction of Buildings	22,785	23,561	776	3.4%
Hospitals	2,170	2,892	722	33.3%
Motor Vehicle and Parts Dealers	17,716	18,332	616	3.5%
Warehousing and Storage	4,291	4,817	526	12.3%
Local Government (excl. Education and Hospitals)	1,922	2,314	392	20.4%
Accommodation	11,325	11,711	386	3.4%
Insurance Carriers and Related Activities	4,234	4,614	380	9.0%
Truck Transportation	4,036	4,404	368	9.1%
Private Households	2,033	2,399	366	18.0%
Nonstore Retailers	2,342	2,660	318	13.6%
Religious, Grantmaking, Civic, Professional, and Similar Organizations	2,588	2,905	317	12.2%
	6,481	6,725	244	3.8%

## Top 20 Occupational Openings by 2020

Source: MERIC 2010-2020 Employment Projections at [http://www.missourieconomy.org/industry/ind\\_proj.stm](http://www.missourieconomy.org/industry/ind_proj.stm)

Occupation	2010 Estimated Employment	2020 Projected Employment	Percent Change	Openings Due to Growth	Openings Due to Replacement	Total Openings	Average Annual Wage
Cashiers	8,282	8,600	3.8%	318	3,758	<b>4,076</b>	\$18,490
Combined Food Preparation and Serving Workers, Including Fast Food	7,849	8,913	13.6%	1,064	2,191	<b>3,255</b>	\$17,497
Retail Salespersons	8,441	9,167	8.6%	726	2,480	<b>3,206</b>	\$24,072
Waiters and Waitresses	5,149	5,559	8.0%	410	2,571	<b>2,981</b>	\$17,575
Registered Nurses	7,856	8,548	8.8%	692	1,422	<b>2,114</b>	\$58,000
Customer Service Representatives	4,617	5,036	9.1%	419	1,311	<b>1,730</b>	\$27,712
Elementary School Teachers, Except Special Education	5,984	6,381	6.6%	397	1,315	<b>1,712</b>	\$38,180
Office Clerks, General	6,425	6,813	6.0%	388	1,137	<b>1,525</b>	\$26,134
Childcare Workers	3,767	4,051	7.5%	284	1,186	<b>1,470</b>	\$18,577
Laborers and Freight, Stock, and Material Movers, Hand	3,022	3,375	11.7%	353	966	<b>1,319</b>	\$22,422
Stock Clerks and Order Fillers	4,131	4,028	-2.5%	0	1,026	<b>1,026</b>	\$21,708
Heavy and Tractor-Trailer Truck Drivers	2,760	3,133	13.5%	373	549	<b>922</b>	\$35,350
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	4,158	4,247	2.1%	89	784	<b>873</b>	\$22,275
Teacher Assistants	3,322	3,404	2.5%	82	749	<b>831</b>	\$19,894
Secondary School Teachers, Except Special and Career/Technical Education	2,988	2,900	-3.0%	0	817	<b>817</b>	\$39,433
Eligibility Interviewers, Government Programs	3,007	3,004	-0.1%	0	802	<b>802</b>	\$30,228
First-Line Supervisors of Retail Sales Workers	3,144	3,206	2.0%	62	733	<b>795</b>	\$35,313
First-Line Supervisors of Office and Administrative Support Workers	2,318	2,478	6.9%	160	620	<b>780</b>	\$41,515
Maids and Housekeeping Cleaners	3,625	3,792	4.6%	167	610	<b>777</b>	\$18,480
Nursing Aides, Orderlies, and Attendants	3,900	4,163	6.7%	263	503	<b>766</b>	\$20,843

## Top Growing Occupations by 2020

Source: MERIC 2010-2020 Employment Projections at [http://www.missourieconomy.org/industry/ind\\_proj.stm](http://www.missourieconomy.org/industry/ind_proj.stm)

Occupation	2010 Estimated Employment	2020 Projected Employment	Percent Change	Openings Due to Growth	Openings Due to Replacement	Total Openings	Average Annual Wage
Combined Food Preparation and Serving Workers, Including Fast Food	7,849	8,913	13.6%	<b>1,064</b>	2,191	3,255	\$17,497
Retail Salespersons	8,441	9,167	8.6%	<b>726</b>	2,480	3,206	\$24,072
Registered Nurses	7,856	8,548	8.8%	<b>692</b>	1,422	2,114	\$58,000
Personal Care Aides	1,481	1,994	34.6%	<b>513</b>	117	630	\$20,227
Home Health Aides	1,182	1,637	38.5%	<b>455</b>	152	607	\$19,532
Customer Service Representatives	4,617	5,036	9.1%	<b>419</b>	1,311	1,730	\$27,712
Waiters and Waitresses	5,149	5,559	8.0%	<b>410</b>	2,571	2,981	\$17,575
Elementary School Teachers, Except Special Education	5,984	6,381	6.6%	<b>397</b>	1,315	1,712	\$38,180
Office Clerks, General	6,425	6,813	6.0%	<b>388</b>	1,137	1,525	\$26,134
Heavy and Tractor-Trailer Truck Drivers	2,760	3,133	13.5%	<b>373</b>	549	922	\$35,350
Laborers and Freight, Stock, and Material Movers, Hand	3,022	3,375	11.7%	<b>353</b>	966	1,319	\$22,422
Cashiers	8,282	8,600	3.8%	<b>318</b>	3,758	4,076	\$18,490
Medical Secretaries	2,315	2,620	13.2%	<b>305</b>	310	615	\$26,712
Childcare Workers	3,767	4,051	7.5%	<b>284</b>	1,186	1,470	\$18,577
Carpenters	1,745	2,013	15.4%	<b>268</b>	370	638	\$38,256
Nursing Aides, Orderlies, and Attendants	3,900	4,163	6.7%	<b>263</b>	503	766	\$20,843
Cooks, Restaurant	2,146	2,409	12.3%	<b>263</b>	457	720	\$22,609
Construction Laborers	2,103	2,325	10.6%	<b>222</b>	168	390	\$36,672
Electricians	1,055	1,265	19.9%	<b>210</b>	284	494	\$47,714
First-Line Supervisors of Construction Trades and Extraction Workers	1,225	1,413	15.4%	<b>188</b>	282	470	\$52,862

## Highest Graded Occupations by 2020

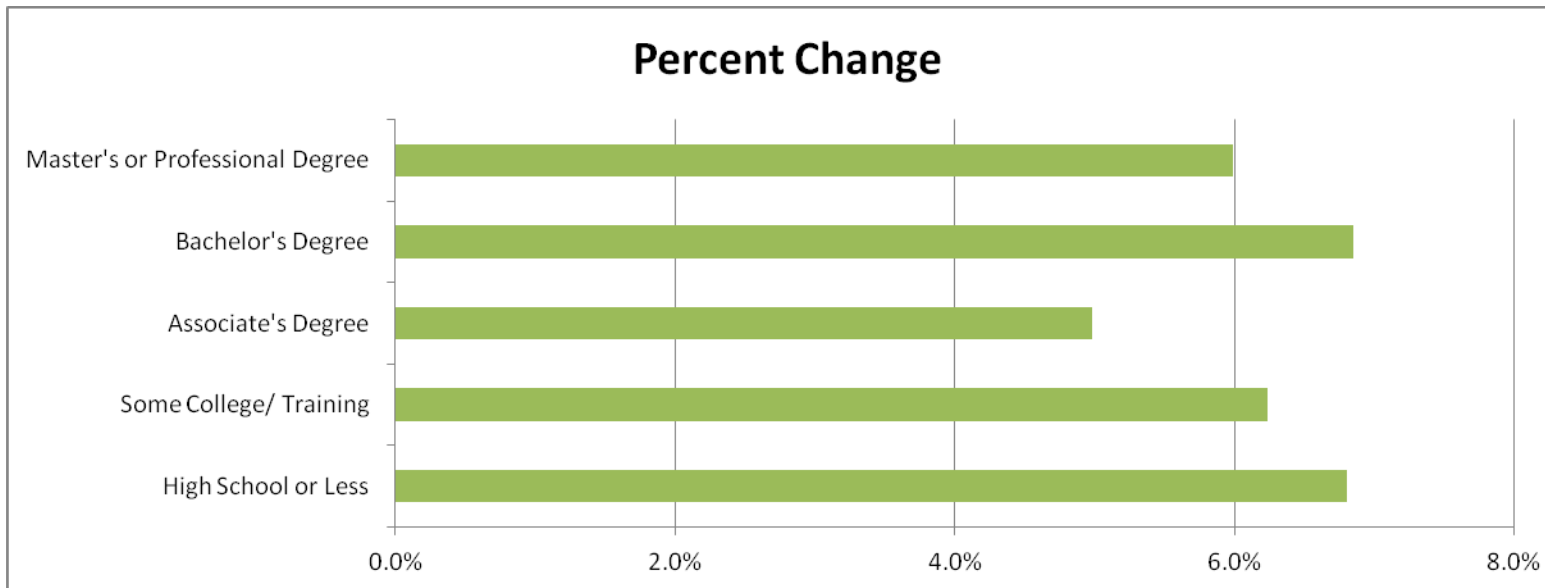
Source: MERIC 2010-2020 Employment Projections at [http://www.missourieconomy.org/industry/ind\\_proj.stm](http://www.missourieconomy.org/industry/ind_proj.stm)

Occupation	2010 Estimated Employment	2020 Projected Employment	Percent Change	Openings Due to Growth	Openings Due to Replacement	Total Openings	Average Annual Wage
Registered Nurses	7,856	8,548	8.8%	692	1,422	2,114	\$58,000
Electricians	1,055	1,265	19.9%	210	284	494	\$47,714
First-Line Supervisors of Construction Trades and Extraction Workers	1,225	1,413	15.4%	188	282	470	\$52,862
Software Developers, Systems Software	379	515	35.9%	136	39	175	n/a
Heavy and Tractor-Trailer Truck Drivers	2,760	3,133	13.5%	373	549	922	\$35,350
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	2,576	2,724	5.8%	148	606	754	\$50,949
Accountants and Auditors	2,760	2,909	5.4%	149	593	742	\$49,759
General and Operations Managers	3,924	3,779	-3.7%	0	730	730	\$74,764
Carpenters	1,745	2,013	15.4%	268	370	638	\$38,256
Personal Care Aides	1,481	1,994	34.6%	513	117	630	\$20,227
Home Health Aides	1,182	1,637	38.5%	455	152	607	\$19,532
Public Relations Specialists	894	1,008	12.8%	114	239	353	\$46,472
Insurance Sales Agents	777	941	21.1%	164	178	342	\$44,761
Plumbers, Pipefitters, and Steamfitters	576	713	23.8%	137	166	303	\$41,749
Loan Officers	706	803	13.7%	97	181	278	\$59,218
Network and Computer Systems Administrators	691	798	15.5%	107	117	224	\$54,565
Management Analysts	862	945	9.6%	83	140	223	\$59,321
Computer Systems Analysts	695	788	13.4%	93	130	223	\$68,219
Training and Development Specialists	535	649	21.3%	114	90	204	\$51,603
Cost Estimators	393	517	31.6%	124	75	199	\$53,260

## Education & Growth Openings by 2020

Source: MERIC 2010-2020 Employment Projections at  
[http://www.missourieconomy.org/industry/ind\\_proj.stm](http://www.missourieconomy.org/industry/ind_proj.stm)

Education	Growth Openings	Estimated Employment	Percent Change
High School or Less	12,900	189,590	6.8%
Some College/ Training	877	14,060	6.2%
Associate's Degree	1,027	20,601	5.0%
Bachelor's Degree	3,017	44,009	6.9%
Master's or Professional Degree	647	10,809	6.0%



## Real-Time Job Advertisements and Skill Demand in the Central Region - 2012

Source: Burning Glass Labor Insight Tool, CY 2012 Analysis

Job ads identified by typical education/training requirements:

**NOW** occupations usually require less than 1 month (short-term) to no more than 12 months (moderate-term) of on-the-job training.

**NEXT** occupations usually require more than 1 year (long-term) on-the-job training and can additionally need specific work experience; generally requires an associate's degree or a substantial vocational education.

**LATER** occupations usually require a bachelor's degree and may need specific work experience; potentially some work experience or advance degree required.

### NOW Occupations

OCCUPATIONS	ONLINE JOB ADS
Truck Drivers	854
Retail Salespersons	773
Customer Service Representatives	353
Laborers & Material Movers	339
Secretaries & Admin. Assistants	314
Delivery Service Drivers	313
Tellers	298
Maintenance & Repair Workers	289
Personal Care Aides	193
Office Clerks	184

### NEXT Occupations

OCCUPATIONS	ONLINE JOB ADS
Retail Sales Supervisors	703
Registered Nurses	577
Computer User Support	523
Sales Reps, Wholesale / Mfg.	511
Licensed Practical Nurses	407
Food Prep & Serving Supervisors	226
Health Technologists, Techs	177
Nursing Assistants	169
Cooks, Restaurant	160
Production & Operations Supervisors	145



## LATER Occupations

OCCUPATIONS	ONLINE JOB ADS
Physical Therapists	314
Physicians	282
Computer Programmers	230
Sales Managers	158
General & Operations Managers	157
Computer Systems Analysts	154
Network & Systems Administrators	150
Chemists	148
Medical & Health Services Managers	147
Postsecondary Teachers	136

*B. Identify the job skills necessary to obtain current and projected employment opportunities.*

Some form of post-secondary education will be necessary to obtain employment that pays above minimum wage. Many of the required skills are specific to each employment sector. Computer skills are required in almost all cases. Job seekers with strong backgrounds in science, math, and engineering will have an advantage for the best job opportunities. One to two year vocational technical training in an in-demand field will be valuable for many job seekers.

Employers are looking for individuals who are dependable, punctual, team-oriented, and have a strong work ethic. Interpersonal skills and the ability to get along with others are also skills that are in demand.

Skills in Demand by Employers Are:

Specialized Skills	Baseline Skills
Sales	Communication Skills
Repair	Training
Scheduling	Organizational Skills
Accounting	Writing
Sql	Leadership
Mathematics	Planning
Merchandising	Customer Service
Patient Care	Problem Solving
Oracle	Research
Operating Systems	Microsoft Excel

V. Major Local Policies and Requirements

- A. Please include as ***Attachment 2***, the local region's policy for supportive services to enable individuals to participate in Title I activities. This policy must address the requirements in DWD Issuance 12-2010, "Statewide Supportive Services Policy".

See Attachment 2, Supportive Services Policy

- B. Describe the criteria to be used by the local board, under 20 CFR 663.600, to determine whether funds allocated to a local region for adult employment and training activities under WIA sections 133(b)(2)(A) or (3) are limited, and the process by which any priority will be applied by the one-stop operator.\*

C-WIB utilizes current Census Data to project funding needs for each of the 19 counties within the region. Analysis of data has verified that funding allocated to each sub-region, (Lake of the Ozarks, Meramec and Mid-MO), is not adequate to meet the projected need. For this reason, priority has been given to serve low-income adults as priority recipients for enrollment and participation in WIA activities.

- C. Define the sixth eligibility criteria for youth, described in WIA section 101(13)(C)(vi) as "an individual who requires additional assistance to complete an educational program, or to secure and hold employment". Please explain how the region justifies using this sixth criteria as a barrier indicating the youth "needs additional assistance to complete an educational program, or to secure and hold employment." This eligibility criteria should include at a minimum the following: migrant youth, youth aged out of foster care at 18, youth of incarcerated parent, and youth with behavioral problems at school, family illiteracy problem(s), domestic violence, substance abuse, limited English proficiency, lacks occupational goals/skills, disabled, or has chronic health conditions.

In accordance with the WIA Act, youth applicants must meet eligibility criteria and provide documentation to verify that they are low income and that they have a barrier to employment. The region realizes that many of the neediest youth may not receive assistance and is striving to ensure that the 6<sup>th</sup> barrier encompasses a broad range of barriers. Consultation with the youth council and youth service providers confirmed that the barriers included in the sixth criteria are barriers that can have devastating effects on youth if they are not addressed.

**The eligibility criteria include:**

Children of incarcerated parents  
Court-involved youth  
Youth at risk of court involvement Homeless  
and runaway youth  
Indian and Native American Youth  
Migrant youth  
Out-of-school youth  
Youth most at risk of dropping out  
Youth in or aging out of foster care  
Youth with disabilities  
Youth with behavioral problems at school  
Youth with family illiteracy problems Youth  
dealing with domestic violence Youth with  
substance abuse  
Youth with limited English proficiency Youth  
lacking occupational goals/skills/work  
history Youth with chronic health issues

Note: A lack of work history is defined as “prior work experience has been spasmodic (6 months or less in any prior job) or with virtually no or little skills training that would lead to self-sufficiency or long term employment”, or, “lacks work experience to succeed in their local/chosen field/interest or study”.

Documentation will be provided in the file to verify the “special needs” status of the youth, which may include copies of individual education plans, doctor’s statements, hospital records, treatment center records, etc.

- D. *Describe how veteran's priority, as required by Public Law 107-288, will be incorporated into all programs.*

Veterans' priority is a requirement in all programs funded wholly or in part by DOL. Veteran's Priority of Service applies to both veterans and certain eligible spouses. The term *Covered Person* includes eligible spouses and veterans. Priority will be measured in terms of enrollment in affected programs. Referral to the DVOP/LVER does not constitute priority of service. For all programs with statutory requirements, covered persons must meet the program eligibility requirements in order to obtain priority of service.

In the WIA Adult and Dislocated Workers Program, the current law requires that first priority for intensive and training services be given to public assistance recipients and low-income individuals when adult funds allocated to a local area are limited. In regard to covered persons, the priority of provision of services is established as follows: First to be served will be public assistance recipients and low-income individuals who are also covered persons. The second group to be served will be public assistance recipients and low-income non-covered persons. Among participants who are not public assistance recipients or low-income individuals, covered persons will receive priority over non-covered persons.

Additionally, in programs when targeting of groups are discretionary or optional priorities at the local level, covered persons priority takes precedence over those optional or discretionary priorities. Covered persons priority is applied in advance of the opportunities and services provided to the population group covered by the optional priority.

Each provider will provide information regarding priority of service to "covered persons" regarding benefits and services that may be obtained through other entities or service providers and ensure that each covered veteran or eligible spouse who applies to or is

assisted by any covered program is informed of the employment related rights and benefits to which they are entitled. The requirement for notification about priority of service will be met by providing printed materials to the covered person if the material includes all required elements.

When there is a registration requirement associated with receipt of services for an impacted program or grant, collection of the individual's covered person status is required. Jobs.mo.gov, Missouri's automated public labor exchange system, provides the opportunity for covered persons to self-declare their status. In addition, Toolbox collects covered person's data during intake and assessment.

E. *Identify the funding limit for individual training accounts (ITAs).*

The Skills Team is responsible for assisting participants assessed to be in need of post-secondary training with the development of the ITA. The ITA is the written document that records all funding streams and the amount available to assist with Training expenses. WIA funding is allocated as a last resort and only considered after all other available financial aid has been allocated. Skills Team members are authorized to determine if 100% of the PELL Grant is to be utilized or if a portion of the grant may be given to the customer to assist with other Training related expenses.

The Central Region has set a limit of \$5,000 per participant per program year for training; funding availability dictates the annual award. Priority will be given to training in "green" courses of study, and in-demand, high growth occupations. All training costs that exceed \$3,500 annually must be approved in writing by the C-WIB Executive Director.

**The Skills Team is asked to utilize the Occupational Skills Training form included in Attachment 14 and consider the following when obligating WIA funds:**

1. Does the participant have adequate basic skills to successfully complete Training (recommended minimum grade level of 9.9);
2. Is the Training connected to an occupation that is in "High Demand";
3. Is the provider and the course certified by the Division of Workforce Development and listed on the Eligible Training Provider list;
4. If more than one course and/or more than one provider is necessary, will the credits achieved, transfer to the school awarding the post-secondary credential;
5. Can the Training be completed within two years;
6. The type of credential to be received at the completion compared to the cost; and compare the cost of Training with other providers (is the cost reasonable or excessive).

The Skills Team will establish strong communication with Training providers to ensure participant's progress is updated and that Progress and Attendance forms are submitted monthly.

- F. *Describe how the local region will ensure that the full array of one-stop services is available and fully accessible to all individuals with disabilities. In particular, identify those resources that are available in the region's Products & Services Box to assist in the provision of these services.*

The Central Region has invested funding to ensure that each of their five Career Centers have ADA approved accommodations accessible to assist individuals with disabilities. Teams are trained to assist customers in the use of ADA equipment. Functional Leaders ensure that agencies such as Vocational Rehabilitation and Rehabilitation Services for the Blind are informed of available services to assist individuals with disabilities and encourage these agencies to refer disabled customers to Career Centers to access services and to utilize the Career Centers when meeting with individuals with disabilities.

The Career Centers are equipped with the UbiDuo, a communication device that enables deaf, and hearing impaired (partially and fully) customers to communicate face-to-face with appropriate team members. At each career center, a text telephone, or TTY, is also available for use. Relay Missouri is also available for use. The Central Region Career Centers offer assistive technology to assist individuals with disabilities, including WindowEyes screen reader, ZoomText screen enlarger, CCTV, height adjustable table and other assistive technologies. All equipment is utilized when assisting customers with Products and Services (individually and during group participation) to ensure service delivery is effective and beneficial to the customer.

- G. *Describe how the local region will ensure that the full array of one-stop services is available to all individuals with limited English proficiency. In particular, identify those resources that are available in the region's Products & Services Box to assist in the provision of these services.*

The C-WIB follows DWD Issuance 2009-23 which provides guidance on ensuring that LEP customers have meaningful access to all programs and services; and are able to participate effectively regardless of their ability to speak, read, write, or understand English.

Welcome Teams have received training on *Language Select Telephone Interpreting Services (LSTIS)* and Language Select materials have been posted in the Career Centers and affiliate sites. This valuable resource is especially beneficial when providing orientation to services including description of Products and Services. LSTIS is utilized during workshops as needed with non-English speaking customers to provide skill enhancement opportunities.

- H. *Describe how the local region promotes integration of services through dual enrollment processes, beyond the automatic dual enrollment of the Next Generation Career Centers (NGCC) initiative.*

Subcontractors are encouraged to consider all funding streams available to assist with the customer’s assessed needs and to ensure that duplication does not occur. The Toolbox System is utilized to document and track dual enrollment activities.

Implementation of Functional Management in 2008 allowed cross-training to occur across departments and agency boundaries. Implementation of Functional Leadership in 2010 strengthened integration as staff assignments to teams was accomplished. Staff assignments to Welcome, Skills and Jobs Teams were based on staff expertise to ensure services are delivered efficiently and effectively to serve customers in accordance with the NGCC model. Welcome Teams ensure age validation is completed and that “Membership” screens are utilized to collect the 15 demographics necessary to complete WIA enrollment in Staff Assisted Core Services. All new customers and the majority of return customers receive Career Ready 101 basic skills assessment. All job seekers register with jobs.mo.gov, which gathers education and work history. This data is transferrable to Toolbox screens and utilized by all funding streams. The shift from individual service provision to team services supports dual enrollment. Teams now provide service and consider all funding streams available in the process to enhance the job seekers ability to increase skills needed to obtain full-time employment in a high growth occupation.

The Dual Enrollment Policy for the Dislocated Worker Program (DWD Issuance 21-2009) was integrated into the staff procedures manual. The issuance was thoroughly reviewed with staff. Dual enrollment is occurring as mandated to ensure customers are provided access to all services for which they are eligible, including dislocated workers who qualify for WIA Dislocated Worker Services, Trade Act services, and/or National Emergency Grants.

- I. *Provide your region’s proposed training expenditure rates for both the Adult and Dislocated Worker regular formula fund allocations. In addition, describe the local process for determining who will receive training under the NGCC initiative.*

**TITLE I-B ADULT:**

Adult - ITA	\$18,000.00
Adult - OJT	\$9,500.00
Adult - Work Experience	\$1,500.00
Adult - Supportive Services	\$2,500.00
<b>Total Adult</b>	<b>\$31,500.00</b>

**TITLE I-B DISLOCATED WORKER:**

Dislocated Worker - ITA	\$32,000.00
Dislocated Worker - OJT	\$17,000.00
Dislocated Worker - Supportive Services	\$8,500.00
Dislocated Worker - Internships	\$1,500.00
<b>Total Dislocated Worker</b>	<b>\$59,000.00</b>

### **Process for Determining Who Will Receive Training Under the NGCC Initiative**

The customer is interviewed prior to scheduling a Skill Development activity. This interview and information obtained initiates training and employment planning. The participant is assessed to evaluate their academic skill and to determine applicable grade level. Customers assessed to be basic skills deficient will be referred to Adult Education and Literacy or Career Ready 101 remediation (referral option is based on customer choice). Automatically, customers who do not have a high school diploma or GED are referred to Adult Education and Literacy classes to prepare for the GED exam.

Their Jobs.MoGov registration is used to evaluate work history and identify related barriers and resource needs relevant to prior work history, as well as to evaluate education history and identify related barriers and resource needs relevant to education status. It's determined if the customer has established short-term and long-term education and/or employment goals. Then wage requirements to attain self-sufficiency are determined. Job goals are discussed with the customer to determine if their goals are achievable with current skills or if additional training is needed to increase skills and to ensure that job goals are accessible within local labor market. If not, an alternative plan including relocation to areas where jobs are available must be developed. The need for additional or more comprehensive assessment is determined and the customer is assisted in selecting the best option, which may include a combination of more than one, i.e. Work Keys combined with Internship assignment.



- J. *Describe the local board's policy on providing apprenticeships. (Additional information regarding apprenticeships can be found at [www.doleta.gov/atels\\_bat](http://www.doleta.gov/atels_bat)).*

The Central Region agrees with the US Department of Labor's support of the Registered Apprenticeship system. The combination of job related instruction with on-the-job learning experiences is an effective method of preparing workers for high-skilled, high-paying jobs, particularly for the building and construction industry.

There are thirty employers in the region that have Registered Apprenticeship programs. Approximately 50% of these employers are cities and municipalities. The region will support opportunities for customers to participate in apprenticeship programs and information on occupations, employers, application processes, selection criteria, and training requirements will be provided to interested customers. The region will also investigate the opportunity to support partnerships between pre-apprenticeship programs and Registered Apprenticeship programs.

VI. Integration of One-Stop Service Delivery

- A. *Describe the one-stop delivery system in the local region, including:*

1. *A description of how the local board will ensure the continuous improvement of eligible providers of services through the system and ensure that such providers meet the employment needs of local employers and participants;\**

The Central Region Workforce Investment Board regularly reviews the performance of subcontractors, including review of fiscal operations and programmatic services. Opinion Meters are utilized to assess Customer Satisfaction at each Career Center. The C-WIB reviews the Opinion Meter report at their monthly meetings. Subcontractors submit monthly reports to the C-WIB to report program activities and services. The C-WIB conducts continuous improvement reviews annually to ensure a high level of performance. Functional Leaders provide updates to the C-WIB reporting Career Center activities. CWIB conducts annual "Business Forums" with regional employers to obtain input from the business community to be utilized to improve programs and services. Information obtained from these forums is provided to subcontractors to incorporate in program services. CWIB encourages local staff and subcontractor staff to participate in Webinars and training services provided by the state to enhance team qualifications to ensure professional service delivery to employers and job seekers.

2. *Describe how all partner agencies will strengthen their integration of services so that it provides a more seamless system; and*

CWIB requires all Career Center staff members, who serve customers (employers and job seekers) to be fully trained to provide integrated service delivery. As a result of implementation of the NGCC, Career Center employees are no longer recognized by their "employer of record" status, rather all team members are recognized as employees of the Missouri Career Center. Functional Leadership ensures teams meet on a scheduled basis to review performance and service delivery. Functional Leaders utilize the NGCC

Implementation Guide to implement services and meet NGCC minimal standards of operation.

3. *A copy of each memorandum of understanding (MOU) between the local board and each of the one-stop partners concerning the operation of the one-stop delivery system in the local region.\* Include as **Attachment 3** an updated copy of the MOU with current signatures and dates. Career Centers must ensure that equal access to employment and training services are provided to the farmworkers and agricultural employers in their regions. The Workforce Investment Act of 1998 provides the framework for agricultural services delivery through Parts 668 & 669 (applicable to the 167 Grantee, which is currently UMOS—United Migrant Opportunity Services) and the Wagner-Peyser Migrant Seasonal Farmworker program. Therefore, the MOU must include UMOS and should address how the region will avoid duplicating employment and training services to this population.*

See Attachment 3

4. *Include as **Attachment 4** the negotiated cost-sharing worksheet agreement for each Career Center that includes the line items' dollar amounts and percentage rates for DWD and the WIB. (Please note that the WIB can move no more than 10% of each original line item amount without having to re-negotiate with DWD. However, the total budget amount should not be exceeded.)*

- B. The expectation is that the local region will involve business, organized labor, local public officials, community-based organizations, WIA service providers and other stakeholders in the development and review of this plan. *Describe the plan development process, including how input for the plan was obtained by all the partners involved in the Memorandum of Understanding (MOU).*

The CWIB Local Plan became available for public review and comment on December 5, 2012 on the CWIB website. The Plan review period was thirty days.

CWIB members and staff came together with subcontractors to develop the Plan. Draft copies were mailed to board members at the beginning of December, and it was discussed in detail on December 19, 2012 at a board meeting.

Other organizations were included by virtue of their representation of the CWIB Planning Committee. Agencies represented include vocational rehabilitation, community-based organizations, labor, vocational and higher education, and private business.

## VII. Administration & Oversight of the Local Workforce Investment System

- A. *Identify the one-stop operator(s) for the comprehensive and affiliate one-stop centers in the region and state which method described in CFR 662.410 was used for the designation and certification of the one-stop operator(s).*

The Central Region, with the agreement of the CLEO, designates and certifies one stop operators in each local area through a competitive process in accordance with the "sunshine provision of 20 CFR 661.307.

<b>Career Centers in Central Missouri</b>	<b>Functional Leaders</b>
Columbia – Boone County	Michael Retke
Jefferson City – Cole County	Freda Chesnut
Lebanon – Laclede County	Joyce Dampier
Linn Creek – Camden County	Alex Stanley
Rolla – Phelps County	Trish Rogers

Affiliate sites

**Lake of the Ozark Sub-Region:**

St. Robert (Pulaski County)

**Meramec Sub-Region:**

Potosi (Washington County)

**Mid-Missouri Sub-Region:**

Mexico (Audrain County)

- B. *Identify the members of the local WTB, the organization or business they represent, and the category (i.e. business, education) in **Attachment 5** to the local plan.*

See Attachment 5

- C. The local WIB must review their by-laws annually and complete the “Local Workforce Investment Board’s ATTESTATION FOR REVIEW OF BY-LAWS” form which is included near the end of this document. *Include the local WIB’s current by-laws and the completed attestation form (copy is included in this guidance) as **Attachment 6** to the local plan.*

See Attachment 6

- D. *If the region includes more than one unit of local government, include a copy of the current Chief Local Elected Officials’ (CLEO) agreement that specifies the respective roles of the individual chief elected officials as **Attachment 7**. Also, include any CLEO by-laws that are in effect. (The CLEO membership should be reviewed after each county and/or municipal election, as applicable, for any changes. If there are changes in the CLEO membership, a new CLEO agreement will need to be signed and submitted to DWD by the following June 1<sup>st</sup> after the election.)*

See Attachment 7

- E. *If applicable, include a copy of the region’s Performance Improvement Plan (PIP) for any sanctions they have been given, as well as an update on the effectiveness of the PIP’s strategies. The PIP should be included as **Attachment 18** to this plan.*

See Attachment 18

- F. *Include as **Attachment 8** to the plan, the conflict of interest policy for WIB members, staff and contracted staff to follow (reference DWD Issuance 15-2011, Transparency and Integrity of Local Workforce Investment Board Decisions).*

See Attachment 8

- G. *Include the sub-state monitoring plan, as defined in DWD Issuance 15-2010, as **Attachment 9** to the local plan.*

See Attachment 9

VIII. Service Delivery

A. One-Stop Service Delivery Strategies

*Describe how the local region is assisting customers in making informed choices based on quality workforce information and accessing quality training providers. In particular, identify those resources that are available in the region's Products & Services Box to assist in the provision of these services.*

Welcome Teams ensure all customers are registered in jobs.mo.gov to receive job matching services. All new customers and the majority of all return customers receive basic skills assessment utilizing the Worldwide Interactive Network. Toolbox assessment gathers personal data and along with basic skills assessment results is utilized to identify barriers. Referrals, including referral to Products & Services and non-WIA resources are made to assist the customer with barrier resolution. Job seekers who are uncertain of appropriate goals for employment and or training may be assessed using the O\*NET Profiler to identify suitable occupations matching their skills, interests and aptitudes. Job seekers who have skills but no formal credential to verify competency may be assessed by WorkKeys to obtain the National Career Readiness Certification. Skills Team and Jobs Teams utilize MERIC to research local and surrounding labor market trends and to determine if a selected occupation is in "high demand" and if wages and benefits meet self-sufficiency requirements. Post-secondary training providers and courses applicable to assessed training must be approved by jobs.mo.govMECH prior to development of an ITA. OJT sites must be appropriate and lead to entry into a demand occupation. Additional resources included in the Central Region Products & Services box, include: Standardized Job Search Workshops; jobs.mo.gov Enhancement Workshop; Career Ready 101 Remediation; Computer Skills Development Workshops; Interactive Video Training; Universal Challenge Center Leadership and Team Participation Training; Mobile Lab Services; a variety of self-esteem and self improvement workshops. All customers (employers and job seekers) receive "orientation" to Career Center services including information describing available services at the Core, Intensive and Training levels; incentives and Training programs available to promote employment and training. MERIC and the DESE hotlink are incorporated in mandated research when assisting job seekers with decision making regarding employment and training. Missouri Career Guides are made available to all customers at the Welcome Team level. Functional Leaders are responsible for providing training to all incumbent and new Career Center employees to ensure staff are knowledgeable and skilled in assisting customers.

B. Adults and Dislocated Workers

1. *Provide a description and assessment of the type and availability of all adult and dislocated worker employment and training activities in the local region.\* Please include how the region uses products and services, such as workshops, assessment products (KeyTrain, WorkKeys, etc.), Optimal Resume, Tallify, etc. to engage customers and assist with their reemployment efforts.*

There are five Career Centers and three affiliate sites in the nineteen counties of the Central Region. All locations are linked to jobs.mo.gov to ensure customer access to Next Generation Career Center services. Welcome, Skills and Jobs Teams are available at each location to provide services at all levels.

Under the Next Generation Career Center model, all new customers are co-enrolled in Wagner Peyser and WIA Staff Assisted Services. Eligibility for WIA Staff Assisted Services occurs at the Welcome Team level as customers complete "Membership" screens to enter the required 15 demographics and complete age validation. All new and the majority of return customers receive basic skills assessment (Career Ready 101) to evaluate basic skills. Toolbox assessment is completed to obtain personal data necessary to identify barriers and strengths related to employability. Referrals are issued at the Welcome Team level to obtain needed resources to resolve barriers and to resources available in the Central Region Products and Services box. Increasing the level of service beyond WIA Staff Assisted Core level is contingent on:

- Customer's need for Intensive/Training services as a result of assessed deficiencies in the customer's soft skills or a lack of job related skills within a demand occupation.
- Occupational choice and skills relevant to the occupation selected.
- Customer's ability to meet WIA eligibility beyond Staff Assisted Core level.
- Assessments to evaluate the customer's career interests and aptitude.
- Short-term Intensive level workshops, including computer training, and workshops leading to certification or credentialing.

The Skills Team is responsible for assisting job seekers with services to resolve barriers and enhance skills and qualifications leading to a high level of employment and job retention in a high growth occupation offering wages leading to self-sufficiency.

The following activities are available for adults and dislocated workers at the intensive and/or training levels.

- Comprehensive assessments (TABE) to evaluate the customer's academic level
- Short-term classroom training
- Employer Internship activities
- Classroom Occupational Training
- On-the Job Training
- Customized Training
- Trade Adjustment Assistance and Trade Readjustment Allowance
- Other services as listed in the Products and Services box

### **Skills Development Team Services**

Customers will receive an orientation summarizing the services available through the Skills Development Team. The customer will be interviewed by a team member to obtain additional employment goals information.

Assessments will be conducted to evaluate the customer's academic skills. Customers assessed to be basic skills deficient will be referred to Adult Education and Literacy or

Career Ready 101 remediation. Customers who do not have a high school diploma or GED will be referred to Adult Education and Literacy classes to prepare for the GED exam. The customer's short-term and long-term education and/or employment goals will be reviewed. Wage requirements to attain self-sufficiency will be reviewed. Job goals will be discussed to determine if goals are achievable with current skills or if additional training is needed. Job goals will be evaluated to ensure they are achievable within the local labor market. The customer will be assisted in the development of an Employment Plan that clearly documents benchmarks and strategies for increasing skills and obtaining suitable employment.

The need for additional assessments will be determined; additional assessments may include:

- O'Net Interest Profile Inventory – used to assess career interests
- Work Keys – used to identify transferrable skills relevant to occupational goals. This is best suited for customers who desire employer based training, such as On the Job Training, or direct job placement.
- Career Scope – used to identify occupational goals and career planning strategies. This is most appropriate for customers who do not have an occupational goal or who desire classroom occupational training.
- Pre-Vocational Training – this is a good option for introducing a customer to a specific occupation prior to or immediately following classroom occupational training. This may include an internship with an employer. Internships typically range from 40 to 160 hours; however, the internship may be extended based upon the assessed need, the occupation, and the requirements for employment. **The internship may not exceed 480 hours as funding allows.**
- Customers will be assisted in the selection of services from the regional Products and Services box to develop skills to reach their occupational or educational goals.
- Supportive Services or Needs Related Payments are available to ensure successful completion of training activities. These services are provided in accordance with the C-
- WIB Supportive Services policy.  
The Skills Development Team members will collaborate with Employment Team members as needed to support the customer's employment plan.

### **Employment Team Services**

The Employment Team's mission is to provide customers with high quality job search assistance and skills development opportunities to enhance the customer's opportunities to receive the best job at the highest possible wage and provide employers with highly skilled job candidates.

The services provided by the Employment Team include:

- One-on-one interviews with job seekers to determine how the customer may be assisted in reaching their employment goal.

- Determining the most effective way for connecting the customer to employment (direct job placement, On-the-Job Training, Internship). All available employer incentives will be considered.
- Address barriers that threaten successful employment.
- Updating of Employment Plans as needed.
- Referral to employment seeking activities to connect customers to employers.
- Referral to appropriate workshops to enhance soft skills and job skills.
- Access to self-help and informational resources.
- Access to quality labor market information.
- Job referrals and job leads.

### **Follow-Up Services**

Issuance 10-2009 provides guidance for provision of Follow-up services applicable to customers who exit from all three levels of WIA service (Staff Assisted Core/Intensive/Training). WIA follow-up services must be made available to all participants enrolled in the Adult & Dislocated Worker programs for a minimum of twelve months after the first day of unsubsidized employment. While WIA statutory requirements mandate that follow-up services should be available in a local area, it also states these services must be appropriate. Examples of WIA Adult & Dislocated follow-up services include:

- Career planning and counseling.
- Assistance with work-related problems.
- Required contact with the participant's employer.
- Peer support groups.
- Supportive service referrals.
- Information regarding educational opportunities.

The Central Region Workforce Investment Board is committed to greatly increasing the capacity of the workforce system to serve workers in need.

The Central Region will intensify their efforts to serve the adult population and will increase the number served and those who enter training through OJT and classroom training. The C-WIB intends on addressing the immediate needs of participants while providing services that will contribute to long term economic recovery and an improved workforce system. The skills, abilities, and career goals of adults will be assessed and matched with current and anticipated career opportunities. Career counseling will be based on current labor market information to ensure that training and job search activities are in alignment with areas of anticipated economic and job growth.

The C-WIB will be guided by the WIA requirement that priority use of WIA Adult program funds be used for services to recipients of public assistance and other low-income individuals as described in WIA section 134(d)(4)(E).



Emphasis will be placed on training for “green jobs” and in-demand occupations. Not all “green jobs” are in new or unique occupations, but may exist in existing occupations. Electrical engineers, HVAC mechanics and installers, roofers, and construction workers may all be involved in the green initiative. Growth industries include wind technology, including wind turbine engineers and technicians, solar energy, and energy-efficiency building retrofitting.

Individuals seeking services at the Missouri Career Center will be informed of the Adult Program. Eligible participants will be served according to the priority outlined in TEG 14-8. Customers who do not qualify for the Dislocated Worker program will be considered for the Adult Program. Career Center staff will participate in referring customers to the Adult Program. **Adult services in the Central Region will be provided by Central Ozarks Private Industry Council and Gamm, Incorporated.**

There will be various components used in serving the adult population that may include the WorkKeys/National Career Readiness Certificate system for the assessment of skill/educational levels. WorkKeys assessments will include Applied Mathematics, Reading for Information, and Locating Information. Counselors will review the assessment results to determine if remedial training is needed prior to the participant being enrolled in a training activity. If remediation is needed it may be provided by the approved training facility and be included in the participant’s course of study. Following the completion of training, the participant may be given the assessment again to measure any increase skill levels. Scores for pre and post-training assessments will be entered into Toolbox 2.0.

When possible, the Central Region will focus on accelerated training programs that will quickly prepare participants for in-demand jobs. The C-WIB anticipates working with community colleges and other approved training providers to serve participants effectively. Public and private training providers who are DESE approved will be used for training and will be paid through ITAs when the training is funded by the C- WIB.

When appropriate, On-the-Job Training will also be used for occupational training. Only approved employer worksites will be used for OJT. Subcontractors must maintain an average placement wage not less than \$10.50 per hour. OJT contracts will be limited to the period of time required for a participant to become proficient in the occupation the training is designed for. In determining the appropriate length of the contract, consideration will be given to the skill level of the participant, prior work experience, and the participant’s Individual Employment Plan.

Entrepreneurial training may be used when appropriate.

There is an increased emphasis on providing supportive services to eligible Adult participants. Supportive services will be available to assist participants while in training activities or job search after training. There may be instances where supportive services are made available prior to the beginning of a training activity. Supportive services may include transportation, child care, dependent care, housing, NRPs, and other assistance that is required to participate in a WIA activity. The C- WIB will review their supportive services policy to ensure that all key components are addressed. The Central Region will work with other agencies such as faith-based organizations to provide the needed support so participants can maintain family life and pursue their career goals. Veterans and eligible spouses will receive the highest priority within that priority group, followed by nonveterans.

The Central Region will provide quarterly fiscal reports reflecting the amount obligated each quarter, amount paid each quarter, total amount obligated, and total paid to-date. DWD Financial Management will provide a separate reporting tool to be submitted quarterly. Reports will address expenditures in the following categories:

- Occupational Skill Training (including tuition, required books and supplies, required fees)
- On-the-Job Training (OJT) Supportive Services
- Needs-Related Payments

2. *Include a description of the local individual training account (ITA) system and the procedures for ensuring that exceptions to the use of ITAs, if any, are justified under WIA section 134(d)(4)(G)(ii) and 20 CFR 663.430.*

Program Operators who subcontract with the C-WIB are required to prepare and utilize Individual Training Account (ITA) forms to assist participants who are requesting funding to enroll in Classroom Occupational Training (COT). ITA forms include information pertaining to the participant (name, address, telephone number, email address and social security number). The name of the course, the name of the school and contact information is included; information pertaining to non-WIA financial aid and grant information is included, the dollar amount requested from WIA for tuition, fees and related supply costs is included. The ITA form must be signed by a representative of the training provider who can verify that the dollar amounts reported are accurate. The ITA is completed by the Program Operator's Executive Director who allocates the amount of WIA funding, which may not be the amount that has been recommended (funding allocations are based on WIA budget availability). Once the WIA allocation has been made and the Executive Director signs the form, a copy is sent to the school to be used for billing and a copy is sent to the participant.

The ITA is reviewed during all stages of monitoring to ensure that payments have been made in accordance with the form allocations.

On a case by case basis it may be feasible to exceed the maximum allowed training cost of \$5,000, however, these instances will be rare. The training would have to be in a green, in-demand, high growth occupation with limited funding available from other sources in order for an exception to be considered. All training costs that exceed the previous limit of \$3,500 must be approved in writing by the C-WIB Executive Director.

3. *Provide a description of how unemployment insurance (UI) claimants will be provided reemployment services including how Worker Profiling and Re-employment Services (WPRS) will be delivered on a weekly basis between the Division of Workforce Development (DWD) and partner staff.*

Division of Employment Security (DES) refers selected Unemployment Insurance claimants for participation in Worker Profiling. A list is sent to the Careers Centers in advance of the customer's appointment date and DWD staff checks to ensure the referral is reflected in the customer's Toolbox registration.

When customers report, Welcome Team staff identifies those who are "possible" enrollments in Worker Profiling and, after Welcome Team services have been provided, the customer is directed to the first available staff for enrollment in Worker Profiling.

Under the NGCC model, all customers are informed of the products and services available. Employment or Skills Team staff guide Worker Profiling customers toward the products and services which will improve the customer's skills/employability most, based on assessment results.

If it is determined the customer is in need of WIA intensive or training services, procedures are followed to determine eligibility. Collaboration between all teams ensures that information is shared and documented in the customer's automated file.

4. *Describe the region's strategies for promoting and increasing the number of participants in OJT.*

An informational OJT brochure for both the employer and prospective employees has been designed. This brochure is used in packets by the Business Services Team for the employer. It is also used in packets that are provided to each worker during a Rapid Response Employee Information Meeting. These workers that are experiencing a company layoff are given a presentation on the workings of the OJT program.

Also, the OJT brochure is used in packets that are provided to dislocated workers that attend the Career Options, FastTrac New Venture, and Take Control of your Finances workshops. The dislocated workers attending these workshops are given a presentation on the workings of the OJT program.

The Central Region has OJT Coordinators in Columbia and Camdenton as well as a staff member dedicated to OJTs in Rolla.

5. *Please explain the region's strategies for increasing the credentials, degrees and certificate attainment by participants in your region and any accommodations you have made to make attainment easier (i.e.: collocation of AEL centers, extended hours, etc.). In addition, please describe your region's approach to ensuring every Missouri Career Center customer has the opportunity to take the WorkKeys assessments and obtain a National Career Readiness Certificate. This should include how the region collaborates with the local community college(s) in the area to provide space and/or proctoring services for WorkKeys assessments on an as-needed basis. Please provide the MOU with the Community College(s) for this collaboration as **Attachment 10**.*

Skills Team comprehensive assessment enables job seekers to identify strengths and transferrable skills related to potential employment. Barriers are identified and referral to resources is provided to resolve the barrier and strengthen job retention. Skills Team members assist job seekers through individual face-to-face services and during groups. Job seekers with skill deficiencies may receive additional comprehensive assessment, career guidance and counseling, including reviewing occupational demand and customer training needs. The Skills Team assists the customer with the application process to apply for financial aid, including Workforce Investment Act and Trade Act funding when appropriate. The Skills Team utilizes the Missouri Employment Research Information Center's (MERIC) website to ensure job seekers have access to current labor market information, which is critical for jobseekers to make wise career decisions. Job seekers are referred to short-term training and workshops to increase soft skills, job related and academic skills as needed to increase the job seekers employability and meet local workforce demand. Skills Team services are available to assist Incumbent workers to enhance skills and meet workforce qualifications for job retention in the evolving workplace.

Career Center Jobs Teams connect job seekers to potential employment utilizing the Missouri Career Source to match the job seeker's skills to skill requirements listed in job postings and initiate referrals to employers for possible employment. Team members assist job seeker's in updating resumes and honing interview skills to better compete for employment. Jobs Team collaboration with business services cultivates development of qualified applicant pools based on local labor trends to better assist employers in hiring qualified workers when job vacancies occur.

As low end manufacturing disappeared in Central Missouri, increased numbers of dislocated workers with below average basic skills and minimal transferrable skills were forced to consider basic level training and post-secondary training. These workers, accustomed to earning above average wages could not compete for jobs offering possible wage replacement. Training needs include: Job Readiness Preparation i.e. resume preparation; interviewing skills; job search skills, self-esteem/motivational techniques, computer proficiency, reading & writing proficiency, and assistance obtaining a GED. The region continues to provide services to dislocated workers, who in many cases have received more than one extension to Unemployment Insurance and need some form of

training to retool their skills in order to reenter the job market. These idled workers are becoming dependant on Unemployment Insurance weekly payments and lack motivation to correct their deficiencies. CWIB subcontractors are challenged with high unemployment rates, limited employment options and UI claimants with low self-esteem and inadequate motivation to improve personal circumstances. Workshops, training opportunities and program services must be adjusted to effectively resolve these barriers to ensure the region's applicant pool grows equally with the demand for skilled workers. Workers who are employed will need ongoing training to ensure their skills are current and relevant to the needs of employers.

Identification of individuals who would benefit from obtaining the NCRC should come from a review of the edu/cert and testing section of the unemployed client's seeker record.

If the client does not have an occupation-ready certification such as a degree or specific occupational certification FOR THEIR DESIRED OCCUPATION, they should be targeted for the NCRC. Marketing to clients should include communicating to them that there has been increased interest and acceptance of the WorkKeys/NCRC among employers.

Employers in the Central Region who have obtained job profiles for specific jobs include:

- Kingsford/Clorox, Belle
- Paramount Apparel, Bourbon
- Missouri Ozarks Community Action, Richland
- Central Electric/Azz, Fulton

In addition to these employers, many other employers in neighboring regions of Missouri have obtained job profiles for specific jobs. Many other employers who have not obtained job profiles are nevertheless, aware of what the basic workplace skills that the NCRC demonstrates.

For those who agree to work toward achieving a NCRC, the next step would be helping them determine when they are ready to take the WorkKeys test:

- Review their use of Career Ready 101. If they have not used Career Ready 101 beyond the initial assessment, they should continue the placement test for all three skills until their top level is known. These levels should then be matched against the levels shown for their desired occupation(s) on MERIC... AND/OR for job profile skill levels set for a specific job at a specific employer.
- If they are not currently at the targeted skill level, they should complete Career Ready 101 remediation until they have passed the post test at or above that skill level. At least one level above is highly recommended.
- At the point they test at or above the targeted skill levels on Career Ready 101, they should be scheduled to complete the WorkKeys exam.

Excellent TABE scores for Reading and Applied Mathematics could possibly be substituted for Career Ready 101 scores on those skills but not for Locating Information.

CWIB has a draft of an NCRC MOU with Community Colleges which will be utilized on an as-needed basis. The Central Region operates career centers and affiliate sites throughout the region which offer NCRC testing, providing ample sites for those who wish to pursue a certificate.

C. Rapid Response

*Describe how the local board will coordinate workforce investment activities carried out in the local region with statewide rapid response activities, as appropriate. \* Specifically, identify the services (not programs) that may be provided to dislocated workers, including pre-layoff services, in the region under NGCC. In addition, please provide a description of the proactive measures that are taken to identify potential layoffs in the region.*

The Central Region provides services to dislocated workers designed to assist the workers in returning to employment as quickly as possible. NGCC services may include: initial assessment, supportive services, job search assistance, career exploration tools, and assistance to fund training. Customer-centered workshops are an integral part of the services provided to dislocated workers. Workshops provide assistance in the following areas: job seeking skills, interviewing techniques, resume preparation, completing job applications, family budgeting, and computer skills.

Functional Leaders may attend worker layoff meetings scheduled by DWD Workforce Coordinators.

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## D. Youth

1. *Describe the composition of the local Youth Council and their participation in the design of youth services in the area, the development of the local plan relating to youth services, their role in the procurement of youth service providers and recommending eligible youth providers to the local board, ensuring the ten elements are a part of the services planned and conducting oversight with respect to eligible youth providers of youth activities and the procurement of youth service providers. Also, provide information regarding the youth council meetings, such as any core agenda items that would be included, and the planned meeting schedule (i.e., the first Tuesday of every quarter, etc). Include the local Youth Council membership (name, business/organization represented, position title, and contact information – telephone number, mailing address, and email address for each member) as **Attachment 11** to the local plan.*

See Attachment 11

**Youth Council Composition:**

The Central Region Youth Council is comprised of representatives from Education, Job Corp, Division of Youth Services, Youth Service Providers, Vocational Rehabilitation, Former WIA Youth Participants, Parent of WIA Youth Participant, Juvenile Justice, Housing Authority and LWIB members with interest in youth programs.

*Non LWIB Board members are Voting members of the Youth Council are non-voting members of the LWIB as described in section 117(h)(3) and 20 CFR 661.335(d).*

**Participation in design of youth services in the area:**

Central Region Youth Council recommends eligible youth service providers through the regions competitive procurement process to ensure recommended providers service plans include the ten required youth elements and provides policy and oversight through WIB staff program and fiscal monitoring in the delivery of youth services. Central Region YC holds quarterly meetings to discuss and disseminate state and local WIB policy issuances that impact youth programs and to review and suggest revisions or additions to local planning items pertaining to youth service delivery. The Central Region Youth Council continues to explore new opportunities to engage the business community to meet the needs of local youth and help them successfully transition to the workforce as they continue their education and training.

2. *Provide a description and assessment of the type and availability of youth activities in the local region, including an identification of successful providers of such activities.\* This description should include:*
  - a. *how the youth activities in the local area are developed to ensure the ten program elements are available within the region;*

The Youth Council reviews regional programs to ensure that the ten program elements are being provided. The Youth Council is involved in the RFP process and selection of service providers, and the review of monitoring and performance reports.

- b. the actual services provided by your region for youth, the element they represent, and how they fit within DOL's themes (see TEGL 05-12) for the emphasis on serving youth within a comprehensive youth development approach;

The Central Region Youth Service Provider is Alternative Opportunities, Inc.

10 Required Elements	Who Provides Services	Describe Services Provided
1. Tutoring, study skills training	Career Center Skills Development Lab, Alternative Schools, Learning Lab, Computer Lab, WIA Career Consultants	Career Ready 101 Assessment followed by Career Ready 101 Remedial services. May refer to Adult Education and Literacy program if GED is needed, Credit Recovery, School to work, classroom instruction. Educational progress is monitored to ensure school completion and graduation.
2. Alternative secondary school offerings	Alternative schools within the youth's area, AEL classes	MO Options Program, Credit Recovery, Individualized Instruction, School/Work. Youth who do not have a high school diploma/GED will be encouraged to enroll in AEL. If AEL is not available, staff will assist youth with enrolling in GED classes on-line and provide GED preparatory materials. Staff will be a liaison between the youth and the alternative school/AEL class.
3. Summer employment opportunities	Welcome Team and WIA Youth Services staff work together to recruit youth for program enrollment at public/private worksites.	Includes paid work experience at public or private work site. May include Work Readiness component offered in group workshop. Assessment, development of employment plan/ISS, work experience, development of dependable work habits, hands- on skill training
4. Work Experience	Employment Team, Public/Private Worksites	Youth may participate in work experience to instill work habits and ethics and to provide an opportunity to explore potential career paths. All youth will be provided job readiness prior to being placed; out-of-school youth will be placed at a worksite with the potential for full-time unsubsidized employment. In-school youth may work part-time during the school year to gain work experience in one or more occupations. <b>Work Experience may not exceed 999 hours as funding allows.</b>

		<i>Hourly payment is minimum wage or higher for each hour worked.</i>
<i>5. Occupational skill training</i>	<i>Skills Team and WIA Youth Services staff, DESE approved training institutions, WIA Approved Training Providers</i>	<i>Assistance to determine WIA eligibility for enrollment in WIA Youth Services. Comprehensive Assessment to determine interests, values and aptitudes related to occupational goals. Assistance in reviewing MERIC data to research occupations matching assessment results. Assistance reviewing DESE website to select approved school/course. Assistance completing PELL application to obtain PELL Grant. WIA funding to assist with tuition and WIA funded Support Services to help with training related expenses if assessed necessary. Case management to assist youth throughout participation. Job Readiness workshop to ensure youth has adequate soft-skills to successfully enter employment. Job placement assistance as assessed necessary following completion of training. Maximum two years Educational training toward degree completion.</i>
<i>6. Leadership development</i>	<i>WIA Youth Services staff, Universal Challenge Center staff</i>	<i>Participation in a variety of activities including workshop and experiential education activities. Assignment to WIA funded Work Experience is also beneficial in this area. Staff encourages participants to participate in leadership development offered through the schools and worksites. Staff works with the youth on leadership development in group/one-on-one sessions.</i>
<i>7. Supportive services</i>	<i>WIA Youth Services staff, WIA Career Consultants</i>	<i>Limited financial assistance to ensure training related/job related expenses are met to enhance WIA eligible youth ability to successfully complete a WIA funded activity to meet goals and regional performance. Staff assist youth with supportive services through non-WIA funds when possible i.e. weatherization funds, Energy Assistance, Homeless Prevention, etc. WIA funds are used to provide work related clothing and supplies, childcare, transportation, etc.</i>
<i>8. Adult mentoring</i>	<i>WIA Youth Services staff, work site supervisors, designated mentors, high school counselors, work site supervisors, team leader, teachers, WIA career consultants</i>	<i>Guidance, counseling and mentoring services to assist youth in attaining goals, completing programmatic assignments, completing training and attaining goals as stated on Individual Employment Strategy. Youth work with program staff and the work experience employers, who serve as role models and teach the youth good work habits, job skills and or responsible</i>

		<i>behavior.</i>
9. Follow-up services	WIA Youth Services staff, career counselors	Follow-up services are available to the youth and employer to maximize the youth's ability to be successful on the job. Post exit services will be provided by scheduling regular counseling contact with youth and/or their employer on a monthly basis for not less than twelve months after date of exit. The services may include employer services, peer support, mentoring, progress tracking, further career and/or educational development, tutoring and supportive services (non-WIA).
10. Comprehensive guidance and counseling	Skills Development Team, WIA Youth Services staff, WIA Career Consultants	<i>Assessment results obtained during comprehensive assessment are utilized to provide guidance for selecting a high-growth occupation as a "career goal." Counseling services assist youth in decision making as it relates to training (secondary and post-secondary education, and employer based training) to develop skills needed for career development. Guidance and counseling is continuous throughout WIA enrollment and until all goals are attained.</i>

c. *the process for identification of youth service providers;*

The CWIB uses a competitive procurement process to select youth service providers. Contracts are for a one year period with the option to renew the contracts for two additional one year periods. Providing the board and Youth Council are satisfied with the service provider(s) an RFP is released every three years.

- d. the evaluation of service providers for performance and impact (please provide details on frequency and criteria);

CWIB conducts monthly reviews and evaluates service provider/program performance and impact using the MoPerforms Data System and provides guidance on areas of improvement. The Youth Council reviews performance reports at quarterly meetings and discusses overall service provider outcomes and performance.

- e. the providers of youth services in your region, including the areas and elements they provide:

Please refer to item (b.)

Enrollment at all programmatic levels from younger youth (in-school) to older youth (out-of-school) is focused on skill development transferrable to future employment. This includes career exploration through job shadowing to help with employment goal setting; work experience to develop positive work habits; work readiness to develop soft-skills and leadership skills; assessment and remediation to increase academic skills and abilities; workshops to increase knowledge and develop job related skills, post-secondary Occupational Skills Training to obtain education credential required for career development; employer based training to develop related job skills, support services to provided emergency financial support to stabilize participation and guidance and counseling throughout all phases of participation.

- f. *how year round services are provided to youth 14-21 years of age that are still in high school or out of school;*

To determine eligibility for enrollment, youth must be 14 to 21 years of age. Youth applicants must prove low-income status and that they have at least one of the current barriers to employment as listed above; additional barriers that may be considered for eligibility include youth who are pregnant or parenting, youth with “special needs” and youth who lack work history or determined to be basic skills deficient. Documentation of the barrier must be evident in the file during file review and monitoring.

Youth applicants must prove low income status and prove existence of at least one barrier to employment, which include:

- i. basic skills deficient
- ii. high school dropout
- iii. offenders
- iv. homeless/runaway
- v. youth who are pregnant or parenting

The Central Region has also established an additional barrier for in-school and out-of- school youth with “special needs” due to physical or mental disabilities, or any other barrier that requires additional assistance to complete an educational program or to secure and retain employment.

Refer to page 32 for information on the sixth eligibility criteria for youth.

Youth who lack work history are included in the “special needs” category. A lack of work history is defined as “prior work experience has been sporadic (6 months or less in any prior job) or with virtually no or little skills training that would lead to self-sufficiency or long term employment” or “lacks work experience to succeed in their local/chosen field/interest or course of study.”

Documentation must be included in the participant’s file to verify the youth’s low income eligibility and barrier status, including “special need status” if applicable or “lack of work history” as defined. Documentation may include copies of individual education plans, doctor’s statements, hospital records, treatment center records or other official forms of documentation. Program Operators are encouraged to utilize “Work Smart” to obtain technical assistance guidance for establishing WIA eligibility and documenting barriers to employment.

- g. *an example of the flow of services for a youth in your region (please include all aspects, including intake, objective assessment process,*

As youth are enrolled in WIA funded activities, and the Individual Employment Plan is developed (through each phase of services), assessment is conducted to determine if the youth has barrier(s) impacting potential for successful goal attainment. Non-WIA resources are utilized and made available through partnering agencies and organizations to ensure WIA funding is utilized as a last resort for resolving existing barriers.

Youth are referred to job fairs held by employers as well as those held by the career centers. Youth are referred to various on-line resources as well and encouraged to use the computers in the career centers.



*Following completion of a youth assessment counselors will work with youth to identify barriers to employment as well as needs. Youth are then referred to the appropriate organization for services needed. Career Consultants will follow up with youth and the Non-WIA organization to ensure services rendered were appropriate and to determine if additional referrals are needed. Youth are registered with jobs.mo.gov and assisted/ trained in using the website for job referrals as well as other on line job search engines. Depending on need, youth may be referred to agencies providing specialized employment services such as Vocational Rehabilitation for referrals to supported or sheltered employment. Career Consultants and leaders at Non-WIA resources will assume the role of mentors to lead and direct youth in the appropriate direction. Youth may be placed in job shadowing or work experience opportunities in order to help establish a relationship with an employer as well as gain required work skills. Supportive Services are available for items needed to participate in employment/training related needs.*

- h. the procedures for serving youth that are most in need (homeless, disabled, offenders, etc.); and*
- i. the identification of the partnerships and describe the coordination of services with other agencies within the region. (See the following page)*

The region realizes the importance of serving youth that are most in need and is continually seeking to improve services to this group. The region is working to improve in the areas of communication, coordination, and collaboration with other agencies in order to strengthen service to youth that are most in need.

Partnerships and collaboration exist between the region and over one hundred and fifty partners, including Vocational Rehabilitation, Sheltered Workshops, Alternative Opportunities, Boys and Girls Town, Probation and Parole, local school districts, AEL/GED labs, and other agencies. Referrals are made frequently to ensure that youth that are most in need are made a priority in receiving services.

- 3. Provide a description of any innovative service delivery projects for youth currently operating in the region or planning to implement. Describe the local board's involvement in the projects, and the board's efforts to continue involvement and funding for the continuation of these projects. For projects the region is currently operating, please state the performance outcomes that have been resulted; for those to be implemented, include the proposed metrics. Examples include In-School classroom opportunities such as Jobs for Missouri's Graduates, Work Experience or Internship opportunities (SPYC), Diploma Equivalency Classes (GED), Youth-focused Career Fairs, Youth Offender Collaborations, Youth Build, I Can Learn, Cisco, etc.*

Central Region youth providers successfully operated the State Parks Youth Corps during the summer of 2012.

The State Parks Youth Corp project provided youth the opportunity to gain valuable work experience to prepare for future careers, while working on projects designed to help preserve and enhance the Missouri State Park system. Youth ages 17-24 participated in this project which was operated in conjunction with the Missouri Division of State Parks.

Traditionally, the Central Region’s youth services and regular funding expenditures exceed DWD’s requirements. Despite these challenges, the spirit of innovation remains, and the Central Region continues to explore methods and means to offer services to youth.

**Universal Challenge Center (UCC)**

Universal Challenge programs focus on developing important life skills such as trust, communication, leadership and confidence. Groups such as dislocated workers, Workforce Investment Act (WIA) and Missouri Work Assistance participants, scout troops, companies, community organizations, and school groups come to the course to focus on their own objectives. The course is made up of group problem-solving games; low elements that are one to two feet off the ground; and high elements that are 30 to 40 feet off the ground. Each type of activity serves a purpose and plays an important role in developing self-esteem and group reliance. The activities at UCC teach participants how to overcome challenges both individually and as a team, breaks the ice in groups that don’t know each other well, and encourages participants to trust each other and themselves. A variety of programs and customized training are available for groups as small as six individuals. Participants ranging in age from 8 to 65 are welcome at UCC, and accommodations are available for participants with disabilities.

School dropouts are referred to Adult Education and Literacy classes. Work experience and occupational skill training are offered to youth at the post-secondary level.

E. Business Services

1. *Describe how the region coordinates and provides comprehensive and integrated workforce system services to businesses, including strategies to connect employers to a skilled workforce. Explain the collaboration with Career Center Jobs Teams to facilitate recruitment and meet business demands and how the region coordinates with economic development.*

C-WIB utilizes the integrated approach of Missouri’s Next Generation Career Center system to provide services to businesses. The region’s Business Services Team’s mission is to connect employers with a skilled workforce. DWD i s s u a n c e s , the Strategic Framework for Missouri’s Next Generation of Career Centers (DWD Issuance 05-2009) and the

Minimum Standards for Missouri's Next Generation Career Centers (DWD Issuance 25-009, change 1) serve as guidance for service to businesses.

The Business Services Team meets on a regular basis to discuss, coordinate, and develop strategies to serve the needs of businesses in the Central Region. The team collaborates with local Skills Development Teams and Employment Teams to ensure job postings are made on the state's website, jobs.mo.gov. Members of the team serve on the regional Marketing Team and participate in various marketing activities, including job fairs and community events. The team represents the Next Generation Career Center at Chamber(s) of Commerce, Missouri Employer Committee (MEC), and Regional Planning Commission meetings. One member, typically the DWD Supervisor or State Business Representative, is designated as the Coordinator for the regional Missouri Employer Committee (MEC) serving as the liaison between the MEC and Division of Workforce Development.

The Business Services Team strives to know the pulse of the business community and ensures that the products and services offered through the career centers are in response to the needs of business. Job seekers are provided training that prepares them for jobs that are in current demand. In Business Forums held in the region, employers have discussed their struggle to find dependable, qualified workers. To address that need, job seekers are provided training in resume preparation, interviewing skills, computer literacy, customer service, and soft skills for the workplace. Business team members work closely with the jobs team to ensure the recruitment needs of businesses are met.

The region works to provide employers with qualified job candidates. Through the use of assessment tools and skills enhancement training, this is being accomplished. The National Career Readiness Certificate (NCRC) provides employers with objective documentation of employee skills that can be accepted nationwide. The NCRC is offered as a core service to all job seekers, assessing their skill levels in applied math, locating information, and reading for information.

On-the-Job Training (OJT) is offered to employers. This program assists businesses with employing and retraining unemployed individuals lacking job-specific qualifications. The cost of training is offset by the OJT program through wage reimbursement to the employer. OJT Coordinators work throughout the region intensifying efforts to reemploy the long-term unemployed, claimants receiving Expanded Unemployment Compensation, and returning veterans. Dislocated workers receiving unemployment insurance compensation are required to report in person to their local career center every 28 days.

Team members develop and maintain long-term relationships with local businesses by providing assistance in meeting their hiring needs and by acting as a liaison to Career Center partners. Recruitment assistance is available to all employers, including assistance with labor market information, writing effective job listings, pre-screening of applicants, and arranging for interview space.

The Missouri Career Center system is an effective process for screening, assessing, and connecting job seekers to employment and training opportunities. The Central Region increasingly encourages greater collaboration between local and regional economic developers to promote job growth, attract new businesses, and expand opportunities for current businesses to hire, train, and retrain a qualified workforce.

Please refer to the region’s Business Services Plan for a complete description of employer-outreach goals and procedures.

2. Regions should maintain a business services plan, outlining marketing and outreach roles and expectations of team members. The business services plan should also outline the Team’s purpose, goals, and policies and procedures to ensure seamless delivery of services, avoid duplication and ensure feedback to the region’s career centers. *Include the Business Services Plan as **Attachment12.***

See Attachment 12

F. Innovative Service Delivery Strategies

1. *Describe how the region will support the Missouri Re-entry Process (MRP) ex-offender initiative. Include the services to be provided for ex-offenders and the process to be used to identify employers willing to hire ex-offenders.*

The Central Region is actively partnered with Missouri Department of Corrections-funded MRP projects in Missouri Probation and Parole Districts 20 (*Benton, Camden and Hickory counties*), District 34 (*Miller and Morgan counties*) and District 35 (*Laclede County*). The three projects all involve a combination of personal evaluation and counseling (*The DOC-funded portion of the projects*) and job search and placement activities (*CWIB’s portion of the projects*). Each ex-offender either referred by the District Probation and Parole District office or identified by staff of the closest Missouri Career Center or Work Connections office is referred, depending on need, to local AEL programs, assessed with Career Scope and referred to the career center or Work Connections Employment Team. Members of the career centers’ and Work Connections offices’ Employment Teams are tasked with identifying local employers who are amenable to hiring ex-offenders. Staff distribute networking forms to assist participants in developing contacts that may be of assistance to them and distribute commonly asked employer questions. Information on tax credits and bonding information is provided to participants. Job seeking classes are conducted that include the distribution of a variety of handouts and job fairs are held for those who are approaching their release from incarceration.

2. *Describe the region’s strategies for promoting and increasing enrollments in the WorkReadyMissouri program, including processes to target and encourage employer participation.*

The WorkReadyMissouri program is promoted through an integrated effort of Career Center staff.

Business Representatives promote the program in all in-person employer visits, as well as email inquiries. Presentations at Chamber of Commerce functions have promoted the program and it has been the subject of email chamber blasts, included in newsletters, and discussed at Missouri Employer Committee meetings. Economic Development partners and Community College partners are also made aware of the program.

Local Veterans Employment Representatives market the program when conducting outreach to employers. It is marketed as a solution to labor needs and as a recruiting tool that may save them on operating costs and allow them to have a trial working period before hiring an individual. It is a useful tool in assisting a veteran in finding employment.

Job Placement Specialists promote the program through personal contact as well as by telephone and email. The benefit of a potential new hire having the opportunity to try out the position and the employer having the opportunity to have a trial period with the individual is explained. Staff make the program more attractive by handling as much of the application process, eligibility, and assessment as possible. When a participant is placed with a business, staff check for every possible hiring and training incentive in order to reduce expenses normally associated with hiring a new employee. Incentives include tax credits, wage reimbursements, and other related incentives.

The WorkReadyMissouri brochure is included in all promotional packets, including Rapid Response materials. Career Center staff conducting employer outreach work closely with staff that are assisting participants to find qualified participants for the program.

3. *Describe the region's strategies for promoting Show-me Heroes (SMH) and the new on-the-job training component for participating employers.*

*See Attachment 12, Central Region Business Service Plan*

4. *Describe the region's plan for utilizing the "It's All About You" materials and philosophy to serve UI claimants/Career Center customers.*

CWIB's philosophy regarding "It's All About You" is emphasizing the importance of reemploying unemployment insurance claimants and working with our subcontractors and DWD to focus on improvements.

Throughout the region, staff use the "It's All About You" profile chart to find the appropriate Career Folder for the participant. Staff review the job services in the career bucket with the participant and sign off on each service completed.

5. *Describe the region's strategies for participating in the Certified Work Ready Communities initiative. Please include, if applicable, any counties in your region that plan to apply for certification and what role the LWIB will play in the development and implementation of the plan.*

Central Region business representatives have promoted CWRC initiative in all nineteen counties of the Central Region. CWIB will assist in the regional and community coordination of CWRC development and implementation. The following Central Region counties are in various stages of CWRC planning and implementation:

Cooper  
 Washington  
 Phelps  
 Boone  
 Cole  
 Laclede  
 Crawford  
 Moniteau

6. *Describe how the region will coordinate the MoHealthWTNs (MHW) initiative with participating Community Colleges. MHW targets Trade Act-eligible workers and includes a no-wrong-door approach. Please describe in-depth the referral process of participants between the Community Colleges and Career Centers, including participation in the NGCC eligibility process, and for Trade Act-eligible participants, timely referral to the Skills Team for program requirements. Please include the Memorandums of*

*Understanding (MOU) between the region and Community Colleges as Attachment 13 to the local plan.*

At a minimum, the following MoHealthWINS services are provided by CWIB and Community Colleges as described below:

The Community Colleges delivers basic and technical skill training to the Grant Participants. The Community Colleges use the public workforce system to recruit job seekers for grant-related training and other programs so that they can better utilize the revised curriculum provided through the efforts of the MoHealthWINS grant as well as outreach to the identified targeted populations to offer skills enhancement opportunities.

CWIB and the Community Colleges jointly set up and serve on a regional advisory committee, along with representatives from other state agencies and industry leaders, to ensure the timely execution of deliverables and to support curriculum design that uses identified best practices and improvements outlined in the MoHealthWINS grant initiative.

- CWIB and the Community Colleges partner on education and outreach materials and efforts.
- CWIB and the Community Colleges ensure “orientation” is provided to potential Grant Participants to explain the MoHealthWINS grant and training opportunity.
- CWIB ensures Grant Participants receive WIA Intensive services to determine WIA eligibility.
- CWIB will ensure TAA recipients, low-skilled unemployed and underemployed WIA participants expressing interest in the MoHealthWINS occupations are referred to the college for enrollment consideration.
- Tuition to attend the applicable course of study is provided by the Community Colleges through MoHealthWINS grant funding.

Through joint collaboration, CWIB and the Community Colleges developed a regional referral process to identify potential Grant Participants and ensure placement performance.

Potential Grant Participants may access MoHealthWINS information at the Community Colleges or at a Central Region Missouri Career Center.

An Individual Training Account (ITA) form is available at both points of contact.

Potential Grant Participants are given the ITA to take to the appropriate registration/enrollment source:

➤ **If first point of contact** is a Community College, the college completes the required assessment necessary for enrollment consideration. If the potential Grant

Participant is selected for enrollment, college staff completes applicable sections on the ITA form and refers the potential Grant Participant to a Central Region Missouri Career Center for WIA Intensive services (WIA eligibility).

➤ **If the first point of contact** is the Missouri Career Center, staff at the Career Center provide WIA Staff Assisted services to complete Career Center Membership necessary for job placement and Intensive services to determine WIA eligibility for potential enrollment in a WIA program. Staff complete the ITA form and refer the potential Grant Participant to the Community College for enrollment consideration.

The Referral Process as Outlined in the MOU:

The Community College will ensure each Grant Participant receives orientation describing the goals and objectives of the program.

The Community College will provide a copy of the signed and dated orientation form confirming the participant's receipt of orientation to the Missouri Career Center. This signed form will be retained in the Grant Participant's documentation file at the Missouri Career Center.

The Community College will provide a "Policy Manual" to each Grant Participant explaining school policy regarding attendance, expectations, and other school rules and regulations.

Missouri Career Center staff will provide orientation to WIA eligible Grant Participants explaining WIA requirements necessary to meet program compliance.

CWIB will monitor the monthly performance, progress and attendance of Grant Participants.

Each Grant Participant will receive a printed Progress and Attendance form (one for each month of participation). The P&A form will be used to document daily attendance and evaluate performance.

MoHealthWINs grant Instructors will be required to complete the performance evaluation on the P&A form and verify the daily attendance.

The Grant Participant will be responsible for obtaining the Instructor's signature on the P&A form each month and ensuring the completed and signed form is submitted to Missouri Career Center no later than the 15<sup>th</sup> of each month.

Missouri Career Center staff will maintain contact (bi-monthly) with the Community College to discuss performance and progress of the Grant Participants.

Information reported by the MoHealthWINs grant Instructors will be discussed. Grant Participants performing below the acceptable minimum standard (Grade Level C) will be contacted by the college and scheduled for consultation.



During consultation, the Missouri Career Center staff and the authorized representative of the Community College will assist the Grant Participant in developing a plan of action, which may include tutoring/remediation to increase performance levels.

When barriers are identified during the monthly performance evaluation, the Grant Participant will receive counseling provided by the Missouri Career Center staff in an effort to resolve the barrier through referral to resources, which may include referral to WIA Support Services if the Grant Participant has been determined eligible for WIA Intensive level service.

Referrals to resources will be documented in the Missouri Career Center Toolbox system, which will be used to track compliance. Toolbox documentation will be accomplished as follows:

Grant Participants meeting WIA eligibility will be enrolled in Toolbox Intensive and Training services.

WIA services will be documented in the Toolbox Individual Employment Plan, including the type of referral, the resource and the applicable dollar amount provided. Hard copy documentation will be retained in the Grant Participant's documentation file at the Missouri Career Center.

Grant Participants who do not meet WIA eligibility will be referred to non-WIA resources to receive assistance. The referral will be documented in the Toolbox system at the WIA Core service level.

Service Notes will be entered in the Grant Participants Toolbox file describing the reason for the service, the service/resource provided and how the service/resource will resolve the barrier.

G. Strategies for Faith-based and Community-based Organizations

*Describe those activities to be undertaken to: (1) increase the opportunities for participation of faith-based and community organizations as committed and active partners in the one-stop delivery system; and (2) expand the access of faith-based and community-based organizations' customers to the services offered by the one-stops in the region. Outline efforts for conducting outreach campaigns to educate faith-based and community organizations about the attributes and objectives of the demand-driven workforce investment system. Indicate how these resources can be strategically and effectively leveraged in the local workforce investment region to help meet the objectives of WIA. (For more information, reference DOL's tool, Making It Real: Strategies for State Agencies and Local Workforce Boards to Increase Partnerships with Faith-Based and Community Organizations.)*

As is true through the rural portion of the nation, there are few faith-based organizations with interest in developing initiatives in workforce development. However, the WIB has contacted those that do and is always open to the development of relationships with other faith-based organizations. The WIB distributed throughout the region a quarterly newsletter with information on WIA programs. The newsletter provides information to faith-based and community-based organizations in the region concerning

workforce development programs. In addition to the quarterly newsletters, the WIB conducts three group employer meetings during the year in various portions of the region and employs three Business Representatives to visit with employers on an individual basis. Certainly, many of these employers are members of faith-based and community-based organizations.

IX. Local Administration

- A. *Identify the local levels of performance negotiated with the Governor and chief elected official to be used to measure the performance of the local region and to be used by the local board for measuring the performance of the local fiscal agent (where appropriate), eligible providers, and the one-stop delivery system in the local region. (Instructions for this planning item will be sent after the PY12 locally-negotiated performance goals are finalized.)*

The local levels of performance negotiated with the Governor and chief elected official for PY 12 are as follows:

Adult

Entered Employment	65%
Six-Month Retention	81%
Average Earnings	\$11,000

Dislocated Worker

Entered Employment	68%
Six-Month Retention	90%
Average Earnings	\$12,500

Youth

Placement in Employment or Education	64%
Attainment of a Degree or Certificate	74%
Literacy and Numeracy Gains	50%

Wagner-Peyser

Entered Employment	66%
Six-Month Retention	81%
Average Earnings	\$12,000

- B. *Identify the entity responsible for the disbursement of grant funds described in section 117(d)(3)(B)(i)(III), as determined by the chief elected official or the Governor under section 117(d)(3)(B)(i).\**

The Central Region Workforce Investment Board is the entity responsible for the disbursement of grant funds.

- C. *Describe the competitive (procurement) process used to award the grants and contracts in the local region for activities carried out under subtitle I of WIA, including the process to procure training services for youth (reference DWD Issuance 01-2012) and any that are made as exceptions to the ITA process.\* Include as **Attachment 14**, the information on the following processes – advertisement/ notification to prospective bidders, time period bidders have to respond to the solicitation, evaluation, and award/ non-award notification. This may include those pages from the region’s procurement guidelines that describe the competitive procurement process and the process to procure Youth training providers.*

See Attachment 14

- D. *Describe how the local region is working towards eliminating duplicative administrative costs to enable increased training investments.*

The Central Region has implemented the Next Generation Career Center model which was designed to reduce administrative and other operational costs to allow more funds to be used for training and direct client service costs. The region has functional leaders who supervise career center staff, eliminating the duplication of management staff. Equipment such as copiers and fax machines are being shared, as are office supplies to reduce operating costs.

- E. *Identify how the local region ensures that services are not duplicated. In particular, explain how the NGCC initiative has impacted this issue.*

The WIB regularly surveys the region to find existing services that might be of assistance to the region’s workforce development system and refuses to fund duplicative services.

All career center partner services are coordinated through the integrated service delivery plan (NGCC) which requires that all individuals are enrolled in every program or funding stream for which they are determined eligible. Duplication of core services is avoided through an enrollment process that results in all individuals being enrolled in Wagner-Peyser and WIA Adult services.

- F. *Establish and define the local policy and procedure for Complaint and Grievance in accordance with the WIA Act 20 CFR 667.600 and 29 CFR Part 37.70, Implementation of the Nondiscrimination and Equal Opportunity Provisions of the Workforce Investment Act of*

*1998. Both policies should be incorporated into the MOU and disseminated throughout the region for all workforce development professionals to understand and implement. This should adhere to federal and state complaint and grievance guidance and policy (new DWD issuance is due out soon called, WIA Grievance and Complaint Resolution Policy) –Include either a statement that the region will follow the state policy or develop a local policy and include a copy as **Attachment 17** to the local plan.*

The Central Region will follow the Missouri Division of Workforce Development DWD Issuance 2012-09.

- G. *Include the Planning Budget Summaries for Program Year 2012 and Fiscal Year 2013 in **Attachment 15** to the local plan.*

See Attachment 15

- H. *Complete and sign the “Statement of Assurances Certification” form located in this guidance and include this as **Attachment 16** to the local plan.*

See Attachment 16

List of Attachments to the Local Plan

1. List of Comprehensive One-Stop Centers and Affiliate Sites
2. Local Supportive Services Policy
3. Memorandum of Understanding (signed by all the parties)
4. Cost-Sharing Agreement between local WIB and DWD
5. Local Workforce Investment Board Membership List
6. Local Workforce Investment Board By-Laws and Attestation Form
7. Chief Local Elected Officials' Agreement, CLEO membership, and By-Laws
8. Conflict of Interest Policy for WIB Staff and Contracted Staff
9. Sub-State Monitoring Plan
10. NCRC MOU between the WIB and the Community College(s)
11. Local Youth Council Membership
12. Business Services Plan
13. MoHealthWINs MOU between the WIB and the Community Colleges
14. Local Competitive Procurement Process
15. Planning Budget Summaries for Program Year 2012 and Fiscal Year 2013
16. Statement of Assurances Certification
17. Intentionally left blank
18. Performance Improvement Plan and Update (if applicable)
19. Diversity Letters ( Boone County Council on Aging, Centro Latino de Salud, Missouri Women's Council
20. Public Notice
21. Website Publishing Proof

### **Public Comment Process**

Prior to submission, the local plans shall provide notice to the public of the plan's availability for comment. Local regions are expected to involve business, organized labor, local public officials, community-based organizations, WIA service providers and other stakeholders in the review of this plan. To ensure as many individuals as possible have an opportunity to comment, notice should also include any known groups representing the diversity of the population in the region. This public comment period shall consist of 30 days.

### **Plan Submission Process**

**Deadline for local plan submissions will be January 15, 2013.** A hard copy of the plan, with original signatures, as well as an electronic copy in Microsoft Word is required.

Please be sure to identify all narrative revisions to the local plan by choosing from the following:

- Different color of print;
- Bold print;
- Italicized print;
- Highlighted print; or
- Underlined print.

An original copy of the plan and the accompanying documentation (see DWD Issuance 06-05, *Local WIA Plan Modification Procedures*) should be sent to:

Division of Workforce Development  
Planning and Research  
P.O. Box 1087  
421 E. Dunklin Street  
Jefferson City, Missouri 65102-1087

The electronic copy should be sent to both Glenda Terrill ([glenda.terrill@ded.mo.gov](mailto:glenda.terrill@ded.mo.gov)) and Anita Henry ([anita.henry@ded.mo.gov](mailto:anita.henry@ded.mo.gov)).

### **Plan Review Process**

Once a complete plan has been submitted, the state anticipates a 30-day review process by the state's Local Plan Review Team, unless revisions are required. Formal notification of the plan's approval will be sent to the local CLEO (or CLEO Chair, if appropriate) and the WIB chair, with a copy sent to the local WIB's staff director. The Division anticipates approving the local plan modifications by February 15, 2013.

### **Submission of Final Approved Plan**

A complete copy of each region's **final approved plan** must be submitted electronically to DWD within 30 days of receiving the plan approval letter. This electronic submission can be either a link to the plan on the local WIB's website (preferred method) or an electronic copy submitted via email. The link/email should be submitted to both Glenda Terrill and Anita Henry.

**Central Region Workforce Investment Board**

**Comprehensive Career Centers**

**And**

**Co-located Partners**

**Missouri Career Center - Columbia**  
**1500 Vandiver Drive, Ste 115**  
**Columbia, MO 65202-1921**  
**Phone: (573) 882-8821**  
**Fax: (573) 884-5055**

**Partners: Gamm, Incorporated**

WIA Services: Adult, Dislocated Worker- Core, Intensive and Training. Missouri Work Assistance Program, Job Placement Assistance, Training Information, Tuition Assistance

**Alternative Opportunities, Inc.**

WIA Services: Youth

**Division of Workforce Development**

Wagner-Peyser Act Services  
Job Corpss – UMOs  
Local Veteran's Employment Representative  
Disabled Veteran Outreach Program  
Heroes at Home  
Show-Me Heroes  
Trade Adjustment Assistance (TAA)  
Alternative Trade Adjustment Assistance (ATAA)  
Labor Market Information  
Post Job Openings  
Information on Filing UI Claims  
Missouri Employment and Training Program  
Work Ready Missouri  
Missouri Re-Entry Process



**Adult Education and Literacy**

Adult Education & Literacy Classes  
Study for the General Education Development Study  
for the ACT, ASVAB  
English as a Second Language

**Vocational Rehabilitation**

VR is a program designed to assist individuals who have physical and/ or mental impairments. Provides evaluations, guidance to suitable employment, basic living and transportation assistance necessary for the client to participate in a training program.

**Family Support Division**

Food Stamps Eligibility  
TANF Eligibility Division of  
Aging Foster Care

**Missouri Career Center – Jefferson City**  
**1716 Four Seasons Drive Suite 101**  
**Jefferson City, MO 65101-1815**  
**Phone: (573) 526-8115**  
**Fax: (573) 526-3494**

**Partners:**

**Gamm, Incorporated**

WIA Services: Adult, Dislocated Worker- Core, Intensive and Training. Missouri Work Assistance Program, Job Placement Assistance, Training Information, Tuition Assistance

**Alternative Opportunities, Inc.**

WIA Services: Youth

**Division of Workforce Development**

Wagner-Peyser Act Services  
Job Corps – UMOs  
Local Veteran’s Employment Representative  
Heroes at Home  
Show-Me Heroes  
Trade Adjustment Assistance (TAA)  
Alternative Trade Adjustment Assistance (ATAA)  
Labor Market Information  
Post Job Openings  
Information on Filing UI Claims  
Missouri Employment and Training Program (METP) Work  
Ready Missouri  
Missouri Re-Entry Process

**Family Support Division**

Food Stamps Eligibility  
TANF Eligibility Division of Aging  
Foster Care

**Experience Works**

Assisting eligible adults 55 years of age and older seeking part-time employment

**Missouri Career Center - Lebanon**  
**2639 South Jefferson Avenue, Suite 1**  
**Lebanon, MO 65536-5205**  
**Phone: (417) 532-6146**  
**Fax: (417) 532-6013**

**Partners:**

**Gamm, Inc.**

WIA Services: Adult, Dislocated Worker- Core, Intensive and Training.  
Missouri Work Assistance Program, Job Placement Assistance,  
Resource Room, Interactive Video Classroom

**Alternative Opportunities, Inc.**

WIA Services: Youth

**Division of Workforce Development (DWD)**

Wagner-Peyser Act Services  
Core Self Service  
Job Corps – UMOS  
Local Veteran’s Employment Representative  
Heroes at Home  
Show-Me Heroes  
Trade Adjustment Assistance (TAA)  
Alternative Trade Adjustment Assistance (ATAA)  
Labor Market Information  
Post Job Openings  
Information on Filing UI Claims  
Missouri Employment and Training Program (METP) Work  
Ready Missouri  
Missouri Re-Entry Process

**Missouri Career Center – Linn Creek**  
**204 Business Park Rd.**  
**Linn Creek, MO 65052**  
**Phone: (573) 346-1766**  
**Phone: (573) 346-7601**  
**Fax: (573) 346-2007**

**Partners:**

**Gamm, Inc.**

WIA Services: Adult, Dislocated Worker- Core, Intensive and Training. Missouri Work Assistance Program, Job Placement Assistance, Resource Room, Interactive Video Classroom

**Alternative Opportunities, Inc.**

WIA Services: Youth

**Division of Workforce Development**

Wagner-Peyser Act Services  
Core Self Service  
Job Corpss – UMOS  
Local Veteran’s Employment Representative  
Heroes at Home  
Show-Me Heroes  
Trade Adjustment Assistance (TAA)  
Alternative Trade Adjustment Assistance (ATAA)  
Labor Market Information  
Post Job Openings  
Information on Filing UI Claims  
Vocational Rehabilitation  
Missouri Veterans Commission  
Missouri Employment and Training Program (METP)  
Work Ready Missouri  
Missouri Re-Entry Process

**Adult Education and Literacy**

Adult Education & Literacy Classes  
Study for the General Education Development (GED)  
Study for the ACT, ASVAB  
English as a Second Language

**Missouri Career Center - Rolla**  
**706 South Bishop**  
**Rolla, MO 65401-2562**  
**Phone: (573) 364-7030**  
**Fax: (573) 364-1865**

**Partners:**

**Central Ozarks Private Industry Council (COPIC)**

WIA Services: Adult, Dislocated Worker- Core, Intensive and Training. Missouri Work Assistance Program, Job Placement Assistance  
Resource Room

**Alternative Opportunities, Inc.**

WIA Services: Youth

**Division of Workforce Development (DWD)**

Wagner-Peyser Act Services  
Core Self Service  
Job Corps – UMOS  
Local Veteran’s Employment Representative  
Heroes at Home  
Show-Me Heroes  
Trade Adjustment Assistance (TAA)  
Alternative Trade Adjustment Assistance (ATAA) Labor  
Market Information  
Post Job Openings  
Information on Filing UI Claims  
Missouri Employment and Training Program (METP)  
Work Ready Missouri  
Missouri Re-Entry Process

**One-Stop Affiliate Sites**

**Audrain County**

109 E. Promenade  
Mexico, MO 65265  
Phone: 573-581-2661  
Fax: 573-581-2669

**Gamm, Incorporated**

WIA Services: Youth, Older Youth, Adult, Dislocated Worker, Core, Intensive and Training. Missouri Work Assistance Program, Job Placement Assistance

**Alternative Opportunities, Inc.**

WIA Services: Youth

**Pulaski County**

194 Eastlawn Drive, Ste. G,  
St. Robert, MO 65584 Phone:  
(573) 774-4004  
Fax: (573) 336-7854

**Gamm, Inc.**

WIA Services: Adult, Dislocated Worker- Core,  
Intensive and Training. Missouri Works Assistance  
Program, Job Placement Assistance, Resource Room,  
Interactive Video Classroom

**Alternative Opportunities, Inc.**

WIA Services: Youth

**Washington County**

10231 W. State Hwy. E, Suite C  
Potosi, MO 63664  
Phone: 877-283-2252 / 573-438-4414  
Fax: 573-438-4414

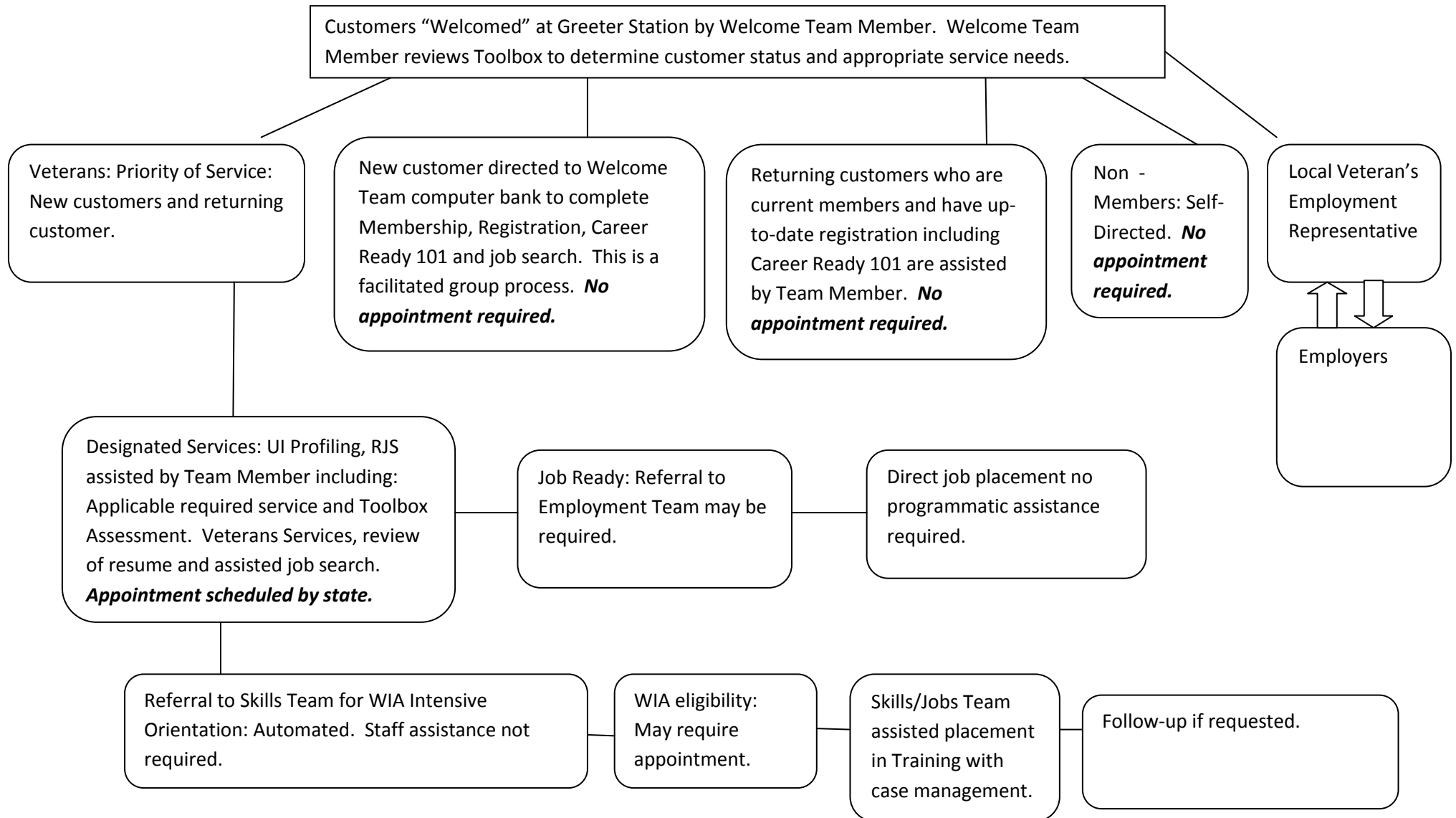
**Central Ozarks Private Industry Council**

WIA Services: Adult, Dislocated Worker- Core,  
Intensive and Training. Missouri Work  
Assistance Program, Job Placement Assistance,  
Resource Room, Interactive Video Classroom

**Alternative Opportunities, Inc.**

WIA Services: Youth

## MISSOURI CAREER CENTER-ROLLA NGCC CUSTOMER SERVICE



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## Central Region Supportive Services Policy

The Central Region's Supportive Service Policy will follow all guidelines contained in DWD Issuance 12-2010 Statewide Supportive Services Policy and is incorporated in whole as part of Central Region's Supportive Services Policy. The Issuance is included as an attachment to this policy.

Due to funding limitations, WIA Supportive Services are the last resort. All other sources of funding must be sought first. All attempts to find other Supportive Services funding, and the reasons for needing WIA funding must be documented in Toolbox Service Notes.

*Identify the local areas policy for supportive services and/or needs based payments to enable individuals to participate in Title I activities. This policy should address how resources and service coordination is managed in the local area and the procedures for referrals to services. In addition, this policy should identify:*

### **How such services will be funded when they are not otherwise available from other sources**

The Central Region's local policy allows CWIB subcontractors to allocate a percentage of their programmatic budget to provide Support Services when assessed necessary to assist WIA eligible low income adults, dislocated workers and low income youth with existing barriers to employment. Typically, WIA funding is utilized as a last resort to meet the assessed need. Financial Needs Determination is completed in Toolbox to evaluate the "need". Once "need" is established the Team Member assisting the participant completes a "Support Service Request" form to request support. Depending on the customer's "need" this form may be completed at any level of service, however, funding **availability** dictates **assistance** at all service levels. When Support Service is provided, the participant's Employment Plan must be updated to reflect the Support Service and a service note must be entered describing the benefit to the participant in their ability to successfully complete training and enter employment.

### **The services that may be provided:**

Central Region policy allows WIA funding to be utilized to support employment or training related needs. Support Services may be authorized for:

- Uniforms or specified types of clothing needed during Job Search, training participation and for employment.
- Interview clothing, hygiene supplies and hair cut/style when assessed necessary.
- ADA Accommodations to assist participants who have documented disabilities and who are determined ineligible for assistance from vocational rehabilitation services and must be applicable to Training, job placement and/or job retention.
- Emergency food, if the participant is not eligible for other non-WIA resources, i.e. Food Stamps, MOCA, Salvation Army, or when Food Pantry services are not available.

- Housing related expenses including a one-time rental payment or house payment, a one-time utility payment or a deposit to activate service.
- Small equipment and/ or tools needed for training and/or employment.
- Transportation assistance may be provided to individuals during job search, **training participation, and the initial weeks of employment.**
- Payments for drug testing, mental evaluations, medical evaluations, exam fees, and other employment or training related fees may be authorized when deemed appropriate and beneficial to the participant's goal attainment.
- **Assistance with childcare payments to allow the participant to attend training, complete job search, or during the initial weeks of employment. Childcare costs may not exceed \$10 per day, per child, up to \$30 per day**

Note: The following items are not provided by WIA funding: computers, computer equipment, computer program software, peripherals, electronic and wireless equipment.

***Documentation required for requesting service:***

Job seekers must meet WIA eligibility as a low income adult, youth or dislocated worker. Toolbox assessment must be completed including completion of the Financial Needs Determination. The Central Region Support Service Request form must be completed and clearly state the reason for the request, the dollar amount needed and how authorization of the request will benefit the job seeker. There must be evidence that non-WIA resources are not available to assist the job seeker in meeting the identified need. Bids may be required to ensure the most reasonable cost for the identified service or product. There must be evidence verifying the vendor's agreement to accept payment from the subcontractor to pay for the service or product needed. Completed job logs, attendance forms and other related documents may be requested prior to issuing the Support Service Payment. When support is requested to assist with travel costs associated with new employment, the request form must state when the first payroll check will be received and the number of hours the first check will include. **It may be necessary to provide support during the initial weeks of employment as determined by the financial needs assessment.**

The Toolbox Financial Needs Determination tab must be completed prior to determining support services eligibility. After completing the form, the results must show a negative balance or a minimal balance that would not support the needed expenditure.

Support Services are reported in Toolbox when awarded. Staff verify that Support Services have not been provided by another region for the same situation and timeframe that is being requested; if so, services will be denied. If Support Services have been provided from another region for a different timeframe, staff will consider providing services. For example, if a participant is enrolled in COT and is at risk of dropping out of school due to lack of gas money, staff will attempt to assist even if the participant has received gas money previously from another region.

### Toolbox Service Notes

All Supportive Services must be documented in Toolbox and include at a minimum all of the following:

- The type of Supportive Service paid (e.g., transportation, childcare, etc.);
- The amount of Supportive Service paid;
- The timeframe the Supportive Service was paid for;
- The justification of need for the Supportive Service; and
- Lack of other community resources.

In all cases, staff must review Service Notes prior to making any Supportive Service payments to avoid duplicate payments.

### Responsibilities

It is the responsibility of staff to provide accurate information to the customer including:

- If supportive services are requested or determined necessary, if he/she is eligible;
- If he/she has is no longer eligible to receive the supportive service for any reason (i.e. cap met, no longer has a need, etc.); and
- The requirements (e.g., paperwork, attending classes, etc.) to receive the Supportive Services.

*The maximum dollar amount and length of time for each supportive service (i.e. transportation, childcare, etc.) or needs based payments available to participants:*

**The recommended average amount of support services per participant in a program year is \$700.00. The maximum dollar amount for supportive services may not exceed a cumulative amount of \$5,000.00 per participant in a program year; refer to the support services categories below.** Funding must be available in the budget and all processing requirements must be met. Transportation assistance may be provided to individuals during job search or training participation. “Map Quest” will be used to determine the distance between locations and payment will be based on these results.

Transportation costs will be reimbursed to the participant:

- Based on the approved training, job search, or employment activity.
- The reimbursement rate is a maximum of .35 per mile as determined by need as funding allows.
- Distance to and from the authorized location will be documented with Map Quest and retained in the participant's hard file.
- Emergency gas purchase may be provided on an as need basis.

***Identify the maximum dollar amount for all Supportive Services combined per participant, and procedures established to justify an exception to the limits established above***

The maximum possible dollar amount per person for all Supportive Services per program year is:

- \$2,000 for transportation assistance
- \$2,500 for childcare assistance
- \$ 500.00 for all other supportive services

**Note: Flexibility to these guidelines may be allowed on a case-by-case basis with approval of the CWIB Executive Director.**

Authorization of Support Services is based on funding availability and the financial need of the eligible participant. In all cases CWIB directs subcontractors to safeguard state and federal tax dollars by utilizing the lowest bid or lowest purchase price available to purchase needed items/services.

Customers may request "Support Services" throughout their active enrollment as long as participation and need is verified. Participants who have "Exited" from WIA services may request Support Services as a follow-up to ensure job retention when necessary.

**Needs-Related Payments**

Needs-related payments can be provided to Adults and Dislocated Workers to enable them to participate in training; and may also be provided to a customer who will begin a training program within thirty (30) calendar days. The law does not include needs-related payments in the list of Supportive Services that an eligible Youth can receive. An Older Youth (eighteen (18) years older) who is enrolled in training and has been determined to be in need of a needs-related payment(s), should be enrolled in the WIA Adult program in order to receive the payments.

Eligibility requirements for Adults:

- Must be unemployed;

- Not qualify for, or ceased qualifying for Unemployment Insurance (UI) compensation; and
- Be enrolled in an eligible WIA training service.

Eligibility requirements for Dislocated Workers:

- Must be unemployed;
- Not qualify for, or ceased qualifying for UI compensation or Trade Readjustment Allowance under Trade Adjustment Assistance; and
- Be enrolled in an eligible WIA training service by:
  - The end of the thirteenth (13<sup>th</sup>) week after the most recent layoff that resulted in unemployment; or
  - After the thirteenth (13<sup>th</sup>) week, but by the end of the eighth (8<sup>th</sup>) week after being informed the short-term layoff will exceed six (6) month.
- The Region will verify that the participant is currently attending classes by using the Time and Attendance reporting form.

Needs-Related payments cannot exceed the applicable weekly level of UI compensation, not to exceed a maximum amount of \$2,560.

If the customer didn't qualify for UI compensation then the payment cannot exceed the poverty line which is adjusted to show changes in total family income. The amount of the weekly Needs-Related payments will be based on the current Lower Living Standard Income Level Guidelines and Health and Human Services Poverty Guidelines for a Family Size of 1. The annual amount will be divided by 52 and that amount will be paid weekly for a maximum of eight (8) weeks. As with all supportive services, the provision of services is dictated by the availability of funding.

### **Trade Act Funding**

If a customer is enrolled in Trade Act, this funding source must be utilized prior to WIA funding. If the customer needs resources not covered by Trade Act, local policy will be followed to provide needed services.

### **National Emergency Grant (NEG)**

NEGs provide supplemental dislocated worker funds to respond to the needs of dislocated workers and communities affected by major economic dislocation events which cannot be met with formula allotments. Since NEGs serve a specific layoff or group of related layoffs, only one Supportive Service Policy is allowed per NEG. Therefore, if there are multiple regions within the same NEG, the regions must submit only one Supportive Service Policy that is based upon the combined policies of affected local areas to ensure equitable services. This Policy is as an attachment to other planning documents during the "Project Planning Period" of the NEG.

**Note:**

- Duplicate payments must be avoided when the customer is eligible for both WIA and other assistance.
- The mix of funds should meet the needs of the customer and be determined based on the availability of funding for either training costs or Supportive Services so that the training can be completed successfully.
- Simply reducing the amount of WIA funds by the amount of Pell Grant funds is not permitted.

**Central Region Workforce Investment Board  
Classroom Training  
Time and Attendance Report**

Central Region  
5-28-14  
Attachment 2

Participant Name: _____ APPID # _____				
Address: _____				
Week/Month Ending _____ (circle one)		Training Facility _____		
Is student mastering course work?		Yes _____	No _____	
Does student have satisfactory attendance record?		Yes _____	No _____	
<b>Student's Weekly Class Schedule</b>				
<b>Mon</b>	<b>Tues</b>	<b>Wed</b>	<b>Thurs</b>	<b>Fri</b>
Weekly/Monthly Hours Scheduled _____				
Weekly/Monthly Hours Attended _____				
Pell Grant Amount _____				
Instructor Signature and Date _____				
Student Signature and Date _____				
<b>For Office Use Only</b>				
<b>Needs Related/Supportive Service Payments</b>				
Career Center Approval Staff Initial _____				
Funding Source: Adult _____ DW _____				
Eligible Amount: _____		Amount Paid _____	Date Paid _____	Check # _____
Type of Support: Child Care _____ Transportation _____ Other _____ Needs Related _____				
<b>Authorized Personnel Approval:</b> _____				
Signature and Date				
Comments: _____				





DWD Issuance 12-2010

Issued: May 20, 2011  
Effective: May 20, 2011

***Subject: Statewide Supportive Services Policy***

1. **Purpose:** This Issuance is written to provide guidelines on allowing and paying Supportive Services based on the Workforce Investment Act (WIA).
2. **Background:** The WIA defines Supportive Services as those services necessary to enable an individual to participate in activities authorized under WIA, Title I. Local Supportive Service policies are developed by the Workforce Investment Board (WIB) and are included within the local plans. These policies must be adhered to for all programs that fall under this Policy. Only one Supportive Service Policy is allowed per region.
3. **Substance:** The extent of Supportive Services provided will vary based on customer needs and availability of funds and resources. Supportive Services payments are requested individually for specific needs. Supportive Services may include transportation, child care, dependent care, housing, and needs-related payments that are necessary to enable an individual to participate in activities authorized under WIA Title I. The justification for WIA Supportive Service payments must be documented in Toolbox Service Notes.
4. **Action:** This Policy is effective immediately. Each Region must review the local Supportive Service policy for compliance with this statewide Policy. Any required modifications must be submitted in conjunction with the Planning Budget Summary modification for Program Year 2011/Fiscal Year 2012.
5. **Contact:** Direct questions or comments regarding this Issuance to the Manager of the Dislocated Worker Programs, Randy Cottrell, at 573.826.8242 or email [randy.cottrell@ded.mo.gov](mailto:randy.cottrell@ded.mo.gov).

6. Reference: 20 CFR 663.800 et al.
7. Rescissions: None
8. Attachments: Statewide Supportive Services Policy



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Julie Gibson  
Director



## STATEWIDE SUPPORTIVE SERVICES POLICY

### **Description**

The Workforce Investment Act (WIA) defines Supportive Services as those services necessary to enable an individual to participate in activities authorized under WIA, Title I. This Policy provides guidelines for administering Supportive Services based on the WIA. Supportive Services should be made available to assist customers in removing or reducing barriers to participate in WIA activities.

Supportive Services may include transportation, child care, dependent care, needs-related payments, and emergency housing. Assistive technology/equipment may be included in this definition if staff document the customer needs this technology/equipment in order to participate in the WIA activity and are unable to obtain it from other resources. The extent of Supportive Services provided will vary based on the customer's needs and the region's availability of funds and resources.

### ***This Policy applies to:***

- Adult and Dislocated Worker programs;
- Youth program;
- National Emergency Grant (NEG); and
- Rapid Response/Additional Assistance.

### ***Supportive Services are only to be provided to customers who:***

- Are participating in core, intensive, or training services;
- Are unable to obtain Supportive Services themselves or via their support network;
- Are unable to obtain Supportive Services through other programs including community agencies that provide these services; and
- Demonstrate a need for assistance to enable him/her to participate in Title I activities.

### **Needs-Based Analysis**

Supportive Service payments are requested individually for specific needs. Because WIA programs are not an entitlement, Supportive Service payments are made on a case-by-case basis only when determined necessary and reasonable. Payments should not be made for non-WIA activities or for items that are not necessary for participation in the WIA activity. A statement that a customer “needs” a Supportive Service will not justify the payment of these expenses. (I.e. Customer states he needs brakes. The payment cannot be authorized on this statement alone; but instead, must be related to the WIA activity; based on customer need; and other resources must be sought first.).

The service provider’s determination of financial need must be documented at a minimum through Toolbox Service Notes.

The ‘Financial Needs’ tab in Toolbox is a good tool in determining customer need. This tab has a ‘List of Values’ for the types of “Monthly Household Resources” and “Monthly Household Expenditure”. These resources and expenditures are automatically calculated and the “Net Difference” between the two displays. After completion of this information, the form can be printed and given to the customer. (Note: This tab will only help determine customer need, but all other resources must still be considered.)

Due to funding limitations, WIA Supportive Services are the last resort. All other sources of funding must be sought first. All attempts to find other Supportive Service funding and the reasons for needing WIA funding must be documented in Toolbox Service Notes. The availability of community resources will vary by region. The region should keep an up-to-date listing of these resources to make referrals to prior to paying Supportive Services.

### ***Examples of possible community resources:***

- Faith-based organizations;
- Non-profit organizations;
- Women’s shelters;
- Clothes closets;
- Pro bono medical, dental, and legal services (may or may not need to be accessed through an organization);
- Government assistance such as: local health departments, WIC, assistive technology reimbursement programs, MO HealthNet, etc.;
- Local transportation programs; and
- Statewide and nationwide organizations such as: United Way, Goodwill, Salvation Army, etc..

### ***Supportive Service Examples:***

- Pam states she needs work attire to attend interviews. When reviewing her needs, the staff determined she previously worked in an office setting and has the appropriate attire without paying this through Supportive Services; therefore, it is not appropriate to pay this expense.
- Bill states he needs new tires for his truck to attend class. Staff reviewed his need and determined that Bill's budget allows for him to pay these expenses himself as he is currently employed and has discretionary income; therefore, it is not appropriate to pay this expense.
- Jill states she needs scrubs for her nursing program. Staff reviewed her need and determined there are no other community resources and her budget does not allow for the expenses; therefore, it may be appropriate to pay this expense.
- Tom states he needs mileage reimbursement to attend class. Staff reviewed his need and determined there are other community resources to pay for this expense; therefore, it is not appropriate to pay this expense.
- John states he needs childcare to attend class. Staff reviewed his need and determined a portion of childcare is not paid for through federally funded childcare; therefore, it may be appropriate to pay this expense.
- Mark states he needs mileage reimbursement to attend training. Staff reviewed his need and determined he currently rides with a family member who does not ask for reimbursement; therefore, it is not appropriate to pay this expense.
- Jane states she needs new brakes for school. Staff reviewed her need and determined she only takes online classes, so this expense is not directly related to her training; therefore, it is not appropriate to pay this expense.
- Bob states he needs steel-toed work boots to attend training. Staff reviewed his need and determined his budget does not allow for this and there are no other resources to cover the cost, therefore; it may be appropriate to pay this expense.
- Mary states she needs childcare to attend class. Staff reviewed her need and determined the childcare is completely paid for through federally funded childcare; therefore, it is not appropriate to pay this expense.

### **Employment Plan (EP)**

The EP is an ongoing strategy jointly developed by the customer and staff that identifies the customer's employment goals; the appropriate achievement objective(s); and the appropriate combination of services to achieve the employment goals. The Supportive Service(s) must be necessary for the customer to achieve the goals outlined in the EP. Therefore, it is imperative the goals listed on the EP are consistent with what the customer intends to achieve.

### ***Examples:***

- The EP goal is to become a welder. It would not be appropriate to pay for daycare for the customer to attend computer classes.
- The EP goal is to become an RN. It may be appropriate to pay for scrubs if the needs-based analysis is met.

### **Transportation**

The Internal Revenue Service (IRS) mileage reimbursement includes direct and indirect vehicle expenses. Therefore, if the region is paying full IRS mileage reimbursement, no other vehicle expenses and/or mileage can be paid. If the region pays less than full IRS mileage, repairs may be paid if determined by staff to be reasonable and necessary.

### **Needs-Related Payments**

Needs-related payments can be provided to Adults and Dislocated Workers to enable them to participate in training; and may also be provided to a customer who will begin a training program within thirty (30) calendar days. The law does not include needs-related payments in the list of Supportive Services that an eligible Youth can receive. An Older Youth (eighteen (18) years or older) who is enrolled in training and has been determined to be in need of a needs-related payment(s), should be enrolled in the WIA Adult program in order to receive the payments.

### ***Eligibility requirements for Adults:***

- Must be unemployed;
- Not qualify for, or ceased qualifying for Unemployment Insurance (UI) compensation; and
- Be enrolled in an eligible WIA training service.

### ***Eligibility requirements for Dislocated Workers:***

- Must be unemployed;
- Not qualify for, or ceased qualifying for UI compensation or Trade Readjustment Allowance under Trade Adjustment Assistance; and
- Be enrolled in an eligible WIA training service by:
  - The end of the thirteenth (13<sup>th</sup>) week after the most recent layoff that resulted in unemployment; or
  - After the thirteenth (13<sup>th</sup>) week, but by the end of the eighth (8<sup>th</sup>) week after being informed the short-term layoff will exceed six (6) months.

Needs-related payments cannot exceed the applicable weekly level of UI compensation. If the customer didn't qualify for UI compensation then the payment cannot exceed the poverty line which is adjusted to show changes in total family income. The actual amount of the payments is based on each region's local Supportive Service Plan.

### **Emergency Aid**

Emergency Aid is a one time or rare expense paid to allow a customer to continue participating in WIA activities such as school, work experience, OJT, etc. If the customer is having extreme financial difficulty, staff should be assisting him/her with needed financial information (development of a budget, credit counseling, debt management, etc.). Emergency aid payments must be well documented in Service Notes. If there is confidential information, Service Notes should refer to the "hard" file.

### ***Examples include:***

- Payment of utility bills (electric, water, heating, etc.);
- A car insurance payment;
- A rent payment; and
- Vehicle repairs when full IRS mileage was paid **only** in cases where it is absolutely necessary to allow participation in WIA activities.

As with all other WIA funding, all other options should be sought first. For example, heating and cooling assistance could be pursued through resources such as: Low Income Home Energy Assistance Program (LIHEAP), Salvation Army's "Heat Share", local programs (e.g., Ameren UE's "Dollar More," Kansas City Power & Light's "Dollar Aide," etc.), and faith-based organizations. Rent assistance could possibly be obtained through the U.S. Department of Housing and Urban Development (HUD). The resources available for assistance will vary depending on the region.

### **Trade Act Funding**

If a customer is enrolled in Trade Act, this funding source must be utilized prior to WIA funding. If the customer needs resources not covered by Trade Act, local policy should be followed to provide these wrap-around services.

### ***For example:***

- The customer is enrolled in Trade Act and WIA. The customer is attending Trade Act approved training. If the customer travels more than 50 miles one-way between their residence and a training facility, Trade Act allows for transportation reimbursement of \$0.50 a mile with a maximum payment of \$57 a day. The customer travels 100 miles and is in Trade Act approved training; therefore, the

transportation reimbursement is \$50 (100 miles @ \$0.50). Local WIA funding is not used since Trade Act already reimbursed the full mileage.

- The customer is enrolled in Trade Act, WIA, and a NEG. The customer travels 35 miles one-way; therefore, Trade Act will not pay this expense. Local WIA policy allows for reimbursement of \$0.25 a mile up to 100 miles. If all of the stipulations of the Policy are met, WIA would then pay \$17.50 (70 miles @ \$0.25).

### **National Emergency Grant (NEG)**

NEGs provide supplemental dislocated worker funds to respond to the needs of dislocated workers and communities affected by major economic dislocation events which cannot be met with formula allotments. Since NEGs serve a specific layoff or group of related layoffs, only one Supportive Service Policy is allowed per NEG. Therefore, if there are multiple regions within the same NEG, the regions must submit only one Supportive Service Policy that is based upon the combined policies of affected local areas to ensure equitable services. This Policy is as an attachment to other planning documents during the “Project Planning Period” of the NEG.

### **Pell Grant**

DWD Issuance 12-1999 addresses the “Coordination of all Workforce Investment Act (WIA) Title I-B programs with programs under Title IV of the Higher Education Act including the Pell Grant Program.” This Issuance should be adhered to when determining funding including Supportive Services.

### ***Highlights of the Issuance include:***

- Duplicate payments must be avoided when the customer is eligible for both WIA and other assistance.
- The mix of funds should meet the needs of the customer and be determined based on the availability of funding for either training costs or Supportive Services so that the training can be completed successfully.
- Simply reducing the amount of WIA funds by the amount of Pell Grant funds is not permitted.

### **Toolbox Service Notes**

All Supportive Services must be documented in Toolbox and include at a minimum all of the following:

- The type of Supportive Service paid (e.g., transportation, childcare, etc.);
- The amount of Supportive Service paid;



- The timeframe the Supportive Service was paid for;
- The justification of need for the Supportive Service; and
- Lack of other community resources.

In all cases, staff must review Service Notes prior to making any Supportive Service payments to avoid duplicate payments.

**Responsibilities**

It is the responsibility of staff to provide accurate information to the customer including:

- If supportive services are requested or determined necessary, if he/she is eligible;
- If he/she has is no longer eligible to receive the supportive service for any reason (i.e. cap met, no longer has a need, etc.); and
- The requirements (e.g., paperwork, attending classes, etc.) to receive the Supportive Services.

**Local Plans**

Regional Supportive Service policies are developed by the local Workforce Investment Board (WIB) and are included within the local plans. These local policies must be adhered to for all programs that fall under this Policy. Only one Supportive Service Policy is allowed per region.

***The region’s local plan must include all of the following information:***

- Types of Supportive Services available to customers. These services can only be provided after it is proven necessary to enable him/her to participate in WIA funded activities.
  - Examples:
    - Work attire or uniforms;
    - Work-related tools;
    - Testing fees;
    - Transportation;
    - Child care and dependent care;
    - Linkages to community services; ○ Emergency housing;
    - and
    - Referrals to medical services.
- Documentation the customer must submit when requesting Supportive Service(s).

- If the region chooses to cap specific supportive services, the length of time and maximum dollar amount for each Supportive Service must be listed (i.e., Childcare is capped at \$XXX for each calendar year. Transportation is capped at \$XXX for the previous X months.)
- Length of time and maximum dollar amount for all Supportive Services (i.e. The cap for all Supportive Services per customer per calendar year is \$XXX.).
- Procedures on paying supportive services beyond the capped amounts, which must include a statement that written justification from the customer is required prior to making the payment.
- Mileage reimbursement calculation (i.e. \$0.XX a mile up to XX miles). If this reimbursement is the full IRS mileage, a statement must be included that no repairs can be paid.
- Procedures on how the region will pay Supportive Services for individuals who have accessed Supportive Services from another region(s) (i.e., Staff will review the customer's Supportive Service payments in Toolbox. All Supportive Service payments will be calculated prior to authorizing additional funding, regardless of the Region making the payments.).
- Statement that Supportive Services are based upon individual need and all of the individual's resources must be considered prior to making these payment(s).
- Statement on documenting all Supportive Service payments in Toolbox.
- If the region chooses not to pay for all core, intensive, and training services, a listing of WIA Services that are eligible for Supportive Services.
- Information on how the region is utilizing community resources including faith-based organizations prior to using WIA funding.
- Reference to this Policy or incorporate this Policy within the local policy.

- 3) Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities;
- 4) The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age; and
- 5) Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs.

Parties assure compliance with the ADA of 1990, which prohibits discrimination on the basis of disability as well as applicable regulations and guidelines issued pursuant to the ADA.

### **SERVICES AVAILABLE THROUGH THE NEXT GENERATION CAREER CENTER**

#### **Worker Resources**

Assistance from knowledgeable staff  
Missouri's career information site, jobs.mo.gov  
Worker's Compensation information  
Information for filing an employer complaint  
Job skills assessment tools  
Use of computers for job search activities  
Access to printers, copiers, scanners telephones, and fax machines  
Access to employer directories, phone books, and other reference materials  
Occupational information: resources to explore employment, wages, and growth industries  
Basic computer skills training  
Resources on available training assistance and providers  
Resources for attaining a General Equivalency Diploma

#### **On-Site Workshops**

Career Exploration, Job Readiness, Networking  
Resume Preparation, Interviewing Skills  
Career Success  
Computer skills training at various levels

#### **On-line training**

On-line training available for a variety of skills including computer skills, typing, and math skills, English as a second language, financial management, resume writing

**Language Resources**

Interpretation services available  
Access information on English language proficiency programs

**Disability Services and Resources**

Assistive technology is available to assist individuals with disabilities  
Resources on a variety of services to assist individuals with disabilities

**Services for laid-off workers**

Four week reporting for unemployment claims  
Workshops available to provide assistance with career exploration, finance management, and starting a business  
Trade Adjustment Assistance for workers dislocated due to foreign trade competition.  
Resources on training providers and types of training available

**Youth Services**

Employment and training programs

**Veterans Services**

In- person assistance is available for any veteran at all Missouri Career Centers  
Various job search resources available to assist veterans  
Specialty workshops designed to assist veterans

**Information and Resources for Entrepreneurs**

Resources including workshops and links to agencies to assist business development

**Agricultural Services**

Assistance for agricultural employers in the recruitment of workers  
Job search assistance for agricultural workers seeking employment  
Resources for migrant and seasonal farm workers

**Business Services**

Specialized recruitment assistance  
Access to computers, telephones, fax machines, and interviewing space  
On-the- Job training

Rapid Response Program  
Work Opportunity Tax Credit Program  
Show-Me Heroes – veterans program  
National Career Readiness Certificate program  
Consultation services  
Work Ready Missouri  
Federal Bonding Program

### **Resources for Business**

Jobs.mo.gov – Missouri’s on-line location to list jobs and find employees Industrial training programs  
Missouri Business Portal  
Business and Community Services information  
Business start-up information  
Small business assistance  
Missouri labor market information  
Shared Work Program  
Employer assistance networks

### **Financial Assistance**

Resources for applying for PELL grants, Federal Student Aid, Missouri Division of Rehabilitation assistance

### **Ex-Offender Services**

Links to resources providing assistance in finding employment

### **Experienced Workers Services**

Job search resources for older workers

### **Systematic Referral Process for Career Center Customers**

Partners of the NGCC system will provide outreach for other partners and will provide written and verbal information and referral materials when applicable. It is agreed that the partners of this signed MOU will conduct referrals for services in the following manner.

1. Customers referred for partner services will receive a written referral form with the date, time, and place of the appointment when possible.
2. Appointments will be scheduled as promptly as possible; ideally within three working days.
3. The individual scheduling the appointment will follow-up to ensure the scheduled appointment took place and that the customer’s needs were met.
4. The referring organization will keep records of referrals made, including: the customer’s name, organization referred to, date, and reason for the referral.
5. The organization receiving the referral will maintain a record of each referral including all pertinent information.

### **Confidentiality of Customer Information**

The confidentiality of customer and employer information will be the prime consideration with regard to the release of any information and/or data. In cases where information must be released to other related agencies, the handling of the information will be based on the *Division of Workforce Development's Confidentiality and Information Security Plan*. Copies are available upon request.

### **NGCC Performance Criteria**

It is agreed that the NGCC will strive to achieve the following for its customers, employees and partners:

#### **All customers will receive:**

Prompt courteous service from knowledgeable staff  
The services required to assist them in achieving their job placement goals □  
A structured grievance procedure to file complaints

#### **All employees can expect:**

To work in a safe and professional environment  
To receive the tools needed to assist customers

#### **The NGCC will operate under the guiding principles of:**

Customer Satisfaction, Cost Effectiveness, Self-Sufficiency and Welfare Reduction,  
Enhanced Linkages between Workforce Services and Business Needs and  
Universality/Customer Choice

#### **All partners will:**

1. Actively secure and share participant information and records with applicable WIA partners according to applicable state and federal law, rules and regulations, including but not limited to A) Information and referral for needed service B) Assessment results as applicable to training.
2. Coordinate with all applicable partners in scheduling orientation or group activities involving shared customers.
3. Jointly develop and present information that ensures clear and effective communication of each partner's services to the public and shared customers.
4. Deliver high quality services through the NGCC system.

### **Governance of the NGCC**

The ultimate accountability and responsibility for the NGCC organizational processes, services, and accomplishments will rest with the C-WIB, the Functional Leaders, and partners.

**The C-WIB's responsibilities will be to:**

1. Serve as a liaison between the Missouri Division of Workforce Development and NGCC partners.
2. Facilitate communication, collaboration, and coordination among partners to ensure the effective delivery of NGCC services.
3. Provide training or access to training whenever possible.
4. Provide monitoring and oversight of the Central Region NGCC system.

**The Functional Leader's responsibilities include:**

1. Supervision of all NGCC daily operations.
2. Provide written reports to the C-WIB as requested.
3. Ensure a safe facility for employees and customers.
4. Coordinate meetings of local NGCC staff and other service or resource providers.
5. Oversee NGCC staff training.
6. Represent the NGCC at appropriate meetings.
7. RFP as needed for facility and other NGCC equipment and services.

**Duration and Modification of the MOU**

The NGCC partners agree that the terms of this MOU will take effect as of July 1, 2012, and will continue in effect until June 30, 2014 or such time as any partner or partners will modify, extend, or terminate this MOU.

Any party to this Memorandum of Understanding may propose amendments to this Agreement at any time by providing written notice of such amendments to the C-WIB. Amendments must be mutually agreed to and signed by the parties prior to the effective date of change.

Specific agreements, such as financial arrangements between the C-WIB, the NGCC operator, and other partners will be addressed through attachments to this MOU.

**Indemnification and Liability**

By executing this MOU, each entity agrees to work together to deliver NGCC services for employers, employees and those seeking employment. However, the entities are not legally "partners" to the extent that term encompasses joint and several liability. Each legal entity under this MOU is responsible for its own employees, representatives, agents, and subcontractors.

**Termination**

The Local Board may terminate any practice related to failure to perform the provisions or requirements of this MOU, and may proceed with the work required under effected provision in any manner deemed effective by the partners, or proper by the State.

With 30 days notice to the other parties, a party to this agreement may notify the others of termination, such that another representative of the same partner entity may be named.

The undersigned enter this agreement in good faith on behalf of their corresponding organization and stakeholders.

**Signatory Partners to the Next Generation Career Center system**

Central Region Workforce Investment Board	<u>Signature on File</u> Janet A. Vaughn
Central Missouri Community Action	<u>Signature on File</u> Darin Preis
Central Ozarks Private Industry Council	<u>Signature on File</u> Patricia Rogers
Columbia Area Career Center	<u>Signature on File</u> Linda Rawlings
Davis H. Hart Career Center	<u>Signature on File</u> Mickie Shank
Experience Works	<u>Signature on File</u> Diane Chambers
Lake Career & Technical Center	<u>Signature on File</u> Gail White
Lake of the Ozarks Employment Services	<u>Signature on File</u> Paula Curtman
Lebanon Technology and Career Center	<u>Signature on File</u> Keith Davis
Linn State Technical College	<u>Signature on File</u> Donald Claycomb
Mel Carnahan Learning Center	<u>Not Returned</u> Cheryl Harlan
Meramec Addiction Counseling Lake Area Citizen's Advisory Board	<u>Not Returned</u> Authorized Signature



Missouri Department of  
Elementary and Secondary  
Education

Not Returned  
Steve Coffman

Missouri Division of  
Employment Security

Signature on File  
Gracia Backer

Missouri Division of  
Vocational Rehabilitation

Not Returned  
Authorized Signature

Missouri Division of  
Workforce Development

Signature on File  
Julie Gibson

Missouri Family Support Division

Not Returned  
Authorized Signature

Missouri Ozarks Community  
Action Agency

Signature on File  
David Miller

Nichols Career Center

Signature on File  
Shawn Longan

Rolla Technical Institute/  
Rolla Technical Center

Signature on File  
Matt Duncan

United Migrant Opportunity Services  
Wagner-Peyser Migrant Seasonal  
Farmworker program

Not Returned  
Authorized Signature

Waynesville Career Center

Signature on File  
Laura Hendley

**COOPERATIVE AGREEMENT  
Between the Central Region Workforce Investment Board  
And  
United Migrant Opportunity Services**

This Memorandum of Understanding (MOU) is an agreement between the Central Region Workforce Investment Board (CWIB) and United Migrant Opportunity Service (UMOS).

“The purpose of this MOU is to coordinate efforts to ensure the effective and efficient delivery of services to Migrant and Seasonal farm workers. The coordination will promote the WIB(s) compliance with applicable federal laws and administrative rules including but not limited to 29 CFR37 and 20 CFR 653.107(c) (1). UMOS, as set forth in this MOU, will comply with its obligations and perform activities as set forth in CFR Sections 669.220 and 662.300 as well as any other requirements of federal law or administrative rules.

CWIB and UMOS will work together as partners with the shared goal to provide a full spectrum of services to State’s MSFWs and agricultural employers.

**I. SERVICES TO BE PROVIDED**

UMOS as the WIA section 167 grantee will:

1. Provide a bilingual (Spanish and English) worker to each one stop Career Center when deemed significant in service to MSFW(s) in a manner necessary to adequately serve the target population. This activity will be conducted by UMOS when such activity is consistent with the UMOS Work Plan that has been approved by the U.S. Department of Labor and when the activity is consistent with the funding levels provided to UMOS in the WIA 167 program Budget.
2. Refer MSFWs to opportunities for which they may qualify, Agricultural as well as Non-Agricultural employment opportunities currently available to all applicants.
3. Assist in the preparation of MSFW applications for new employment.
4. Refer MSFWs to One-Stop Career Centers for training programs.
5. Provide information regarding the types of employment likely to be available when the currently-employed MSFW becomes available for new employment.
6. Receive and subsequently refer complaints, including farm labor complaints, to the Equal Opportunity Officer or Career Center Functional Leader.
7. Continue coordinating farm labor program activities with the CWIB Farm Labor Programs Coordinator.
8. Provide appropriate UMOS staff to travel within the State to attend meetings, training sessions, speaking engagements and/or other activities deemed necessary by both agencies when the activity is consistent with the funding levels provided to UMOS in the WIA 167 program Budget.

Meanwhile, CWIB will endeavor to provide all services available to MSFWs, as ever, as it does to all registered applicants, in accordance with the State's Law against Discrimination and, additionally, those services in compliance with the Judge Richey Court Order, namely, including:

1. Assign sufficient bilingual (Spanish and English) outreach workers (according to 20CFR 653.107, Outreach) from the annually designated significant MSFW offices, to make visits to farms, camps and/or MSFWs gathering places, so a large number of MSFWs are provided with the full range of One-Stop Career Centers services, benefits and protections, UMOs services, any other community-based organizations serving the MSFW community, and to report back to the CWIB Farm Labor Coordinator and State Monitor Advocate.
2. Provide information about the Next Generation Career Center Complaint System and refer complainants to the local One-Stop Career Center to document and file their complaints.
3. Make referrals to specific employment opportunities currently available to unemployed MSFWs, as well as to other job openings for which they may qualify.
4. Assist in the preparation of employment applications.
5. Refer MSFWs to UMOs National Farm Worker Jobs Program and other appropriate training programs.
6. Provide information regarding the types of employment that are likely to be available when the currently-employed MSFW becomes available for new employment.
7. Take job orders from employers in the applicable sectors of agriculture and enter them into the appropriate database system (ToolBox 2.0), following prescribed procedures.
8. Provide desk space, including live telephone and computers, in offices designated "significant" in service to MSFWs, in a manner necessary to adequately serve the target population. If needed a bilingual UMOs worker will attend to clients in the easily accessible One-Stop Career Centers.
9. Provide UMOs with a list of contact people in each of its offices who are familiar with the terms of this cooperative agreement.

CWIB will provide to UMOs monthly, a list of names and contact information for all registered customers who have indicated that they have done farmwork. An information and data confidentiality agreement will be established accordingly.

## **II. REPORTING SYSTEM**

UMOs will provide copies of all reports that are submitted to the Department of Labor as required quarterly.

## **III. AGREEMENT**

UMOs and the WIB will provide initial and periodic cross-training regarding program services offered by each.

The undersigned have read this “Memorandum of Understanding” between the WIB and UMOS, to remain in effect from the most recent date of signing (below) until June 30<sup>th</sup>, 2013.

**Central Region Workforce Investment Board**

**United Migrant Opportunity Services**

\_\_\_\_\_  
**Signature**

\_\_\_\_\_  
**Signature**

\_\_\_\_\_  
**Printed Name**

\_\_\_\_\_  
**Printed Name**

\_\_\_\_\_  
**Title**

\_\_\_\_\_  
**Title**

\_\_\_\_\_  
**Date**

\_\_\_\_\_  
**Date**

<b>CENTRAL REGION'S EXPENSES</b>					
<b>July-2012</b>	<b>DWD</b>	<b>WIB</b>	<b>DWDs % Owed</b>	<b>WIBs % Owed</b>	<b>Reimbursement</b>
	<b>Paid</b>	<b>Paid</b>			<b>Amount</b>
<b>Columbia</b>	7,021.73	4,990.29	6,486.49	5,525.53	(535.24)
<b>Rolla</b>	235.36	15,582.50	9,966.51	5,851.35	9,727.75
<b>Jefferson City</b>	4,506.04	4,614.90	5,746.19	3,374.75	1,240.15
<b>Camdenton</b>	48.07	9,622.33	4,169.96	5,505.43	4,121.89
<b>Lebanon</b>	4,899.89	4,073.47	6,826.80	2,146.56	1,926.91
<b>Mexico</b>	144.52	5,977.52	3,979.33	2,142.71	3,834.81
<b>Monthly Total</b>	<b>16,855.61</b>	<b>44,861.01</b>	<b>37,175.28</b>	<b>24,546.33</b>	<b>20,316.27</b>
<b>CMCA</b>	4,539.72				
<b>COPIC</b>	9,727.75				
<b>LOES</b>	6,048.80				
<b>Total</b>	20,316.27				



## Local Workforce Investment Board Membership Certification or Recertification Form

Local Workforce Investment Board: CENTRAL REGION WIB

Appointee's Name & Title	Member Category *	Nominating Organization	Appointee's Company or Organization, Mailing address, phone #, fax # and email address	FEIN** for Business Nominees Only	Member Being Replaced (if applicable)
Denise Boeckmann	Bus	Doris Keilholz Osage County Collector	Osage Accounting and Tax Service LLC 104 E. Main P.O. Box 679 Linn, MO 65051 Ph:573-897-4188	43-1906661	
Mike Thomas	Bus	Lois Jaegers Osage County Coroner Ph: 573-690-8865	Morton Chapel P. O. Box 77 Linn, MO 65051 573-897-2214	61-1547152	
Tina Sooter	Bus	Brian Berhorst President & CEO Mid America Bank	Mid America Bank 1511 Friendship Road Jefferson City, MO 65101 Ph: 573-635-0019	43-0691607	
Virginia Ryle-Kaemmerer	Bus	Patti Campbell Director Cuba Industrial Development Authority	The Ryle Group Inc./Ryle Appraisal Service, 114 South Smith Street Cuba, MO 65453 Ph: 573-885-6627	43-1590387	
Tammy Walker	Bus	Lee Geary - Heartland Metal Finishing	Heartland Metal Finishing P.O. Box 238 Salem, MO 65560	43-1429368	
Patrick Kelly	Bus	Dana Keller Mexico Area Chamber of Commerce	Missouri American Water Company 506 Southwestern, Mexico, MO 65265 Ph: 573-581-9389	23-1340234	



Betty Jo Brooks	Bus	Dana Keller Mexico Area Chamber of Commerce	RE/MAX On The Move 3626 S. Clark St., Suite C Mexico, MO 65265 Ph: 573-581-8282	24-53575
Bill Debo	Bus	Sherry Sundell Action Automotive	Action Automotive 128 April Drive., St. Roberts, MO 65584 Ph: 573-336-8875	43-1813828
Nancy Montgomery	Bus	Jennie Miller St. James Chamber of Commerce	Tacony Manufacturing P.O. Box 219 St. James, MO 65559 573-265-0500 Fax: 573-265-0600	43-0742269
Sharon Gibson	Bus	Kris Richards of Washington County Chambers of Commerce Ph: 573-438-5141	Country Corner Florist & Antiques 12733 State Hwy 185 Potosi, MO 63664 Ph: 573-438-2372	43-1505353
Vicki Nelson	Bus	Steve Vogt, Mayor Belle, MO Ph: 573-8593513	Mid America Bank Hwy 28., Belle, MO 65013 Ph: 573-859-3399	43-0691607
Stacy Minnick	Bus	Ruth Ellis California Area Chamber of Commerce Ph: 573-796-3040	State Farm Insurance 4700 Providence Road Columbia, MO 65271 573-499-2606	37-0533100
Kathy Groves	Bus	Cale Fessler Williams Woods University Ph: 573-592-4217	Williams Woods University One University Avene Fulton, MO 65251 Ph: 573-592-4217 Fax: 573592-4180	43-0654876
Jim Wisch	Bus	Randy Allen, President Jefferson City Area Chamber of Commerce	Wavco Construction Company P.O. Box 104388 Jefferson City, MO 65110	43-1108362
Kent Walters	Bus	Steve Vogt, Mayor Belle, MO Ph: 573-8593513	Walters Convenience Store Belle, MO Ph: 573-859-3114	73-1633493
Wendy Johnson	Bus	California Area Chamber of Commerce Norris Gerhart Ph: 573-796-3040	Cargill Turkey Products 1001 E. Smith Street California, MO 65018 Ph: 573-796-7134	75-1449430

Pat Thurston	Bus	Trish Creach, Director Camdenton Chamber of Commerce Ph: 573-346-2227	Manpower Staffing Solutions 138 W. Hwy 54, Camdenton, MO Ph: 573-532-1212 1120 Lynn Street, Lebanon, MO	39-1836586	
Diane Spieker	Bus	Gary Jungermann Callaway County 10 East 5th St. Fulton, MO 65251	Dollar General Distribution Center 1900 Cardinal Drive Fulton, MO 65251 Ph: 573-592-3502	61-0852764	Mary Hughes
Bruce Sassmann	Bus/Econ	Jerry D. Lairmore Chairman, Gasconade County Enhanced Enterprise Zone	Sassmann Funeral Home 103 W. Railroad Avenue Bland, MO 65014 Ph: 573-646-3377	43-1293965	
Elizabeth Perkins	Voc Rehab	C. Jeanne Loyd Assistant Commissioner Dept of DESE	C. Jeanne Loyd, Asst. Commissioner 3024 Dupont Circle Jefferson City, MO 65109 Ph: 573-751-3251		Earl Brown
Russ Unger	Labor	Sheet Metal Workers Local #36	Sheet Metal Workers, Local #36 P.O. Box 471 Fulton, MO 65251 Ph: 573-642-1833 Fax: 573-642-6910		
Matt Hurley	Labor	John Gaal Carpenters' District Council	Carpenters Building 1401 Hampton Avenue St. Louis, MO 63139-3199 314-644-4800		Doug Piant
Dewey Thompson	Educ	Alan St. John Missouri Training Institute, College of Business	Missouri Training Institute, College of Business, 304 Cornell Hall Columbia, MO 65211 Ph:573-882-2861 Fax:573-884-5141		
Christina Spencer-Hess	Educ	Heath Waters Cole R-1 School at Russellville	Cole R-1 School at Russellville 13600 Rt. C Russellville, MO 65074 Ph:573-782-3534		
Collin Brink	Educ	Central Methodist Univ Dr. Rita Gulstad Ph: 660-248-6211	Central United Methodist University 411 CMU Square Fayette, MO 65248 Ph: 660-248-6211		
Harold Haldiman	CBO	Nancy Kirby Moniteau County Soil and Water Conservation District	Moniteau County Soil and Water Conservation District (SWCD) 410 Buchanan St. California, MO 65018		
Earl Horsefield	CBO	Tina Hannan, President of the Cuba Chamber of Commerce	Knights of Columbus Cuba, MO		
Joyce Jones	CBO	Barbara Pratt of Friends of the Library	Friends of the Library 102 N. Jackson Salem, MO 65560 Ph: 573-729-7380		



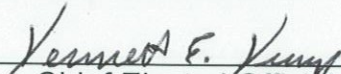
David Miller	CBO/Hud TANF	Brent Bassett Pulaski County Clerk	Missouri Ozarks Community Action Inc. P.O. Box 69., Richland, MO 65556 Ph: 573-765-3263		
T.R. Dudley	Econ	Kris Richards Washington County Chamber of Commerce Ph: 573-438-5141	Resource Associates 303 Clara Ave., Potosi, MO 63664 Ph: 573-438-7829 Fax: 573-438-7008		
Susan Streit	Part	Diane Chambers State Director Experience Works, Inc.	Experience Works, Inc. P.O. Box 404, 807A North Providence Rd. Columbia, MO 65205 Ph: 573-442-0067		
Tom Bastian	UI	Ken Jacob DOLIR/Division of Employment Security	Div. of Employment Sec. Admin., Dept of Labor & Indus. Relations, 421 E. Dunklin Jeff City, MO 65104 Ph:573-751-3215		Shauna Qualls
Amy Sublett	Wagner Pyser & Vet/Core & Intensv Srv Provider/ Econ	Julie Gibson, Director DWD 421 E. Dunklin St. Jefferson City, MO 65102-1087	Division of Workforce Development 421 E. Dunklin St Jefferson City, MO 65102-1087		Janet Kinnett
Becky Hagen	FSD MWA	Valerie Howard, Deputy Director-FSD Dept of Social Services, Jeff City	FSD-MWA Program 703 N. Monroe Versailles, MO 65084 Ph: 573-378-4681		Melinda Macker

\* Categories include Business, Economic Development, Education, Labor, Community-based Organization, One-Stop Partner, or Other (if identified in the local WIB's by-laws)

\*\*Federal Employer Number issued by the Internal Revenue Service for the business being represented by the nominee.

### ATTESTATION

I, Kenneth Kunze, the undersigned Chief Local Elected Official (CLEO) of the Central Workforce Investment Region, do hereby state that the information provided within this Local Workforce Investment Board certification application is complete and accurate to the best of my knowledge. I also certify that all applicable provisions of the Workforce Investment Act and any additional requirements by the state of Missouri have been followed in the selection process of the appointee(s) listed above.

  
\_\_\_\_\_  
Chief Elected Official

Date: June 26, 2013

## **BY-LAWS**

### **CENTRAL REGION WORKFORCE INVESTMENT BOARD**

#### **VISION STATEMENT**

To design and direct high-performance, results-oriented, universal employment services to meet the workforce development needs of employers, workers, and job seekers in Central Missouri. Specific local strategic economic goals include: moving customers to self-sufficiency, raising the standard of living for customers, helping employers retrain employees and upgrade employee's skills so they can compete in the global marketplace, and contributing to local economic development by providing a skilled workforce.

#### **ARTICLE I**

##### **Name and Location of the Principle Office**

- 1.1 The Board shall be known as the Central Workforce Investment Board (C-WIB).
- 1.2 The Board shall maintain its principle office in a place to be designated hereafter by the Board, and may establish field offices at such other places as it may deem necessary and appropriate. All such offices shall be located within the boundaries of the Central Region; nineteen contiguous counties in Central Missouri.
- 1.3 There are three sub-regions within the Central Region:  
Lake of the Ozarks: Camden, Laclede, Miller, Morgan, and Pulaski counties.  
Meramec: Crawford, Dent, Gasconade, Maries, Phelps, and Washington Counties.  
Mid-Missouri: Audrain, Boone, Callaway, Cole, Cooper, Howard, Moniteau, and Osage counties.

**ARTICLE II**  
**Powers and Duties of the Board**

- 2.1 The Board shall exercise and discharge its powers and duties, as provided by the Workforce Investment Act of 1998 (P.L. 105-220), all appropriate implementing regulations established by the State of Missouri, and any agreements established between the Board and the nineteen County Commissions within the Central Region, and accordingly shall:
- a. Adopt, amend, and repeal By-Laws, rules and regulations governing the conduct of its business and the performance of its functions;
  - b. Provide for the internal organization and administration of the Board, as set forth in P.L. 105-220;
  - c. Enter into and perform such contracts, agreements, or other transactions as may be necessary in order to carry out its functions.
  - d. Accept, use and dispose of gifts or donations of services or property (real, personal or mixed, tangible or intangible);
  - e. Enter into and perform such contracts, agreements, or other transactions as may be necessary in order to carry out its functions.
  - f. Take such other actions and incur such other expenses as may be necessary or appropriate to carry out its purpose under the Workforce Investment Act, and consistent therein.
- 2.2 The Board shall cause to be prepared and adopted, in partnership with the chief-elected officials, a comprehensive 5 year plan for workforce investment activities, in accordance with guidelines and regulations established by the US Department of Labor, and the State of Missouri.
- 2.3 The Board shall cause to be prepared and adopted such revisions or updates to the workforce investment plan as experience and current economic conditions dictate.
- 2.4 In cooperation with the chief-elected officials and the Board, the Board Chairman shall appoint a Youth Council who will assist the Board with the development of those portions of the local workforce investment plan which deal with youth, make recommendations regarding grants or contracts to carry out youth activities, and provide general oversight for youth activities.
- 2.5 In cooperation with the chief-elected officials, the Board shall designate and certify one-stop operators, and identify eligible providers of training and intensive services.
- 2.6 The Board shall coordinate workforce investment activities and develop employer linkages in the local area, and shall participate in collaborations which support such ends.
- 2.7 In partnership with the chief-elected officials, the Board shall cause to be conducted, such monitoring and oversight activities as are necessary to ensure that workforce investment activities in the Central Region are operated in accordance with applicable laws and regulations, and in an efficient and cost-effective manner.

**ARTICLE III**  
**Organization of the Board**

- 3.1 The Board shall consist of persons appointed by the Presiding Commissioners of the 19 counties in the Central Region. Members shall be from areas of interest stipulated in P.L. 105-220, and in various implementing regulations developed by the US Department of Labor and the State of Missouri.
- 3.2 Board members are appointed for a term that shall be at least two years. Vacant positions on the Board shall be filled as soon as possible of the opening in order to remain in compliance with the Act and operating as a Workforce Investment Board. The membership shall continually maintain at least a 51% Private Sector majority. Each county within the 19 county region shall be allowed one private slot on the Central Region Workforce Investment Board as agreed upon in Resolution One. The composition of the slots may vary as needed.

Labor	2 slots
Education	2 slots
Economic Development	2 slots
One Stop Partner	1-4 slots (one individual may serve more than one position)
Community-Based Org	2 slots
Private Sector County	19 slots

51% Must always be a majority of the membership

Each Mandated One-Stop Partner:

Core/Intensive Service Provider  
Wagner Peyser/TAA/UI  
Rehabilitation Services  
Veterans Services (ET only)  
Welfare  
Vocational Education  
Community Services Block Grant (ET only)  
Housing and Urban Development (ET only)

- 3.3 In the event a vacancy occurs during the term of an appointment, a new member shall be appointed by the same nomination and appointment process used for the vacating member. The appropriate nominating and appointing authority shall have the right to nominate and appoint the new member to fill the remainder of the term, and for a subsequent full term, without having to repeat either process at the end of the initial remaining term. The appropriate nominating and appointing authority may also choose, at its sole discretion, to nominate and appoint a different person to fill the subsequent full term.

**ARTICLE IV**  
**Meetings**

- 4.1 Meetings of the Board, and all committees advising the Board, shall be open and public meetings, in accordance with Chapter 610 R.S. MO 1989, revised 1998. Notice of all meetings, including closed meetings, shall be duly posted, with at least 24 hours advance notice, in conformance with the previously cited open meeting law.
- 4.2 Regular meetings of the Board shall be held face to face during the months of January, March, May, June, July, September and November.
- 4.3 Members of the Central Missouri Caucus of Chief Elected Officials will be welcome to attend all C-WIB meetings but will only be able to participate in their (Caucus) quarterly meetings or during special meetings called according to the by-laws of the Caucus of Chief Elected Officials and the by-laws of the C-WIB.
- 4.4 Public accessibility to meetings: The Sunshine Law will be adhered to and every effort will be made to ensure that meeting rooms and building entrances are American with Disabilities Act compliant.
- 4.5 Special meetings of the Board may also be called by the Chairman at such time and place and for such purpose that the Chairman shall designate. The business conducted at any special meeting shall be limited to the stated purposes of that meeting.
- 4.6 Written notice of regular and special meetings of the Board shall be mailed or emailed to each member ten (10) calendar days prior to the date of the meeting. A courtesy phone reminder may precede the meeting to determine if there will be a quorum.
- 4.7 Each member of the Board shall have one vote on all matters voted upon. Proxy voting shall not be permitted. Members shall declare conflict of interest, leave the room and refrain from voting when matters under consideration appear to involve real or apparent personal fiduciary interest. In any circumstances on which the Board is voting the award or distribution of funds for goods or services, Board members must abstain from voting or persuading votes in their direction if:
- a. The member is a vendor for the goods or services;
  - b. The member is a subcontractor or vendor for the goods or services;
  - c. The member serves in a Board capacity for any such vendors or contractors.
- All declarations of conflict of interest and abstentions shall be recorded by name in the minutes.
- 4.8 A quorum shall be deemed to be present when at least a simple majority of the membership is present and at least 51% of the attendees are Private Sector members. This quorum standard shall be met at least one meeting per quarter. Each and every decision of the majority of the members present at any regular or special meeting, where there is such a quorum, shall be valid as the binding act of the Board.
- 4.9 If the aforementioned quorum is not met and there is less than a simple majority of the members present, the Chairman shall adjourn without any action or deliberations being entered into.

- 4.10 The minutes of each meeting shall be prepared and distributed to the Board at least ten days prior to the next meeting. Members will be expected to bring their minutes to the meetings having been reviewed prior to the meeting for any corrections.

**ARTICLE V**  
**Officers**

- 5.1 The officers of the Board, to be chosen by the members of the Board, shall be a Chairman, Vice Chairman, Secretary and Treasurer. The Chairman and Vice Chairman must be private sector members of the Board. The Secretary and Treasurer may be any member of the Board, however, if from the public sector, they may not assume the responsibilities of Chairman or Vice Chairman in their absence. None of the Officers so chosen shall be a resident of the same county as another officer.
- 5.2 All officers of the Board shall be elected every even year and shall serve for a two-year period having received a majority of the votes cast and shall serve until their successors are elected. Elections shall be conducted during the regular Board meeting in June of the even years. Elected officers shall assume their respective office on July 1 next following their election in the even years. The Chairman will appoint the Nominating Committee. This committee will present a slate of officers at the May meeting of the Board with elections following in June.
- 5.3 Any officer elected by the members of the Board may be removed at any time, with cause, by the vote of a two-thirds majority of Board members. The Chairman, with the simple majority approval of the Board, shall fill any vacancy occurring in any office for the unexpired term. If the Chairman's position should become vacant, the Vice Chairman would fill the unexpired term. The new Chairman will appoint a private sector member to fill the vacant Vice Chairman position for the unexpired term.
- 5.4 Officers are not limited to terms in office with the exception of the Chairman who is limited to two full consecutive terms. The Chairman will be eligible for reelection after one full term has occurred.
- 5.5 Duties of the Chairman: The Chairman shall preside at all meetings of the Board, be designated as an authorized signatory on instruments for and on behalf of the Council, and perform all duties as may be prescribed by the Board from time to time. The Chairman shall serve as an ex-officio member on all committees except the Nominations committee. The Chairman shall be entitled to vote on all matters coming before the Board, and any committee providing there is not a conflict of interest.
- 5.6 Duties of the Vice Chairman: The Vice Chairman shall act in place of the Chairman and preside at meetings when the Chairman temporarily vacates the Chair. In the absence of the Chairman, the Vice Chairman shall have all the powers and be subject to all the restrictions of the Chairman. The Vice Chairman shall not serve as an ex-officio member of any committee unless acting in the place and stead of the Chairman. The Vice Chairman shall be designated as an authorized signatory on the instruments for and on behalf of the Board.
- 5.7 Duties of the Secretary: The Secretary shall record, or cause to be recorded, all of the proceedings of the Board. The Secretary of the Board shall keep, or cause to keep, the minutes and notices of the meetings of the Board in a book for which such notice is required. The Secretary shall give notice of all meetings of the Board as required and shall provide for the safekeeping of all documents of the Board. The Secretary shall document the quorum provisions of these by-laws and shall be designated as an authorized signatory on instruments for and on behalf of the Board.



- 5.8 Duties of the Treasurer: The Treasurer of the Board shall have oversight responsibility of the funds of the Board and shall cause to be instituted acceptable fiscal control of all funds of the Board. The Treasurer shall keep a full and accurate record of all the financial transactions of the Board. The Treasurer shall safeguard trusts and securities, and shall oversee and monitor from time to time the deposits and other transactions of the Fiscal Agent. The Treasurer shall render to the Board an account of transactions and the financial condition of the Board as required by the membership. The Treasurer may delegate financial duties to appropriate staff, as necessary. The Treasurer shall be designated as an authority signatory on instruments for and on behalf of the Board.
- 5.9 The officers and employees who handle funds, or who are custodians of property, shall be bonded in an amount to be determined by the Board.
- 5.10 Any officer and/or the Administrative Director may sign checks. The Treasurer will review all transactions and approve by initialing and dating the document.
- 5.11 In the event that the Chairman & Vice Chairman are unable to attend and conduct the Board meeting and neither the Secretary or Treasurer are from the private business sector then the group meeting that day will by majority vote select a temporary Chairman from the private members attending for that day only.



**ARTICLE VI**  
**Committees**

- 6.1 Executive Committee: The Executive Committee shall consist of the four officers and one private sector person from each county appointed by the Chairman. The only power the Executive Committee shall have is what is empowered to them by the full Board or by-laws. The Executive Committee approves budgets in partnership with the Chief-Elected Official and identifies nominees to the Youth Council. The Administrative Director reports to the Chairman, and the Board staff reports to the Administrative Director. The full Board may, by resolution, reserve any powers unto itself, which may not be exercised by the Executive Committee. The Chairman shall assure through appointments that the Executive Committee is composed of members of whom at least 51% are representatives of the private sector. The Executive Committee may meet monthly unless cancellation is necessary due to weather, conflict of meeting events, or by choice.
- 6.2 Nominations Committee: The Chairman shall be empowered to appoint a Nominations Committee consisting of a minimum of five members. The Chairman shall select the committee chairman. This committee shall meet prior to the May meeting in the even years and select nominees for the Chairman, Vice Chairman, Secretary, and Treasurer positions. Officer nominations shall be presented to the full Board in May and voted upon in June of the even years. There may be nominations from the floor for any of the officer positions. In any event an election will be conducted and the winners will be declared by a simple majority of the votes present at the meeting. The officers will take their office at the July meeting next following the election.
- 6.3 By-Laws Committee: The Chairman shall be empowered to appoint a By-Laws Committee consisting of a minimum of five members. The Chairman shall select the Committee Chairman. The Committee shall meet at least once during the two-year tenure of the Board; however, any recommendations for change must be presented to the full Board eight days prior to voting on the proposed changes.
- 6.4 Planning Committee: The Chairman shall be empowered to appoint a Planning Committee consisting of a minimum of five members. The Chairman shall select a Committee Chairman. The Planning Committee shall meet as needed during the year and shall have primary responsibility to review the contents and provisions contained in the Board's Plan, to review and recommend training activities and providers, review proposals and make recommendations to the full Board.
- 6.5 Oversight Committee: The Chairman shall be empowered to appoint an Oversight committee consisting of a minimum of five members. The Chairman shall select a Committee Chairman. The Oversight Committee shall meet on a regular basis to provide monitoring, evaluation and oversight of the program operations of the Administration, service providers and sub-contractors.
- 6.6 Budget Committee: The Chairman shall be empowered to appoint a Budget Committee consisting of a minimum of five members. The Chairman shall select a Committee Chairman. The Budget Committee shall meet as needed during the year and shall have primary responsibility to monitor budget matters and perform such other duties, as the members shall designate.
- 6.7 Personnel Committee: The Chairman shall be empowered to appoint a Personnel Committee consisting of a minimum of five members. The Chairman shall select a Committee Chairman. The Personnel Committee shall meet as needed during the year and shall have primary responsibility to monitor personnel matters and perform duties of the Board described in the Board Personnel Manual. The Board hires and evaluates the Executive Director.

- 6.8 Not more than one person from each county shall serve on the same committee with the exception of the Board Chairman who shall be an ex-officio member of all committees, except the Nominations Committee. Members may serve on more than one committee of the Board; however, they may not Chair more than one committee. Officers of the Council may each serve on committees in addition to the Executive Committee; however, they shall not be permitted to chair said additional committees except for special committees.
- 6.9 There shall be such other permanent committees as the Chairman of the Board, with the approval of the Board, shall from time to time designate. The Chairman may make the appointment of Ad Hoc Committees. Members of said committees shall be appointed by the Chairman and shall have such authority and perform such duties, as the members shall designate.
- 6.10 The Chairman shall make every effort to diversify membership of the appointment to the committees. The Chairman may remove one or more members from any committee and appoint members to fill such vacancies.
- 6.11 A quorum for a meeting of a committee shall be a majority of the required number specified in the by-laws.
- 6.12 Evaluation Committee: The Chairman shall be empowered to appoint a RFP Evaluation Committee consisting of a minimum of five members. Their primary responsibility will be to evaluate and recommend to the board proposed agency(ies) to contract with. Contracts will be awarded for a one year period with the possibility of two one year extensions. The Evaluation Committee will evaluate proposals following CWIB procurement policies.
- 6.13 The Chairman may remove one or more members from any committee and appoint members to fill such vacancies.

**ARTICLE VII**  
**Fiscal**

- 7.1 Fiscal Year: The Fiscal year of the Board shall be from July 1 to June 30.
- 7.2 Audit Requirements: The financial statements, books and records of the Board shall be examined as of the end of each fiscal year by an independent certified public accountant licensed to practice in the state of Missouri. Audited financial statements, appropriate disclosures, and such compliance or management advisory reports shall be submitted, along with an opinion letter, to the full Board not later than ninety (90) days subsequent to the close of the fiscal year or within thirty (30) days after receipt of the reports. Bids to secure audit proposals will occur and staff will pre-evaluate for compliance and recommendation to the Executive Board.
- 7.3 Indemnification, Insurance and Bonds: All members of the Board may be indemnified by the Board against expenses actually and reasonably incurred by him/her in connection with the defense of any action, suit or proceeding, civil or criminal, in which they are made a part by reason of being or having been such Board member, except in relation to matters that they shall be adjudged to be liable for negligence or misconduct in the performance of duty. Such expenses shall include reasonable settlements; except that no amounts shall be paid hereunder in connection with any such settlements; unless the Council is advised by legal counsel who is selected by the Executive Committee and ratified by the full Board that such person was not derelict in the performance of his/her duty and that such settlement is in the best interest of the Board. The Executive Committee is authorized to issue Requests for Proposals for appropriate insurance coverage's to protect the members against liability claims including action in tort and further to recommend the selection of a carrier (s) and coverage's to the full Board for approval. Any member of the Board with the custodial care of cash, checks or negotiable securities, or empowered to authorize the disbursements of same, shall be bonded in an amount to be determined by the Executive Committee.
- 7.4 Annually, and at least 30 days prior to the end of the fiscal year, the Administrative Entity shall prepare a preliminary budget for consideration by the Board. The proposed budget will be presented to the Budget Committee and if approved to the full Board for final approval. The Chief-Elected Officials must also approve the budget prior to implementation.
- 7.5 Dissolution Clause: In the event of dissolution of the Central Region Workforce Investment Board and its Board of Directors (board members), all assets shall be turned over to the Missouri Division of Workforce Development.
- 7.6 The purposes for which the corporation is organized is exclusively charitable and educational within the meaning of section 501 (C) (3) of the Internal Revenue Code of 1986 or the corresponding provision of any future United States Internal Revenue law. Notwithstanding any other provisions of these articles, this organization shall not carry on any activities not permitted to be carried on by an organization exempt from Federal income tax under section 501 (C) (3) of the Internal Revenue Code of 1986 or the corresponding provision of any future United States Internal Revenue law.

**ARTICLE VIII**  
**General Provisions**

- 8.1 Board members shall be given a per diem "per DWD Travel Policy" in the performance of their duties upon the approval of the Chairman. The Board shall establish the mileage reimbursement rate.
- 8.2 Any Board member who is absent from three consecutive Board meetings, either regular or special, shall be considered for expulsion. Expulsion of any member shall require the affirmation vote of two-thirds of the membership present and constituting a quorum.
- 8.3 Vacant positions on the Board shall be filled as soon as possible in order to remain in compliance with the Act and operating as a Workforce Investment Board. At all times the Private Sector slots will be at a minimum of 51% of the membership to be in compliance with the Act.
- 8.4 The Central Workforce Investment Board (C-WIB) shall negotiate, subject to ratification of the Board, a working agreement with the Central Region Chief Elected Officials to operate and execute the duties and responsibilities under P.L. 105-220.
- 8.5 In recognition of potential "Conflict of Interest", no Board member will vote on issues or budgets nor serve on the Budget or Oversight Committees if the member, or a member's relative within the fourth degree, whether by affinity or consanguinity:
- a. is employed by the bidder
  - b. works for the bidder
  - c. is a general member of the bidder
  - d. is a member of the bidder's governing body; or
  - e. has a financial interest in the bidder.

## **BY-LAWS**

### **CENTRAL REGION WORKFORCE INVESTMENT BOARD**

#### **VISION STATEMENT**

To design and direct high-performance, results-oriented, universal employment services to meet the workforce development needs of employers, workers, and job seekers in Central Missouri. Specific local strategic economic goals include: moving customers to self-sufficiency, raising the standard of living for customers, helping employers retrain employees and upgrade employee's skills so they can compete in the global marketplace, and contributing to local economic development by providing a skilled workforce.

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**Organization of the Board**

- 3.1 The Board shall consist of persons appointed by the Presiding Commissioners of the 19 counties in the Central Region. Members shall be from areas of interest stipulated in P.L. 105-220, and in various implementing regulations developed by the US Department of Labor and the State of Missouri.
- 3.2 Board members are appointed for a term that shall be at least two years. Vacant positions on the Board shall be filled as soon as possible of the opening in order to remain in compliance with the Act and operating as a Workforce Investment Board. The membership shall continually maintain at least a 51% Private Sector majority. Each county within the 19 county region shall be allowed one private slot on the Central Region Workforce Investment Board as agreed upon in Resolution One. The composition of the slots may vary as needed.

Labor	2 slots
Education	2 slots
Economic Development	2 slots
One Stop Partner	1-4 slots (one individual may serve more than one position)
Community-Based Org	2 slots
Private Sector County	19 slots

51% Must always be a majority of the membership

Each Mandated One-Stop Partner:

Core/Intensive Service Provider  
Wagner Peyser/TAA/UI  
Rehabilitation Services  
Veterans Services (ET only)  
Welfare  
Vocational Education  
Community Services Block Grant (ET only)  
Housing and Urban Development (ET only)

- 3.3 In the event a vacancy occurs during the term of an appointment, a new member shall be appointed by the same nomination and appointment process used for the vacating member. The appropriate nominating and appointing authority shall have the right to nominate and appoint the new member to fill the remainder of the term, and for a subsequent full term, without having to repeat either process at the end of the initial remaining term. The appropriate nominating and appointing authority may also choose, at its sole discretion, to nominate and appoint a different person to fill the subsequent full term.

**ARTICLE IV**  
**Meetings**

- 4.1 Meetings of the Board, and all committees advising the Board, shall be open and public meetings, in accordance with Chapter 610 R.S. MO 1989, revised 1998. Notice of all meetings, including closed meetings, shall be duly posted, with at least 24 hours advance notice, in conformance with the previously cited open meeting law.
- 4.2 Regular meetings of the Board shall be held face to face during the months of January, March, May, June, July, September and November.
- 4.3 Members of the Central Missouri Caucus of Chief Elected Officials will be welcome to attend all C-WIB meetings but will only be able to participate in their (Caucus) quarterly meetings or during special meetings called according to the by-laws of the Caucus of Chief Elected Officials and the by-laws of the C-WIB.
- 4.4 Public accessibility to meetings: The Sunshine Law will be adhered to and every effort will be made to ensure that meeting rooms and building entrances are American with Disabilities Act compliant.
- 4.5 Special meetings of the Board may also be called by the Chairman at such time and place and for such purpose that the Chairman shall designate. The business conducted at any special meeting shall be limited to the stated purposes of that meeting.
- 4.6 Written notice of regular and special meetings of the Board shall be mailed or emailed to each member ten (10) calendar days prior to the date of the meeting. A courtesy phone reminder may precede the meeting to determine if there will be a quorum.
- 4.7 Each member of the Board shall have one vote on all matters voted upon. Proxy voting shall not be permitted. Members shall declare conflict of interest, leave the room and refrain from voting when matters under consideration appear to involve real or apparent personal fiduciary interest. In any circumstances on which the Board is voting the award or distribution of funds for goods or services, Board members must abstain from voting or persuading votes in their direction if:
- a. The member is a vendor for the goods or services;
  - b. The member is a subcontractor or vendor for the goods or services;
  - c. The member serves in a Board capacity for any such vendors or contractors.
- All declarations of conflict of interest and abstentions shall be recorded by name in the minutes.
- 4.8 A quorum shall be deemed to be present when at least a simple majority of the membership is present and at least 51% of the attendees are Private Sector members. This quorum standard shall be met at least one meeting per quarter. Each and every decision of the majority of the members present at any regular or special meeting, where there is such a quorum, shall be valid as the binding act of the Board.
- 4.9 If the aforementioned quorum is not met and there is less than a simple majority of the members present, the Chairman shall adjourn without any action or deliberations being entered into.



- 4.10 The minutes of each meeting shall be prepared and distributed to the Board at least ten days prior to the next meeting. Members will be expected to bring their minutes to the meetings having been reviewed prior to the meeting for any corrections.

**ARTICLE V**  
**Officers**

- 5.1 The officers of the Board, to be chosen by the members of the Board, shall be a Chairman, Vice Chairman, Secretary and Treasurer. The Chairman and Vice Chairman must be private sector members of the Board. The Secretary and Treasurer may be any member of the Board, however, if from the public sector, they may not assume the responsibilities of Chairman or Vice Chairman in their absence. None of the Officers so chosen shall be a resident of the same county as another officer.
- 5.2 All officers of the Board shall be elected every even year and shall serve for a two-year period having received a majority of the votes cast and shall serve until their successors are elected. Elections shall be conducted during the regular Board meeting in June of the even years. Elected officers shall assume their respective office on July 1 next following their election in the even years. The Chairman will appoint the Nominating Committee. This committee will present a slate of officers at the May meeting of the Board with elections following in June.
- 5.3 Any officer elected by the members of the Board may be removed at any time, with cause, by the vote of a two-thirds majority of Board members. The Chairman, with the simple majority approval of the Board, shall fill any vacancy occurring in any office for the unexpired term. If the Chairman's position should become vacant, the Vice Chairman would fill the unexpired term. The new Chairman will appoint a private sector member to fill the vacant Vice Chairman position for the unexpired term.
- 5.4 Officers are not limited to terms in office with the exception of the Chairman who is limited to two full consecutive terms. The Chairman will be eligible for reelection after one full term has occurred.
- 5.5 Duties of the Chairman: The Chairman shall preside at all meetings of the Board, be designated as an authorized signatory on instruments for and on behalf of the Council, and perform all duties as may be prescribed by the Board from time to time. The Chairman shall serve as an ex-officio member on all committees except the Nominations committee. The Chairman shall be entitled to vote on all matters coming before the Board, and any committee providing there is not a conflict of interest.
- 5.6 Duties of the Vice Chairman: The Vice Chairman shall act in place of the Chairman and preside at meetings when the Chairman temporarily vacates the Chair. In the absence of the Chairman, the Vice Chairman shall have all the powers and be subject to all the restrictions of the Chairman. The Vice Chairman shall not serve as an ex-officio member of any committee unless acting in the place and stead of the Chairman. The Vice Chairman shall be designated as an authorized signatory on the instruments for and on behalf of the Board.
- 5.7 Duties of the Secretary: The Secretary shall record, or cause to be recorded, all of the proceedings of the Board. The Secretary of the Board shall keep, or cause to keep, the minutes and notices of the meetings of the Board in a book for which such notice is required. The Secretary shall give notice of all meetings of the Board as required and shall provide for the safekeeping of all documents of the Board. The Secretary shall document the quorum provisions of these by-laws and shall be designated as an authorized signatory on instruments for and on behalf of the Board.

- 5.8 Duties of the Treasurer: The Treasurer of the Board shall have oversight responsibility of the funds of the Board and shall cause to be instituted acceptable fiscal control of all funds of the Board. The Treasurer shall keep a full and accurate record of all the financial transactions of the Board. The Treasurer shall safeguard trusts and securities, and shall oversee and monitor from time to time the deposits and other transactions of the Fiscal Agent. The Treasurer shall render to the Board an account of transactions and the financial condition of the Board as required by the membership. The Treasurer may delegate financial duties to appropriate staff, as necessary. The Treasurer shall be designated as an authority signatory on instruments for and on behalf of the Board.
- 5.9 The officers and employees who handle funds, or who are custodians of property, shall be bonded in an amount to be determined by the Board.
- 5.10 Any officer and/or the Administrative Director may sign checks. The Treasurer will review all transactions and approve by initialing and dating the document.
- 5.11 In the event that the Chairman & Vice Chairman are unable to attend and conduct the Board meeting and neither the Secretary or Treasurer are from the private business sector then the group meeting that day will by majority vote select a temporary Chairman from the private members attending for that day only.

**ARTICLE VI**  
**Committees**

- 6.1 Executive Committee: The Executive Committee shall consist of the four officers and one private sector person from each county appointed by the Chairman. The only power the Executive Committee shall have is what is empowered to them by the full Board or by-laws. The Executive Committee approves budgets in partnership with the Chief-Elected Official and identifies nominees to the Youth Council. The Administrative Director reports to the Chairman, and the Board staff reports to the Administrative Director. The full Board may, by resolution, reserve any powers unto itself, which may not be exercised by the Executive Committee. The Chairman shall assure through appointments that the Executive Committee is composed of members of whom at least 51% are representatives of the private sector. The Executive Committee may meet monthly unless cancellation is necessary due to weather, conflict of meeting events, or by choice.
- 6.2 Nominations Committee: The Chairman shall be empowered to appoint a Nominations Committee consisting of a minimum of five members. The Chairman shall select the committee chairman. This committee shall meet prior to the May meeting in the even years and select nominees for the Chairman, Vice Chairman, Secretary, and Treasurer positions. Officer nominations shall be presented to the full Board in May and voted upon in June of the even years. There may be nominations from the floor for any of the officer positions. In any event an election will be conducted and the winners will be declared by a simple majority of the votes present at the meeting. The officers will take their office at the July meeting next following the election.
- 6.3 By-Laws Committee: The Chairman shall be empowered to appoint a By-Laws Committee consisting of a minimum of five members. The Chairman shall select the Committee Chairman. The Committee shall meet at least once during the two-year tenure of the Board; however, any recommendations for change must be presented to the full Board eight days prior to voting on the proposed changes.
- 6.4 Planning Committee: The Chairman shall be empowered to appoint a Planning Committee consisting of a minimum of five members. The Chairman shall select a Committee Chairman. The Planning Committee shall meet as needed during the year and shall have primary responsibility to review the contents and provisions contained in the Board's Plan, to review and recommend training activities and providers, review proposals and make recommendations to the full Board.
- 6.5 Oversight Committee: The Chairman shall be empowered to appoint an Oversight committee consisting of a minimum of five members. The Chairman shall select a Committee Chairman. The Oversight Committee shall meet on a regular basis to provide monitoring, evaluation and oversight of the program operations of the Administration, service providers and sub-contractors.
- 6.6 Budget Committee: The Chairman shall be empowered to appoint a Budget Committee consisting of a minimum of five members. The Chairman shall select a Committee Chairman. The Budget Committee shall meet as needed during the year and shall have primary responsibility to monitor budget matters and perform such other duties, as the members shall designate.
- 6.7 Personnel Committee: The Chairman shall be empowered to appoint a Personnel Committee consisting of a minimum of five members. The Chairman shall select a Committee Chairman. The Personnel Committee shall meet as needed during the year and shall have primary responsibility to monitor personnel matters and perform duties of the Board described in the Board Personnel Manual. The Board hires and evaluates the Executive Director.

- 6.8 Not more than one person from each county shall serve on the same committee with the exception of the Board Chairman who shall be an ex-officio member of all committees, except the Nominations Committee. Members may serve on more than one committee of the Board; however, they may not Chair more than one committee. Officers of the Council may each serve on committees in addition to the Executive Committee; however, they shall not be permitted to chair said additional committees except for special committees.
- 6.9 There shall be such other permanent committees as the Chairman of the Board, with the approval of the Board, shall from time to time designate. The Chairman may make the appointment of Ad Hoc Committees. Members of said committees shall be appointed by the Chairman and shall have such authority and perform such duties, as the members shall designate.
- 6.10 The Chairman shall make every effort to diversify membership of the appointment to the committees. The Chairman may remove one or more members from any committee and appoint members to fill such vacancies.
- 6.11 A quorum for a meeting of a committee shall be a majority of the required number specified in the by-laws.
- 6.12 Evaluation Committee: The Chairman shall be empowered to appoint a RFP Evaluation Committee consisting of a minimum of five members. Their primary responsibility will be to evaluate and recommend to the board proposed agency(ies) to contract with. Contracts will be awarded for a one year period with the possibility of two one year extensions. The Evaluation Committee will evaluate proposals following CWIB procurement policies.
- 6.13 The Chairman may remove one or more members from any committee and appoint members to fill such vacancies.

**ARTICLE VII**  
**Fiscal**

- 7.1 Fiscal Year: The Fiscal year of the Board shall be from July 1 to June 30.
- 7.2 Audit Requirements: The financial statements, books and records of the Board shall be examined as of the end of each fiscal year by an independent certified public accountant licensed to practice in the state of Missouri. Audited financial statements, appropriate disclosures, and such compliance or management advisory reports shall be submitted, along with an opinion letter, to the full Board not later than ninety (90) days subsequent to the close of the fiscal year or within thirty (30) days after receipt of the reports. Bids to secure audit proposals will occur and staff will pre-evaluate for compliance and recommendation to the Executive Board.
- 7.3 Indemnification, Insurance and Bonds: All members of the Board may be indemnified by the Board against expenses actually and reasonably incurred by him/her in connection with the defense of any action, suit or proceeding, civil or criminal, in which they are made a part by reason of being or having been such Board member, except in relation to matters that they shall be adjudged to be liable for negligence or misconduct in the performance of duty. Such expenses shall include reasonable settlements; except that no amounts shall be paid hereunder in connection with any such settlements; unless the Council is advised by legal counsel who is selected by the Executive Committee and ratified by the full Board that such person was not derelict in the performance of his/her duty and that such settlement is in the best interest of the Board. The Executive Committee is authorized to issue Requests for Proposals for appropriate insurance coverage's to protect the members against liability claims including action in tort and further to recommend the selection of a carrier (s) and coverage's to the full Board for approval. Any member of the Board with the custodial care of cash, checks or negotiable securities, or empowered to authorize the disbursements of same, shall be bonded in an amount to be determined by the Executive Committee.
- 7.4 Annually, and at least 30 days prior to the end of the fiscal year, the Administrative Entity shall prepare a preliminary budget for consideration by the Board. The proposed budget will be presented to the Budget Committee and if approved to the full Board for final approval. The Chief-Elected Officials must also approve the budget prior to implementation.
- 7.5 Dissolution Clause: In the event of dissolution of the Central Region Workforce Investment Board and its Board of Directors (board members), all assets shall be turned over to the Missouri Division of Workforce Development.
- 7.6 The purposes for which the corporation is organized is exclusively charitable and educational within the meaning of section 501 (C) (3) of the Internal Revenue Code of 1986 or the corresponding provision of any future United States Internal Revenue law. Notwithstanding any other provisions of these articles, this organization shall not carry on any activities not permitted to be carried on by an organization exempt from Federal income tax under section 501 (C) (3) of the Internal Revenue Code of 1986 or the corresponding provision of any future United States Internal Revenue law.

**ARTICLE VIII**  
**General Provisions**

- 8.1 Board members shall be given a per diem "per DWD Travel Policy" in the performance of their duties upon the approval of the Chairman. The Board shall establish the mileage reimbursement rate.
- 8.2 Any Board member who is absent from three consecutive Board meetings, either regular or special, shall be considered for expulsion. Expulsion of any member shall require the affirmation vote of two-thirds of the membership present and constituting a quorum.
- 8.3 Vacant positions on the Board shall be filled as soon as possible in order to remain in compliance with the Act and operating as a Workforce Investment Board. At all times the Private Sector slots will be at a minimum of 51% of the membership to be in compliance with the Act.
- 8.4 The Central Workforce Investment Board (C-WIB) shall negotiate, subject to ratification of the Board, a working agreement with the Central Region Chief Elected Officials to operate and execute the duties and responsibilities under P.L. 105-220.
- 8.5 In recognition of potential "Conflict of Interest", no Board member will vote on issues or budgets nor serve on the Budget or Oversight Committees if the member, or a member's relative within the fourth degree, whether by affinity or consanguinity:
- a. is employed by the bidder
  - b. works for the bidder
  - c. is a general member of the bidder
  - d. is a member of the bidder's governing body; or
  - e. has a financial interest in the bidder.

**ARTICLE IX**  
**Amendments**

- 9.1 The By-Laws of the Board may be amended by a two-thirds majority vote of the members present and constituting a quorum at any regular or special meeting of the Board, provided that the notice of such regular or special meeting shall include a draft of the proposed amendment. No other method of amendment shall be permitted.

**ARTICLE X**  
**Parliamentary Authority**

- 10.1 Meetings of the Workforce Investment Board shall be conducted according to the procedures contained in Robert's Rules of Order, Revised.

**ARTICLE XI**  
**Civil Rights**

- 11.1 The Organization shall be an Equal Opportunity Employer and shall assure that this organization and its subcontractors shall conform to applicable laws, regulations and Executive Orders applying to employment opportunities as found in the provisions of the Civil Rights Act of 1964 (amended), Americans with Disabilities Act of 1990, and all other related laws and regulations.

These By-Laws have been adopted by a resolution of the Board on this 28th day of March, attested by the Officer signature below.

James Dickerson

3-28-01

\_\_\_\_\_  
Chairman, Central Workforce Investment Board

\_\_\_\_\_  
Date

Joyce Jones

3-28-01

\_\_\_\_\_  
Secretary, Central Workforce Investment Board

\_\_\_\_\_  
Date



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**Caucus of Chief Elected Officials  
Central Region of Missouri  
BY-LAWS**

***Preamble***

WHEREAS, the counties of Audrain, Boone, Callaway, Camden, Cole, Cooper, Crawford, Dent, Gasconade, Howard, Laclede, Maries, Miller, Moniteau, Morgan, Osage, Phelps, Pulaski, and Washington have been duly constituted themselves to be the Central Region of Missouri Caucus of Chief Elected Officials.

NOW THEREFORE, the Caucus does hereby adopt the following by-laws.

**ARTICLE I  
Caucus Established**

The counties of aforementioned do hereby constitute themselves to be the Caucus of Chief Elected Officials for the purpose of Section 117 (c) (1) (B) of Public Law 105-220, the Workforce Investment Act.

**ARTICLE II  
Governance**

**A. Caucus**

The Caucus shall be governed by 19 members (herein "the Caucus"), which shall consist of the Chief Elected Officials of each of the 19 counties or his designee thereof, as provided hereinafter.

1. The Presiding Commissioner shall be the Chief Elected Official (LEO) or his designee of the 19 counties listed in the Preamble of these by-laws.
2. Any Presiding Commissioner designee must be an associate commissioner in his county. No alternates, other than county commissioners for the county represented, shall be allowed.

**B. Officers**

1. The Caucus shall meet in June and meet one month in each quarter each year thereafter to elect from its membership a chairperson and vice chairperson for a term of one year or until a successor is elected and qualified. Vacancies shall be filled by election for the remainder of the unexpired term. The Executive Director of the Central Region Workforce Investment Board (C-WIB) shall appoint a staff member to serve as the board clerk.
2. The Chairperson shall preside over meetings of the Caucus, be responsible for managing the affairs of the Caucus and serve as the

Caucus Chief Elected Official under Section 117 (c) (1) (B) of Public Law 105-220. The Chairperson shall sign all documents when authorized by the Caucus.

3. The Vice Chairperson shall perform the duties of the Chairperson in his/her absence.
4. The Clerk shall be responsible for the taking, recording, duplicating, distribution and files of all minutes of the Caucus. The Clerk shall be responsible for keeping on file all official public records and correspondence of the Caucus.

### **C. Committees**

1. The Caucus may create other committees and authorize the Chairperson to appoint same. All committees shall consist only of Caucus members.
2. All committees authorized hereunder shall report and be accountable to the Caucus.

### **D. Powers of the Caucus**

The Caucus shall exercise those powers granted to the Local Elected Officials in a consortium of local units of government under Public Law 105-220 including:

1. Appointment of the Workforce Investment Board (WIB) as authorized under Section 117 (c) of Public Law 105-220.
2. Designation of an entity to serve as a local grant sub-recipient.
3. Designation of an entity to serve as fiscal agent.
4. Entering into planning and operations procedural agreement with the WIB under Section 117 (d-i) of Public Law 105-220.
5. Selection of One Stop Operators jointly with the WIB under Section 121 (d) (1).
6. Approval of a Local Plan, jointly with the WIB, under Section 118 of Public Law 105-220.
7. Approval of a budget, developed by the WIB, for carrying out the duties of the local WIB under Section 117 of Public Law 105-220.
8. Exercise of other duties as jointly determined by the Caucus and the WIB.

## **ARTICLE III Procedural Rules**

### **A. Rules of Order**

The current edition of Robert's Rules of Order Newly Revised, shall govern the proceedings of the Caucus insofar as they do not conflict with applicable law, administrative rules, the charter agreement or these bylaws.

## **B. Quorum**

A quorum shall consist of a simple majority of the Caucus duly representing member counties.

## **C. Agreements, Plans, and Budgets**

All agreements, local plans, and budgets under Public Law 105-220 requiring Caucus approval and any amendments thereto, shall be approved by simple majority vote of the members present at a meeting of the Caucus prior to execution by the Chairperson.

## **D. Meetings**

1. The Annual meeting in June shall be the meeting at which officers are elected.
2. Quarterly meetings shall be held at the same place and date as meetings held by the WIB unless otherwise ordered by the Caucus.
3. Special meetings may be called when requested by the Chairman or any seven members in writing to the clerk at least 10 days in advance.

## **E. WIB Appointments**

1. All appointments to the WIB shall be approved by a simple majority vote of the Caucus.
2. All appointments to fill vacancies on the WIB shall be made by the Caucus for the remainder of the unexpired term as such term is defined in the by-laws of the WIB

## **F. Caucus Records**

All records of the Caucus shall be kept at the office of the WIB in the custody of the Clerk of the Caucus.

## **G. Proxies**

Absent members of the Caucus may authorize another member of such member's Commission or another member of the caucus to stand as their proxy. Such proxy authorization shall state the date of the meeting, the name of the absent member and the name of the proxy; include a notarized signature of the absent member; and shall be submitted to the Clerk of the Caucus at or prior to the meeting for which the proxy is effective. If the proxy authorization is properly executed and submitted, the proxy may act with all powers of the absent member; however, no proxy shall cast a vote on any by-law of the Caucus.

**ARTICLE IV**

- A. Amendments may be proposed to the Caucus in writing by any member. Bylaws or amendments may be adopted by the affirmative vote of a majority of the entire membership of the Caucus at any regular meeting called for that purpose.
- B. Copies of all proposed amendments shall be furnished in writing to each member of the Caucus at least fifteen (15) days prior to consideration.

The revised by-laws become effective upon approval on December 16, 2009.

## Caucus of Chief Elected Officials

Updated 1-9-13

### Central Region Workforce Investment Board

<b><u>County</u></b>	<b><u>Name</u></b>
Audrain	<b>Steve Hobbs</b>
Boone	<b>Daniel Atwill</b>
Callaway	<b>Gary Jungermann</b>
Camden	<b>Kris Franken</b>
Cole	<b>Marc Ellinger</b>
Cooper	<b>Eddie Brickner</b>
Crawford	<b>Leo Sanders</b>
Dent	<b>Darrell Skiles</b>
Gasconade	<b><del>Ron Jost</del></b> Deceased-Have not received letter from Governor appointing a new commissioner.
Howard	<b>Lowell Eaton</b>
Laclede	<b>Danny Rhoades</b>
Maries	<b>Ray Schwartze</b>
Miller	<b>Tom Wright</b>
Moniteau	<b>Kenneth Kunze</b>
Morgan	<b><del>Jay Fisher</del></b> Deceased-Have not received letter from Governor appointing a new commissioner.
Osage	<b>Dave Dudenhoeffer</b>
Phelps	<b>Randy Verkamp</b>
Pulaski	<b>Gene Newkirk</b>
Washington	<b>Marvin Wright</b>



# CHIEF LOCAL ELECTED OFFICIALS CAUCUS AGREEMENT

THIS AGREEMENT made and entered into this 31st day of May, 2011, by and between the COUNTIES of:

Audrain, Boone, Callaway, Camden, Cole, Cooper, Crawford, Dent, Gasconade, Howard, Laclede, Maries, Miller, Moniteau, Morgan, Osage, Phelps, Pulaski, Washington

in the State of Missouri.

## WITNESSETH

WHEREAS, the Chief Local Elected Officials (CLEOs) of the aforementioned counties and/or cities did previously adopt resolutions authorizing the creation of a caucus, in order to administer the provisions of Public Law 105-220, the Workforce Investment Act (hereinafter "the Act"), and

NOW, THEREFORE, in consideration of the above premises and the mutual covenants of the parties hereinafter set forth, each party acknowledges they do hereby agree to the following:

## AGREEMENT

**SECTION 1:** That the Counties of:

Audrain, Boone, Callaway, Camden, Cole, Cooper, Crawford, Dent, Gasconade, Howard, Laclede, Maries, Miller, Moniteau, Morgan, Osage, Phelps, Pulaski, Washington

do hereby constitute a caucus for the purposes of Section 117 (c)(1)(B) of Public Law 105-220, the Act.

**SECTION 2:** The Chief Local Elected Officials (Presiding Commissioners) of the local government entities in Section 1 shall constitute the Central Region Workforce Investment Region Caucus of Chief Local Elected Officials (hereinafter, the Caucus).

**SECTION 3:** The Caucus shall elect from its membership a Chairperson, a Vice-Chairperson and such other officers as may be provided in the Caucus bylaws to serve for a term of one year or until a successor is elected and qualified. Vacancies shall be filled by election for the remainder of the unexpired term. The Executive Director of CWIB shall appoint a Board Clerk.

Chairperson: (currently vacant)  
Vice-Chairperson: Kenneth Kunze  
Board Clerk (appointed by CWIB Executive Director)

**SECTION 4:** Robert's Rules of Order shall govern the procedures of the Caucus insofar as they do not conflict with applicable law or administrative rules. All actions of the Caucus shall be approved by a simple majority of all of the members, regardless of whether all of the members are present at the

meeting. If a CLEO is unable to attend a meeting, the CLEO may use proxy voting. If this method is used, the CLEO Caucus must proceed as outlined in the caucus bylaws.

Absent members of the Caucus may authorize another member of such member's Commission or another member of the caucus to stand as their proxy. Such proxy authorization shall state the date of the meeting, the name of the absent member and the name of the proxy; include a notarized signature of the absent member; and shall be submitted to the Clerk of the Caucus at or prior to the meeting for which the proxy is effective. If the proxy authorization is properly executed and submitted, the proxy may act with all powers of the absent member; however, no proxy shall cast a vote on any by-law of the Caucus or for the election of Caucus officers.

**SECTION 5:** The Caucus shall meet a minimum of four (4) times during each calendar year on a quarterly basis. The Caucus shall determine their meeting schedule. The Board Clerk shall provide meeting notices, copies of the previous meeting's minutes, and an agenda of any business to be discussed to all Caucus members at least 15 calendar days prior to the date of each meeting.

**SECTION 6:** The Caucus may adopt operational and procedural bylaws consistent with this Agreement, applicable federal and state laws and rules or regulations promulgated pursuant thereto. Bylaws or amendments thereto may be adopted by the affirmative vote of a simple majority of the members of the Caucus, provided that written copies thereof were delivered to each Caucus member at least 15 calendar days prior to the date of the meeting at which such bylaws or amendments thereto are to be considered.

**SECTION 7:** The Caucus may execute an agreement with the Local Workforce Investment Board to perform the functions of the Board under Section 117 of the Act, and the Caucus shall approve all local plans under Section 118 of the Act.

**SECTION 8:** The Caucus shall perform the following functions for Chief Local Elected Officials, as specified in Public Law 105-220, the Act:

- Serve as the local grant recipient for the region's Workforce Investment Act funds and be held liable for any misuse of such funds;
- Designate an entity to serve as a local grant sub-recipient for the funds, however, such designation shall not relieve the CLEOs of any liability for misuse of these funds, as referenced in Section 9 herein;
- Receive member nominations and make appointments of members to the Local Workforce Investment Board in accordance with State criteria, as described in Section 10 herein;
- Set policy for the local workforce investment system in partnership with the Local Workforce Investment Board;
- Develop the local plan and any modifications thereto in partnership with the Local Workforce Investment Board;
- Select the One-Stop Operator in partnership with the Local Workforce Investment Board;

- Select the service providers in partnership with the Local Workforce Investment Board;
- Conduct oversight, in partnership with the Local Workforce Investment Board, of local Youth, Adult and Dislocated Worker programs;
- Approve the budget developed by the Local Workforce Investment Board for carrying out the Board’s duties;
- Participate with the Local Workforce Investment Board in local performance negotiations;
- Appoint a Youth Council in cooperation with the Local Workforce Investment Board and coordinate workforce and youth plans and activities with such Council; and
- Perform any other duties or obligations conferred upon the Chief Local Elected Officials as designated under the Act.

**SECTION 9:** While a CLEO may designate an entity to serve as local grant sub-recipient or as local fiscal agent, such designation shall not relieve a CLEO of the liability for any misuse of grant funds. In the event of misuse of grant funds that cannot be recovered, in whole or in part, from the sub-recipient or fiscal agent responsible for the misuse, the Local Workforce Investment Board shall repay an amount equal to the amount of misused funds that cannot be recovered. Should the Local Workforce Investment Board be unable to provide funds in an amount sufficient to repay the amount of misused funds that cannot be recovered, any remaining amount of misused funds must be reimbursed by the local government entities listed in Section 1 in the manner specified below.

Any misused funds will be reimbursed through a claim on the board’s liability insurance. If the claim is not covered by the insurance, or the payment is not sufficient to reimburse the misused funds, the balance will be settled with stand-in costs.

**SECTION 10:**

The Board shall consist of persons appointed by the Presiding Commissioners of the 19 counties in the Central Region. Members shall be from areas of interest stipulated in P.L. 105-220, and in various implementing regulations developed by the US Department of Labor and the State of Missouri.

Board members are appointed for a term that shall be at least two years or until a successor is appointed. The membership shall continually maintain at least a 51% Private Sector majority. Each county within the 19 county region shall be allowed two slots on the Central Region Workforce Investment Board as agreed upon in Resolution One; in addition, there will be three “at large” private sector slots approved by the Caucus of Chief Elected Officials. The composition must include:

Labor	2 Slots
Education	2 Slots

Economic Development	2 Slots
Private At Large	3 Slots
Community-Based Org.	2 Slots
Private Sector	51% Must always be a majority of the membership

Each Mandated One-Stop Partner:

Core/Intensive Service Provider  
Wagner Peyser/TAA/UI  
Rehabilitation Services  
Veterans Services (ET only)  
Welfare  
Vocational Education  
Community Services Block Grant (ET only)  
Housing and Urban Development (ET only)  
Title V (Older American)

**SECTION 11:** The CLEO may designate an alternate representative from their local government entity to attend and participate in the Caucus meetings on the CLEO’s behalf. However, this designee shall not possess the right to vote on behalf of such CLEO, unless the proxy voting is permitted in Section 4 of this Agreement.

According to Article III, Section G, of the Central Region Caucus By-Laws:

*“Absent members of the Caucus may authorize another member of such member’s Commission or another member of the caucus to stand as their proxy. Such proxy authorization shall state the date of the meeting, the name of the absent member and the name of the proxy; include a notarized signature of the absent member; and shall be submitted to the Clerk of the Caucus at or prior to the meeting for which the proxy is effective.”*

As described above, the authorization is effective for only one meeting.


**SECTION 12:** This Agreement shall be effective when approved by each member of the Caucus through their signature. This Agreement shall expire on June 1, 2015, at which time a new Agreement shall be required.

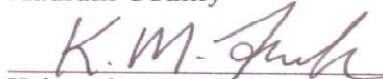
**SECTION 13:** Any amendments to this Agreement may be adopted with the concurrence of each and every member of the Caucus. The Caucus may be dissolved and this Agreement may be rescinded only with the consent of the Governor.


**SECTION 14:** The original Agreement, with complete signatures and notarized seal(s), as well as any amendments thereto, shall be submitted to the Division of Workforce Development, Attention: Performance Research Section, P.O. Box 1087, Jefferson City, Missouri 65102-1087.

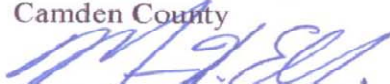
IN WITNESS WHEREOF, the parties below, through their signatures, have read and understand this Agreement and hereto have caused this Agreement to be executed by the Presiding County Commissioners (or the County Executive) of the aforementioned Counties.

 3-30-11  
Steve Hobbs (Date)  
Presiding Commissioner  
Audrain County

 3-30-2011  
Ed Robb (Date)  
Presiding Commissioner  
Boone County

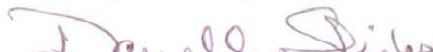
 4-27-11  
Kristopher Franken (Date)  
Presiding Commissioner  
Camden County

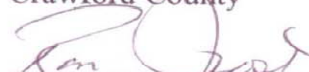
 3-30-11  
Gary Jungermann (Date)  
Presiding Commissioner  
Callaway County

 12 Apr 11  
Marc Ellinger (Date)  
Presiding Commissioner  
Cole County

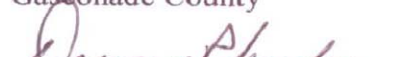
 3-30-2011  
Eddie Brickner (Date)  
Presiding Commissioner  
Cooper County

 4-6-11  
Leo Sanders (Date)  
Presiding Commissioner  
Crawford County


 3-30-11  
Darrell Skiles (Date)  
Presiding Commissioner  
Dent County

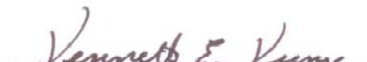
 4-5-11  
Ron Jost (Date)  
Presiding Commissioner  
Gasconade County

 3-30-11  
Lowell Eaton (Date)  
Presiding Commissioner  
Howard County

 3/30/11  
Danny Rhoades (Date)  
Presiding Commissioner  
Laclede County

 3-31-11  
Ray Schwartze (Date)  
Presiding Commissioner  
Maries County

 3/30/11  
Tom Wright (Date)  
Presiding Commissioner  
Miller County

 (Date)  
Kenneth Kunze (Date)  
Presiding Commissioner  
Moniteau County



Jay Fisher 4/7/11  
Jay Fisher (Date)  
Presiding Commissioner  
Morgan County

Randy Verkamp April 5 2011  
Randy Verkamp (Date)  
Presiding Commissioner  
Phelps County

Marvin Wright 5-30-11  
Marvin Wright (Date)  
Presiding Commissioner  
Washington County

Dave Dudenhoeffer 4/7/11  
Dave Dudenhoeffer (Date)  
Presiding Commissioner  
Osage County

Gene Newkirk 4-7-11  
Gene Newkirk (Date)  
Presiding Commissioner  
Pulaski County

ATTEST:

Jacque Moreland 3/30/11  
(Name of Witness) (Date)  
Notary Public

Include Notary Public stamp

JACQUE MORELAND  
Notary Public - State of Missouri  
My Commission Expires August 25, 2014  
Maries County  
Commission #10565604

Jacque Moreland 3/31/11

Jacque Moreland 4/5/11

Jacque Moreland 4/6/11

Jacque Moreland 4/7/11

Jacque Moreland 4/12/11

Jacque Moreland 4/27/11



**Central Region Workforce Investment Board, Inc.**  
**Conflict of Interest Policy**  
**July 25, 2012**

*The Central Region Workforce Investment Board must abide by the Workforce Investment Act of 1998, the WIA Regulations, all applicable Office of Management and Budget (OMB) circulars, state requirements in laws and rules, Office of Financial Management policies and the Missouri state WIA policies.*

*Term to Know – Conflict of Interest*

*A “conflict of interest” is a situation in which a person has an interest sufficient to influence, or appear to influence, the objective exercise of his or her official duties.*

*Ethic: It is expected that officers and members are loyal to the Central Region Workforce Investment Board, Inc. mission, and goals. Members will foster friendly and positive working relationships between volunteers and staff speaking positively of the organization to the public while maintaining confidentiality of board business as applicable. Ethical standards has the potential to lead to the success of the organization. Unethical behavior by an individual board member reflects on the board as a whole, and vicariously to the organization as a whole.*

- A. The officers and members of the Central Region Workforce Investment Board shall neither solicit nor accept gratuities, favors, or anything of monetary value from contractors/vendors or operators of the Workforce Investment system. No officer or member shall receive any bonus or additional wages due to the cost savings for the company by using the WIA program and saving the members employer or themselves money.
- B. No officer or member shall participate in the selection, award, or administration of a purchase or contract with a vendor where to his/her knowledge, any of the following has a financial interest in that purchase, contract:
  1. The officer, member or employee;
  2. Any member of their immediate family;
  3. Their partner;
  4. An organization in which any of the above is an officer, director or employee;
  5. A person or organization with whom any of the above individuals is negotiating or has any arrangement concerning prospective employment.
- C. Disclosure: Any possible conflict of interest shall be disclosed by the person or persons concerned.

**ATTACHMENT 8**  
**CONFLICT OF INTEREST POLICY**

- D. Board Action: When a conflict of interest is relevant to a matter requiring action by the Board, the interested person(s) shall call it to the attention of the Board and said person (s) shall not vote on the matter. In addition, the person(s) shall not participate in the final deliberation or decision regarding the matter under consideration and shall retire from the room during the vote of the Board. When there is a doubt as to whether a conflict exists, the matter shall be resolved by vote of the Board, excluding the person(s) concerning whose situation the doubt has arisen. That person shall not be counted in the quorum.
  
- E. Record of Conflict: The official minutes of the Board shall reflect that the conflict of interest was disclosed and the interested person(s) was (were) not present during the final discussion or vote and did not vote on the matter.

*My signature below attests that I have read and understand the Conflict of Interest Policy and have revealed any real or perceived conflict of interest as of this date. If none exists today but does reveal itself in the future I will make that known to the Board. The Board will determine the action and I will abide by the decision of the Board.*

**I \_\_\_\_\_ (Your Name) \_\_\_\_\_ (Dated) declare that I have read the above Conflict of Interest Policy for the Central Region Workforce Investment Board, Inc. and that I \_\_\_\_\_ (Have) \_\_\_\_\_ (Do Not Have) a Conflict of Interest in my role as board member.**

**In the event there is a conflict of interest please state that conflict in the space provided:**

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*\*This statement must be maintained on file with the financial officer for audit purposes.*



## Central Region

### Sub-State Monitoring Policy

Monitoring of subcontractors will be conducted annually by the CWIB Compliance and Quality Assurance Team (CQA Team) which is comprised of CWIB's Systems Coordinator, Special Projects Manager, Contracts Manager and Fiscal Officer.

#### **Programmatic Monitoring Requirements:**

CWIB CQA Team will monitor in accordance with DWD Issuances and policies pertaining to program requirements and for compliance with the terms and conditions of each contractual scope of work. Other areas that will be covered in annual monitoring include adequacy of assessment, planning of activities and services, coordination with One-Stop system partners to meet the needs of customers, and [customer outcomes](#).

Monitoring will include examination of program quality, compliance issues cited in prior state and local reviews and determination made whether corrective action taken to address those issues have proven effective.

MoPerforms Rosters will be used to provide the CQA Team with a random sampling of participant files to review to test eligibility in every funding stream. WIA Adult and Dislocated worker will be combined to provide a sampling of NGCC service delivery. The CQA Team will monitor one statistically valid sample of WIA core-only enrollments and an additional sample of Adult and Dislocated Worker participants enrolled in; Classroom Occupational Training, On-the-Job Training, Work experience/Internship, Support Services/Needs-related payments and/or any other service that results in a direct payment being made to, or on the behalf of a participant. The following sample sizes are the minimum; depending on the universe to be reviewed:

<b>Universe Sample Size</b>	
1-200	51
200-301	55
301-400	58
401-500	60
501-1000	63
1001-2000	65
2001-10000	67

At a minimum participant records will be reviewed for documentation of participant eligibility and/or priority for the programs and services received; orientation to services; orientation of the participant to his/her rights under complaint and grievance procedures; justification for the provision of Intensive or Training services; method of assessment; employment planning; Individual Training Accounts; and the appropriateness and accuracy of participant payments (i.e., supportive services and needs-related payments). Appropriate data entry and posting of outcomes, including the attainment of a degree or certificate and any supplemental employment data, will be reviewed.

The monitoring process will include questionnaires and procedures for interviewing customers, employers, trainers, Career Center staff, and will include on-site visits to subsidized employer worksites (i.e., summer youth work experiences or On-the-Job Training).

**Financial Monitoring Requirements:**

CWIB Fiscal Officer will conduct annual financial monitoring reviews (FMR) of sub-recipients to ensure fiscal integrity. The FMR will be performed to comply with Section 184(a)(4) of the WIA and Title 29 Part 95 (Institutions of Higher Education, Hospitals, and Other Non-Profit Organizations) or Title 29 Part 97 (State and Local Governments). This review will ensure the adequacy of internal controls and the reliability of the sub-recipient's financial management system as they relate to the contract. To ensure that the sub-recipient meets the terms and conditions of the contract, fiscal goal or requirements, and that amounts reported are accurate, allowable, supported by documentation and properly allocated. The FMR includes, but is not limited to, reviews of the following accounting process:

- Financial Reporting
- Internal Controls
- Source Documentation
- Cost Allocation
- Cash Management
- Interest Earned on Advances
- Program Income/Stand-in/In-Kind Costs
- Procurement

CWIB will incorporate, as needed, additional financial and programmatic monitoring policies to ensure funds intended to support stand-alone summer youth programs or other special initiatives are administered in accordance with contractual scopes of work. These policies will supplement existing monitoring duties and will be conducted during program operation to assure accountability and transparency of expenditures.

**Monitoring reports will be provided to the CWIB and CLEO, with a copy to the Subcontractor's Agency Director and Board Chair, annually and will include financial and program compliance concerns and/or findings and subcontractor and region program performance reviews.**

**MEMORANDUM OF UNDERSTANDING**  
**BETWEEN**  
**CENTRAL REGION WORKFORCE INVESTMENT BOARD**  
**AND**  
**REGIONAL COMMUNITY COLLEGES**  
**FOR**  
**ADMINISTRATION OF THE NATIONAL CAREER READINESS CERTIFICATE (NCRC)**

The purpose of this Memorandum of Understanding (MOU) is to provide the guidelines for support of the National Career Readiness Certificate (NCRC) initiative. The NCRC provides the opportunity for an individual to earn a bronze, silver, gold, or platinum certificate which indicates their proficiency in Applied Mathematics, Reading for Information, and Locating Information. This agreement is entered into between the Central Region Workforce Investment Board and regional Community Colleges. These include: East Central College, Mineral Area College, Moberly Area Community College, Ozarks Technical Community College, State Fair Community College, and St. Charles Community College.

The NCRC is a key component of the Certified Work Ready Community initiative. The Certified Work Ready Community initiative provides the following benefits to the community:

- Business and industry will know exactly what foundational skills they need for a productive workforce – and can easily communicate the required skills.
- Individuals will understand what skills are required by employers -- and how to prepare themselves for success.
- Policy makers will consistently measure the skills gap in a timely manner at the national, state, and local levels.
- Educators will close the skills gap, via tools integrated into career pathways with stackable industry-recognized credentials.
- Economic developers will use an on-demand reporting tool to market the quality of their workers.

### **Services Supported by the MOU**

At a minimum, the following services will be provided by each party as outlined below:

#### **Division of Workforce Development (DWD) and Career Center Partners**

- Complete the Welcome Team process/WIA Core enrollment by conducting a one-on-one interview to ensure the completion of the customer's jobs registration at [www.jobs.mo.gov](http://www.jobs.mo.gov) and enter the required data elements into Toolbox.
- Assist the customer in completing the KeyTrain/Career Ready 101 Quick Assessment to determine skill levels in Applied Mathematics, Locating Information and Reading for Information.
- Assist the customer in accessing the curriculum within the KeyTrain/Career Ready 101 product for remediation or skills upgrading in preparation for the WorkKeys assessment and attainment of the NCRC.
- Refer individuals to the Adult Education and Literacy (AEL) program at the respective college to access additional remediation as appropriate.
- Promote the value of the NCRC and provide information about the NCRC to individual job seekers.
- Schedule the customer for the WorkKeys assessment at the Missouri Career Center or Community College location when remediation is not needed or skill levels have been achieved.

#### **Regional Community Colleges**

- Maintain each WorkKeys referral schedule for every testing location and contact customers who are scheduled to test in order to confirm the date, time and location of the assessment.
- Comply with ACT's requirements for the testing environment and training requirements for staff to administer the assessments. (Reference: WorkKeys Test Coordinator Manual and the WorkKeys Directions for Test Administration).
- Ensure that NCRC testing staff follow the specific guidelines with respect to security and administration of the WorkKeys assessment and participate in on-going training to maintain current testing protocol.
- Participate in any other additional training that is specific to DWD policies and implementation requirements prior to proctoring Career Center paid assessments.
- Proctor the WorkKeys assessment following the established guidelines.
- Review and explain assessment results, including occupational standards and how the NCRC may be used in career planning and the attainment of employment with each examinee after testing.
- Refer for further remediation if needed to achieve the skills and certification needed to obtain career goals.
- Coordinate with DWD to ensure the National Career Readiness Certificates are printed and delivered to the customers on a timely basis.

#### **Mutual Respect of Organizational Practices**

All partners agree to respect each other's organizational practices and management structures in the provisions of services under this Memorandum of Understanding.



**Indemnification and Liability**

By executing this MOU, each party agrees to work together to deliver workforce services for employer partners and the target population. However, the entities are not legally "partners" to the extent that term encompasses joint and several liabilities. Each legal entity under the MOU is responsible for its own employees, representatives, agents and subcontractors.

**Exhibits**

Both parties may agree to develop standardized forms and applications and/or technology supported systems in order to provide the services described above.

**Agreement Time Frame**

The time frame for this agreement shall be December 1, 2012 through June 30, 2014. This agreement may be renewed for additional two year periods or a portion thereof.

**Modification Process**

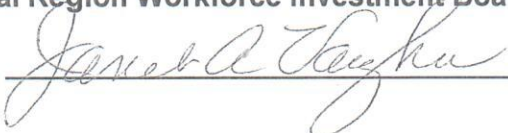
This Memorandum of Understanding constitutes the entire agreement between CWIB and regional community colleges and supersedes all prior written or oral understandings. This agreement may only be amended, supplemented, modified, or canceled by a duly executed written instrument. Parties to this agreement will comply with all applicable requirements of Federal, State, and Local laws, executive orders, regulations and policies governing this program.

**Termination:** This agreement may be terminated at any time during the period of the agreement, with or without cause, by any party with a 30 day written notice to the other parties.

**Execution:** This agreement shall become effective upon the signature of the Community College Representative.

Signatures:

**For Central Region Workforce Investment Board**

Signature: 

Date: 12-18-12

Name: Janet Vaughn

Date: \_\_\_\_\_

**For East Central College**

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: \_\_\_\_\_

Date: \_\_\_\_\_

**For Mineral Area College**

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: \_\_\_\_\_

Date: \_\_\_\_\_

**For Moberly Area Community College**

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: \_\_\_\_\_

Date: \_\_\_\_\_

**For Ozarks Technical ~~College~~ Community College**

Signature: 

Date: 1/3/13

Name: Hal L. Higdon

Date: 1/3/13

**For St. Charles Community College**

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: \_\_\_\_\_

Date: \_\_\_\_\_

**For State Fair Community College**

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: \_\_\_\_\_

Date: \_\_\_\_\_

**For Mineral Area College**

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: \_\_\_\_\_

Date: \_\_\_\_\_

**For Moberly Area Community College**

Signature: Evelyn E. Jorgenson

Date: 1/29/13

Name: Evelyn E. Jorgenson

Date: \_\_\_\_\_

**For Ozarks Technical College**

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: \_\_\_\_\_

Date: \_\_\_\_\_

**For St. Charles Community College**

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: \_\_\_\_\_

Date: \_\_\_\_\_

**For State Fair Community College**

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: \_\_\_\_\_

Date: \_\_\_\_\_

**Indemnification and Liability**

By executing this MOU, each party agrees to work together to deliver workforce services for employer partners and the target population. However, the entities are not legally "partners" to the extent that term encompasses joint and several liabilities. Each legal entity under the MOU is responsible for its own employees, representatives, agents and subcontractors.

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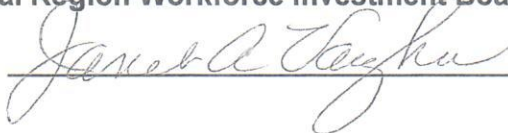
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**Execution:** This agreement shall become effective upon the signature of the Community College Representative.

Signatures:

**For Central Region Workforce Investment Board**


Signature: 

Date: 12-18-12

Name: Janet Vaughn

Date: \_\_\_\_\_

**For East Central College**

Signature: 

Date: 1/2/12

Name: JON BAUER

Date: \_\_\_\_\_



## Youth Council Contacts

Joyce Jones – Community Based Organization  
102 N. Jackson  
Salem, MO 65560  
573-729-7380  
[Joyce.bennett.jones@gmail.com](mailto:Joyce.bennett.jones@gmail.com)

**Parent of Youth - Vacant**

Larry Purdy - DYS  
Division of Youth Services  
1716 Four Seasons Drive  
Jefferson City, MO 65101  
573-526-5434  
[Larry.Purdy@dss.mo.gov](mailto:Larry.Purdy@dss.mo.gov)

Debbie Atkinson - Job Corps  
Job Corps  
514 E. High Street  
Jefferson City, MO 65101  
877-261-8580  
[Atkinson.Deborah@jobcorps.org](mailto:Atkinson.Deborah@jobcorps.org)

**Juvenile Justice - Vacant**

Steve Gray - Youth Service Provider  
Alternative Opportunities, Inc.  
1111 S. Glenstone Ave. Ste. 2-100  
Springfield, MO 65804  
417-321-2665  
[Sgray@aoinc.org](mailto:Sgray@aoinc.org)

**WIA Eligible Youth - Vacant**

Patrick Kelly - Education  
Missouri American Water Co.  
506 Southwestern  
Mexico, MO 65265  
573-581-9389  
[patrick.kelly@amwater.com](mailto:patrick.kelly@amwater.com)

Robyn Smith - Voc Rehab  
Vocational Rehabilitation  
P.O. Box 550  
Rolla, MO 65401  
800-890-2867  
800-737-4145  
[robyn.smith@vr.dese.mo.gov](mailto:robyn.smith@vr.dese.mo.gov)

Sharon Gibson - Education  
Parents as Teachers  
12733 State Highway 185  
Potosi, MO 63664  
573-436-9676 W  
573-438-2223 ext. 4  
[sgibson@mail.potosi.k12.mo.us](mailto:sgibson@mail.potosi.k12.mo.us)

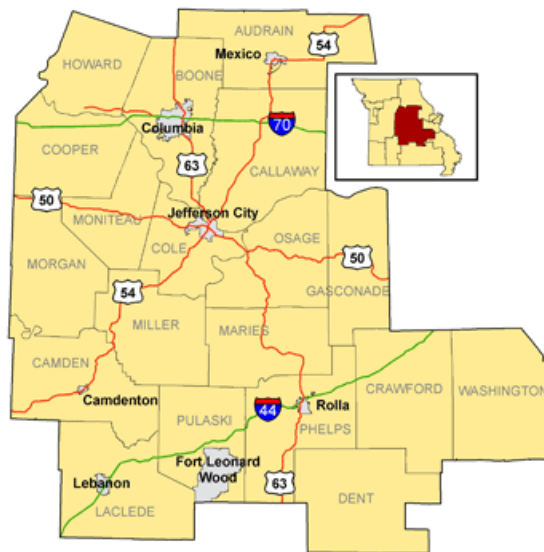
Dewey Thompson - Education  
Missouri Training Institute  
UMC – College of Business  
304 Cornell Hall  
Columbia, MO 65211  
573-882-2861  
[thompsonde@missouri.edu](mailto:thompsonde@missouri.edu)

David Miller - Housing Authority  
Missouri Ozarks Community Action Inc.  
P.O. Box 69 Richland,  
MO 65556  
[dmiller@mocacaa.org](mailto:dmiller@mocacaa.org)



*Central Region Workforce Investment Board, Inc.*

## BUSINESS SERVICE PLAN



# BUSINESS SERVICE TEAM

The Business Service Team is comprised of Business Service Representatives, an Employer Service Representative, Veterans Representatives, and Job Developers. They work together to ensure services are provided to meet the needs of businesses and job seekers in the Central Region.

## FUNCTIONAL RESPONSIBILITIES

- Develops and maintains long-term relationships with local businesses by assisting businesses in locating appropriate resources and by acting as a liaison to Career Center partners so they will consult the Career Centers to meet their workforce development needs.
- Work with the Community Relations Team to create informational materials and plans media events so employers become knowledgeable about agency services. This includes special events, brochures, flyers, speeches, job fair booths, mailings, newsletters, press releases, electronic media messages, competitive information sheets, customer satisfaction testimonials.
- Works with local Rapid Response Coordinator in Central Region to assist businesses experiencing layoff or downsizing by providing information on Rapid Response assistance in conjunction with the state Rapid Response team when appropriate.
- Answers employers' questions on current programs, policies, procedures, rules and regulations pertaining to the operations of programs so that employers have a single point of contact to obtain correct information.
- Maintains a database containing information on area employers so that the employee is better prepared to meet their needs.
- Serves as a job development resource for Workforce Development Specialists in various programs to offer career coaching, resume review, and general employment training.
- Develops relationships with area employers to secure exclusive hiring arrangements.
- Markets On-the-Job Training (OJT) contracts as assigned.
- Develops relationships with the local, county and state economic development authorities in order to provide primary and timely services to new or changing employers located in the area.
- Travels to a variety of off-site locations to meet with area employers, local Chamber of Commerce, and attend job fairs.

## QUALIFICATIONS:

- Generally requires a Bachelor's Degree in Social Work, Guidance & Counseling, Sociology, Psychology, Human Resources, or related disciplines or year for year experience in workforce development.

- Ability to work with Computer software including but not limited to Microsoft Office and a data entry system Professional experience in working to help people with barriers to employment
- Ability to accurately enter records into a information management system
- Strong customer service and interpersonal skills
- Excellent verbal and written communication skills
- Ability to work both independently and as part of a team
- Understanding and Experience in the general methods, principles and practices of public relations and marketing
- Knowledge of social, economic and labor market conditions affecting the Central Region of Workforce Development and area employers

### EMPLOYER SERVICES REPRESENTATIVE

With the change over to the Next Generation Career Centers (NGCC) approach, the position of Employer Services Representative was instituted specifically to the task of handling job orders. Like the BSRs, the Employer Services Representative is considered a part of the Job Getting Team.

### FUNCTIONAL RESPONSIBILITIES:

- Develops relationships with area employers to secure exclusive hiring arrangements
- Solicit job orders from employers
- Accept job order information from Business Services Representatives and other staff within the Career Center.
- Enter all job orders received in jobs.mo.gov within 24 hours of receipt.
- Conduct a matching search on all job orders entered, placing a reasonable amount of call-ins to the best qualified applicants
- Review job order for number of referrals 72 hours after entering in the system
- Follow up with employers to confirm that they are receiving the quantity and quality of applicants that they desired
- Adjust job order if employer is not satisfied with referrals
- Close job orders when the position has been filled or at the employers request
- Create new worksite as required

### QUALIFICATIONS:

- Generally requires a Bachelor's Degree in Social Work, Guidance & Counseling, Sociology, Psychology, Human Resources, or related disciplines or year for year experience in workforce development

- Ability to work with Computer software including but not limited to Microsoft Office and a data entry system
- Professional experience in working to help people with barriers to employment
- Ability to accurately enter records into a information management system=
- Strong customer service and interpersonal skills
- Excellent verbal and written communication skills
- Ability to work both independently and as part of a team
- Understanding and experience in the general methods, principles and practices of public relations and marketing

## VETERAN REPRESENTATIVES

### FUNCTIONAL RESPONSIBILITIES:

Local Veteran's Employment Representatives are part of the Business team. They conduct outreach to employers in the area to assist veterans in gaining employment and facilitate employment, training, and placement services furnished to veterans under the applicable State employment service delivery systems.

#### FUNCTIONAL RESPONSIBILITIES:

- **Planning and participating in job and career fairs;**
- **Conducting employer outreach;**
- **In conjunction with employers, conducting job searches and workshops, and establishing job search groups;**
- **Coordinating with unions, apprenticeship programs and businesses or business organizations to promote and secure employment and training programs for veterans;**
- **Informing Federal contractors of the process to recruit qualified veterans;**
- **Promoting credentialing and licensing opportunities for veterans; and**
- **Coordinating and participating with other business outreach efforts.**

## JOB DEVELOPERS

There are currently two youth job developers who work with area business create and facilitate linkages between the Career Center Staff and the designated regional business community while focusing on job placements for persons served.

### FUNCTIONAL RESPONSIBILITIES:

- Work closely with the business community identifying the employment opportunities and training needs of their applicants.
- Identify, enhance and/or facilitate the development of training programs designed to advance the vocational skills of persons served.
- Work with training institutions to facilitate ongoing training consistent with career pathways model.
- Work closely with business community and the WIB Business Industry Representative to create services that support the career pathways model of job placement.
- Be knowledgeable of program performance measures and the impact of proper placement, onsite support and customer/employer satisfaction levels.
- Be fiscally responsible following all company, state and federal guidelines, policies and procedures.
- Manage and direct appropriate On-the-Job Training (OJT) and/or Work Experience Programs (WEP) which may include development of appropriate sites with employers.
- Provide information toward the successful utilization of transferable skills analysis, informational interviews, formal and informal assessment tools and on site workshops.
- Demonstrate a presence throughout the designated region/county on a regular basis.
- Demonstrate knowledge of metropolitan and rural areas within the designated region through communication and resources.
- Provide open, direct and frequent communication with all co-workers, supervisors and One Stop partners regarding program activities.
- May provide and instruct Pre-Employment Skills (PreEmpS) training as needed and/or required.
- Serve as a member of local business services team to ensure integrated services to employers
- Participate in public relations activities as required.
- Attend required trainings.

**QUALIFICATIONS:**

- To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required
- Generally requires a minimum of high school diploma or general education degree (GED) required, four year college degree preferred.
- Ability to speak effectively before groups.
- Good organizational skills, time management skills and ability to prioritize.
- Good written and oral communication skills.
- Must be able to accept and follow oral and written instructions and materials.
- Awareness of need for confidentiality, professional ethics and code of conduct.
- Maintains a positive attitude in the work environment.
- Must pass a background check to include criminal record, driving record and abuse/neglect.
- Ability to travel throughout the designated area within the Region.

# COORDINATION

The Business Service Team coordinates efforts to avoid duplication and ensure that services are provided to businesses throughout the Region.

## TEAM MEETINGS

The Business Service Team will have regularly scheduled meetings every Friday morning between 8:00 am – 9:00 am. On the first Friday of every month, the Business Service Team will participate in an All-Staff meeting to share business information with the entire Career Center staff. The Business Service team will also meet with the Jobs Team once a month to collaborate with them on On-the-

Job-Trainings (OJTs), Work Ready Missouri (WRM), Rapid Response, National Career Readiness Certificates (NCRC), and any other business related activities they are involved with as it relates to the Jobs team. The remaining two Fridays, the Business Service Team will meet to coordinate and discuss current business activities.

## AREA DESIGNATIONS

The Business Service team members have divided their business outreach assignments to minimize duplication of efforts.

## COMMUNICATION

The Business Service Team will collaborate and work as a team to provide Career Center services to the business community. The Team will utilize Toolbox, the state electronic data management system, to record all communications that have transpired between themselves and businesses who are currently entered into this statewide data base. Members of the team will also communicate verbally, by email and in person, as appropriate, to discuss business communications that cannot be entered into Toolbox.



# VISIBILITY

The Business Service Team will maintain visibility throughout the Region, State, and within the Career Center. This can be accomplished through attendance at events, participation in activities, and memberships.

## ATTENDANCE

Each of the BSRs will frequently attend designated Chamber meetings and events, local and state economic development events, and special events for area business (i.e. grand openings, anniversaries, etc.)

## PARTICIPATION IN ACTIVITIES

Business Services Team members will participate in Career Center job fairs, Veteran Fairs, and Career Mornings. Members will also participate in local events such as the Chamber's Business Expo and other events that will provide opportunities to meet with businesses in order to connect employers with a skilled workforce.

## MEMBERSHIPS

Business Service Representatives will maintain professional memberships such as the National Workforce Development Professionals, Missouri Association of Workforce Development Professionals. Members will seek approval before joining any professional organization as the BSR for Missouri Career Center.

# OUTREACH

The BST will perform outreach efforts to business to include Rapid Response, On-The-Job-Training (OJT), Work Ready Missouri, the Work Experience Program (WEP), (CWEP), and Migrant Farm Workers.

## RAPID RESPONSE

- The Rapid Response (RR) Coordinator will conduct all other aspects revolving around a proposed layoff/closure as outlined in the Central Region Plan of Service. Areas of responsibility include, but are not limited to:
- Making initial contact with the company.
- Arranging informational meetings for affected.
- Contacting the Division of Workforce Development Rapid Response Coordinator at DWD Central Office in Jefferson City to inform them of any scheduled RR meetings.
- Contacting the Missouri State Labor Council representative, if the affected employees are represented by a Union, to inform them of any RR meetings.
- Establishing contact with community agencies, employers, chambers of commerce and other social services organizations in the local area.
- Compiling and submitting a monthly report DWD
- Collecting individual worker information from the standardized form from the State Rapid Response Registration at all Rapid Response meetings.
- Providing follow-up services to all laid-off workers following employee informational meetings

## OJT

The Business Services Team is responsible for marketing and development of On-the-Job-Training (OJT) contracts. The Team has been trained in OJT requirements and has developed marketing strategies to make sure local employers are aware of OJT.

The structured On-the-Job Training model is marketed to businesses as a tool that will lower their organization's costs and increase productivity and profitability.

On-The-Job Training is effective because it draws on the expertise of experienced personnel and uses in-house tools and equipment as well as takes advantage of a highly skilled available workforce.

## WORK READY MISSOURI

Work Ready Missouri is a training program that assists businesses to train potential employees who are currently receiving unemployment benefits. The training lasts up to six weeks for 24 hours a week at no cost to the employer, neither in wages nor worker's compensation.

## WEP

The Work Experience Program is a paid internship designed to establish a work history for youth. It provides employers an opportunity to train, coach, and assess potential employees at no cost, while the youth develops skills necessary to be successful in the work force.

## SHOW ME HEROES

In 2010, the Governor initiated "Show Me Heroes", a campaign that encourages employers to hire veterans. With this program, employers are asked to sign a pledge that they will consider hiring a veteran if a position becomes available at their business. Business Service Veteran Representatives will continue to make contact with area business to promote and explain the program.

## MIGRANT FARM WORKERS

The National Farmwork Jobs Program (NFJP) is a nationally-directed program of job training and employment assistance for migrant and seasonal farm workers (MSFWs). It is authorized to count the impact of chronic unemployment and underemployment experienced by MSFWs who depend primarily on jobs in agricultural labor. The Business Service Team will remain alert to the problems faced by migrant farm workers by conduct outreach to area agricultural businesses.

# SERVICES

The Business Services Team will ensure that area businesses are made aware of the various services afforded to them through the Missouri Career Center's Product Box.

## RECRUITMENT

### JOB CLUB

Job Clubs offers the opportunity to learn the benefits of effective networking and how these interpersonal resources and contacts can lead to a new job.

### JOB FAIRS/CAREER MORNINGS

Job Fairs/Career Mornings are held several times a year at the Missouri Career Center allowing businesses the opportunity to meet face-to-face with a qualified workforce.

### APPLICATION SCREENING

Career Center staff will pre-screen job seekers according to the business's criteria and process according to their instructions.

### BUSINESS SERVICE CENTER

Businesses are offered the use of a private conference room to conduct interviews with potential employees. The center is equipped with a computer, printer/scanner, internet access, and telephone.

## PRE-EMPLOYMENT TESTING

The Assessment Center at Central Region Career Centers provides testing services for area businesses and individuals seeking to learn their skill level.

### OFFICE TESTING

Job readiness skills tests are available including the Office Proficiency Assessment and Certificate (OPAC) program, which contains over 40 tests that measure clerical skills and software applications. We also offer Test of Adult Basic Education (TABE), which determines skill levels in reading, mathematics, and language.

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## NATIONAL CAREER READINESS CERTIFICATE

The National Career Readiness Certificate validates job applicants' skill levels in areas deemed most important by employers (locating information, reading for information, and applied mathematics.) These assessments have proven to help businesses reduce turnover, increase ROI, and improve productivity.

## TRAINING

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### INCREASING SKILLS OF WORKERS

The Region seeks funding opportunities and partnerships with area businesses to provide opportunities to increase the skills of current employees. The Mobile Career Center was used in the fall of 2010 to provide a computer classroom setting to an area business that sought to provide training to current staff.

## INFORMATION

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### LABOR MARKET INFORMATION

Labor Market Information (LMI) is a resource to businesses that can be obtained from the Department of Labor and Missouri Economic Research and Information Center (MERIC). Information regarding wages, demographics, occupational studies, workforce trends etc. is available that will allow business to plan for the future.

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### TAX INCENTIVES

Information and assistance in completing the Work Opportunity Tax Credit forms for qualified new hires is provided.

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### FEDERAL BONDING

Information on liability coverage is provided to employers who may potentially hire at-risk individuals.

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### REGULATORY COMPLIANCE

Information is provided to businesses regarding employment laws.

# GOALS & OBJECTIVES

## KEY INDUSTRY CLUSTERS

The Central Region Workforce Investment Board recognizes the following key six industry clusters for the Region: Health Care, Construction, Biotechnology, Transportation, Advanced Manufacturing, and Hospitality. The Business Service Team's efforts in the Region allow them the opportunity to gauge the economic climate for business needs. In turn, the Business Service Team can make recommendations to the Workforce Investment Board.

### INCREASE AWARENESS OF BUSINESS SERVICE ACTIVITIES

The Business Service Team has implemented a weekly informational email that is distributed to all Career Center staff. Team members contribute information to the email regarding new businesses, jobs, initiatives, training programs and other activities occurring in the business community. Since all staff may not be in attendance during the weekly/monthly meetings to receive the information firsthand, the weekly email will be available as a recap and will serve as a reference for staff to refer to if needed.

### INCREASE USAGE OF BUSINESS SERVICE CENTER

The Business Service Center was designed to increase business usage of the Career Center as a place to recruit and/or conduct interviews for potential employees. The Business Service Team will focus marketing efforts on bringing more businesses into the Career Center and utilizing the Business Service Center for its intended purpose. By introducing businesses to this service, we anticipate an increase in the usage of other business services in the future. It may also lead to word-of-mouth marketing of the Business Service Center by businesses themselves, thereby increasing overall business usage of the Center and other business services as well. We will track all business usage of the Business Service Center and share the information in our informational email on a monthly basis.

### INCREASE BUSINESS PARTICIPATION IN JOB FAIRS

The Business Service Team will take a more active role in recruiting businesses for job fairs/Career Mornings held at the Career Center. We have proposed offering two job fairs per year—one in the spring and one in the fall—focusing on a crosssector of industries and open to all job seekers. The fall job fair will also be coordinated with the veteran's representatives to include "veteran friendly" employers and encourage veteran job seekers to attend. The team will also coordinate a "seasonal employment" job fair for those businesses who typically hire seasonal help for the holiday season. This job fair will be held after hours at the Career Center in order to attract those job seekers who may want to pursue a second job during the holidays. All of these job fairs will be coordinated with the Community Relations Team.

# CONTINUOUS IMPROVEMENT REVIEW

## SURVEYS

In cooperation with the Central Region's Workforce Investment Board (WIB) Marketing Committee and the Missouri Employer Committee (MEC), the Business Service Team will continue to utilize surveys to collect feedback from businesses regarding their recruiting, hiring, and training needs. This would also include Customer Satisfaction surveys. Survey data will be evaluated and the results, along with a course of action, will be presented to the Leadership Team for consideration. If needed, subcommittees will be formed to further carry out the agreed upon course of action, and will involve all appropriate Career Center partners.

## FOLLOW-UP WITH BUSINESS

The Business Service Team will make appropriate follow-up on business concerns in a timely fashion. Phone calls and emails will be answered within 24-48 hours of receipt during the normal work week. Team members will utilize appropriate out-of-office replies on their emails and voice mail system while away from the office for extended periods of time, directing businesses to other office personnel for assistance.

## TEAM APPROACH

The Business Service Team will communicate and work together as a team in delivering business services throughout the Region. Communication is essential to avoid duplicating its efforts and to cross-promote all Career Center business services. It will be imperative for all team members to have a working knowledge of all of these services in order to meet business needs and to refer businesses appropriately.

## SUMMARY

This Plan is considered a foundation for Business Services for the Central Region that will evolve to correlate with changes within the Region. The Business Service Team will strive to educate the business sector on services available, while gathering information that will allow the Region to anticipate needs of the future.



## CONSORTIUM PARTNER MEMORANDUM OF UNDERSTANDING

between

*Ozarks Technical Community College,*

and

*The Central Region Workforce Investment Board, Incorporated*

Ozarks Technical Community College, as a sub-grant recipient for the MoHealthWINS consortium among 13 colleges in the state of Missouri, has been awarded federal funds from the *Trade Adjustment Assistance Community College and Career Training (TAACCCT) Grants Program* (CFDA # 17.282) under the authority of the Health Care and Education Reconciliation Act of 2010 through:

Grant Agreement #TC-22499-11-60-A-29

The federal awarding agency is the Department of Labor, Employment and Training Administration.

The Period of Performance is October 1, 2011 through September 30, 2014.

This consortium partner memorandum of understanding is by and between the undersigned Executive Director of the Central Region Workforce Investment Board Incorporated, hereafter referred to as CWIB; and the chief executive of Ozarks Technical Community College, hereafter referred to the *Consortium College*.

For the purpose of clarity, potential enrollees of the Missouri Healthcare Workforce Innovation Network grant, hereafter referred to as MoHealthWINS will be referred to as “*Grant Participants*”.

The CWIB and the Consortium College through joint collaboration have developed this agreement reflecting and pledging continued support of the MoHealthWINS grant initiative.

This MOU will serve as the regional workforce network ensuring an integrated workforce delivery system targeting potential Grant Participants including:

- Trade Act Assistance participants and dislocated workers
- Low skilled unemployed and underemployed job seekers who have successfully completed eligibility for the Workforce Investment Act (WIA) ⚙<sup>1</sup>

### **Purpose of the MOU**

In support of this statewide grant initiative Missouri’s fourteen Local Workforce Investment Boards (LWIB), and the public 2 year institutions, a consortium of Missouri’s public community colleges, entered into a consortium Memorandum of Agreement (MOA) to jointly enhance support for the career training and job placement of workers eligible under the TAACCCT Grant MoHealthWINS Program as well as other disadvantaged job seekers that may benefit from the grant efforts. This MOU will serve to

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<sup>1</sup> Throughout this document, this symbol (⚙) indicates the DOL Gold Standard Evaluation is applicable. The GSE is explained on page 4.

describe each party's role of services provided to the grant target population within each of their service areas.

## **Goal and Priorities**

MoHealthWINS supports the development of innovative approaches to address current and future workforce needs in the health services/sciences industry. As a consortium, Missouri's community colleges will serve the diverse workforce needs of the state and its citizens.

Consortium Colleges will work together to:

1. Collaborate on program design, including the development of new curriculum and course redesign
2. Improve efficiency by eliminating redundancies and sharing best practices
3. Improve results by developing and implementing new and innovative approaches
4. Connect target populations to educational opportunities, which support employment opportunities in the State's growing health care industry

Missouri's community colleges will introduce significant changes in the way they support adult student success by focusing on the follow four priorities:

1. Priority 1: Accelerate Progress for Low-Skilled and Other Workers. Strategies: MoHealthWINS will develop a healthcare portal that will assess and develop participants' skills, restructure courses into modular formats, and enhance relationships between colleges and the public workforce system.
2. Priority 2: Improve Retention and Achievement Rates and/or Reduce Time to Completion. Strategies: MoHealthWINS will integrate basic academics into contextualized modules and provide supplemental instruction, develop intensive student services interventions, and support articulation of credit for coursework and work experience.
3. Priority 3: Build Programs that Meet Industry Needs. Strategies: MoHealthWINS will focus efforts on industry needs through the development of learning communities, employer engagement, internships, and leveraging tuition assistance programs to implement "learn and earn" opportunities.
4. Priority 4: Strengthen Online and Technology-Enabled Learning. Strategies: MoHealthWINS will develop hybrid, technology-enabled programs, including strategies to help become a successful online learner and digital literacy courses.

## **Services Supported by the MOU**

At a minimum, the following services will be provided by each party as described below:

- The Consortium College will deliver basic and technical skill training to the Grant Participants. Programs included in the MoHealthWINS course of study will include:
  - Course of Study:
  - Target populations:



The Consortium College will use the public workforce system to recruit job seekers for grant-related training and other programs so that they can better utilize the revised curriculum provided through the efforts of the MoHealthWINS grant as well as outreach to the identified targeted populations to offer skills enhancement opportunities.

CWIB and the Consortium College will jointly set up and serve on a regional advisory committee(s), along with representatives from other state agencies and industry leaders, to ensure the timely execution of deliverables and to support curriculum design that uses identified best practices and improvements outlined in the MoHealthWINS grant initiative.

- CWIB and the Consortium College will partner on education and outreach materials and efforts.
- CWIB and the Consortium College will ensure “orientation” is provided to potential Grant Participants to explain the MoHealthWINS grant and training opportunity.
- CWIB ensure Grant Participants receive WIA Intensive services to determine WIA eligibility.
- CWIB will ensure TAA recipients, low-skilled unemployed and underemployed WIA participants expressing interest in the MoHealthWINS occupations are referred to the college for enrollment consideration. ✪
- Applicable MoHealthWINS courses of study will be provided tuition free by the Consortium College.
- Grant Participants attending MoHealthWINS courses will be responsible for all College fees and textbooks.
- WIA Support Services may be considered as an option for payment providing the Grant Participant has met WIA eligibility and funding is available.

Through joint collaboration CWIB and the Consortium College have developed a regional referral process to identify potential Grant Participants and ensure placement performance.

- Potential Grant Participants may access MoHealthWINS information at the Consortium College or at a Central Region Missouri Career Center.
- An Individual Training Account (ITA) form will be available at both points of contact (*See Attachment I*).
- Potential Grant Participants will be given the ITA to take to the appropriate registration/enrollment source:
  - **If first point of contact** is the Consortium College, the college will complete required assessment necessary for enrollment consideration. If the potential Grant Participant is selected for enrollment, college staff will complete applicable sections on the ITA form and refer the potential Grant Participant to a Central Region Missouri Career Center for WIA Intensive services (WIA eligibility).
  - **If the first point of contact** is the Missouri Career Center, staff at the Career Center will provide WIA Staff Assisted services to complete Career Center Membership necessary for job placement and Intensive services to determine WIA eligibility for potential enrollment in a WIA program. Staff will complete

applicable on the ITA form and refer the potential Grant Participant to the Consortium College for enrollment consideration. 🌟

- The original ITA form will be retained by the Missouri Career Center in the participant's documentation file.
- A copy of the completed ITA form will be provided to the Consortium College for audit/monitoring purposes.

### **Identification of participants**

As described above in the referral process, the Consortium College and CWIB will be jointly responsible for recruitment and identification of participants. This will ensure more than one point of contact is available to access information and apply for MoHealthWINS grant participation.

### **Access to WIA Core services 🌟**

The referral process described above ensures Grant Participants access WIA Core services prior to the first date of participation in MoHealthWINS grant course of study. Completion of the ITA form will document receipt of WIA Core services.

The Central Region is currently involved in a five year evaluation conducted by the Department of Labor (DOL). This DOL Gold Standard Evaluation directly affects WIA enrollment at the Intensive level of service. The following steps must be followed when enrolling:

1. Grant Participants will complete Career Center Membership at a Central Region Missouri Career Center. Membership completion automatically places the participant in WIA Staff Assisted Core Services.
2. Staff will assist the Grant Participant in completing WIA eligibility to determine if the participant is eligible for WIA Intensive level services.
3. Grant Participants who meet WIA eligibility for WIA Intensive services will be assisted in completing the DOL Gold Standard Evaluation (GSE) process.
4. Grant Participants who meet GSE eligibility will be placed in the GSE system for random group assignment.
5. GSE randomly assigns the participant in one of three groups:

**Group 1:** Core Services only: limits the customer to receive Core services only, for 15 months from the date of GSE eligibility.

**Group 2:** Core and Intensive Services only: limits the customer to receive Core and Intensive services only, for 15 months from the date of the GSE eligibility.

**Group 3:** Full WIA Services may be provided.

Missouri Career Center Skills Team staff will enroll the Grant Participant in WIA activities based on GSE group assignment. *See Attachment II for a list of services for each group.*



## **Participant Referral Process**

The Consortium College will ensure each Grant Participant receives orientation describing the goals and objectives of the program.

The Consortium College will provide a copy of the signed and dated orientation form confirming the participant's receipt of orientation to the Missouri Career Center. This signed form will be retained in the Grant Participant's documentation file at the Missouri Career Center.

The Consortium College will provide a "Policy Manual" to each Grant Participant explaining school policy regarding attendance, expectations, and other school rules and regulations.

Missouri Career Center staff will provide orientation to WIA eligible Grant Participants explaining WIA requirements necessary to meet program compliance.

CWIB will monitor the monthly performance, progress and attendance of Grant Participants.

Each Grant Participant will receive a printed Progress and Attendance form (one for each month of participation). The P&A form will be used to document daily attendance and evaluate performance.

MoHealthWINs grant Instructors will be required to complete the performance evaluation on the P&A form and verify the daily attendance.

The Grant Participant will be responsible for obtaining the Instructor's signature on the P&A form each month and ensuring the completed and signed form is submitted to Missouri Career Center no later than the 15<sup>th</sup> of each month.

Missouri Career Center staff will maintain contact (bi-monthly) with the Consortium College to discuss performance and progress of the Grant Participants.

Information reported by the MoHealthWINs grant Instructors will be discussed. Grant Participants performing below the acceptable minimum standard (Grade Level C) will be contacted by the college and scheduled for consultation.

During consultation, the Missouri Career Center staff and the authorized representative of the Consortium College will assist the Grant Participant in developing a plan of action, which may include tutoring/remediation to increase performance levels.

When barriers are identified during the monthly performance evaluation, the Grant Participant will receive counseling provided by the Missouri Career Center staff in an effort to resolve the barrier through

referral to resources, which may include referral to WIA Support Services if the Grant Participant has been determined eligible for WIA Intensive level service.

Referrals to resources will be documented in the Missouri Career Center Toolbox system, which will be used to track compliance. Toolbox documentation will be accomplished as follows:

Grant Participants meeting WIA eligibility will be enrolled in Toolbox Intensive and Training services.

WIA services will be documented in the Toolbox Individual Employment Plan, including the type of referral, the resource and the applicable dollar amount provided. Hard copy documentation will be retained in the Grant Participant's documentation file at the Missouri Career Center.

Grant Participants who do not meet WIA eligibility will be referred to non-WIA resources to receive assistance. The referral will be documented in the Toolbox system at the WIA Core service level.

Service Notes will be entered in the Grant Participants Toolbox file describing the reason for the service, the service/resource provided and how the service/resource will resolve the barrier.

### **Regional Eligibility Process**

Grant Participants will complete WIA eligibility at the Missouri Career Center. The attached table provides a detailed description of who will be responsible for the eligibility process and assessments needed for enrollment. *See Attachment III.*

### **Intensive Services**

CWIB will ensure that Grant Participants are considered for WIA Intensive services. Intensive services will be provided at the Missouri Career Center and may include:

- WIA eligibility determination
- Development of a full Individual Employment Plan
- Comprehensive Assessment (if not provided by the Consortium College)
- Individual counseling and guidance
- Assisted Job Search
- Consideration for Support Services to support Training

### **Support Services**

CWIB has an established Support Services Policy that dictates how Support Services may be delivered. Grant Participants in need of Support Services will be assisted by the Missouri Career Center Skills Team. Staff will complete the "Financial Needs" determination in Toolbox, which will list all current family earned income received in the Grant Participant's household. Household expenses will be considered and deducted from the income total. Grant Participants who are not meeting expenses or are within a deficit range of meeting expenses may be considered for Support Services. Staff will assist the



Grant Participant in completing a Support Services Request form. The form will document what is being requested; why the request is necessary and how it will benefit the Grant Participant in completing Training and entering employment. The form will also document all non-WIA resources that may be available to assist with this need and the total dollar amount of all previous WIA Support Services provided, if applicable. The Functional Leader at the Missouri Career Center must authorize payment of Support Services prior to release of funding.

Grant Participants requesting transportation assistance must complete and sign a Travel Reimbursement form, documenting where the travel started and ended and attach to the Support Service Request form. A Map Quest printout confirming the travel distance must be attached to the travel form.

Grant Participants requesting Childcare assistance must provide the name address and contact information of the Childcare provider. The provider must agree to submit monthly invoices to the Missouri Career Center with daily attendance records attached. Payment will only be issued for days the Grant Participant was in attendance at Consortium College.

WIA Support Services are limited to WIA budget availability and are not guaranteed. WIA Support Services will only be considered as a last resort for with all other non-WIA resources exhausted or unavailable prior to authorization of payment. A copy of the Central Region Support Services Policy and related forms are attached. *See Attachment IV.*

### **Enrolling Participants**

Missouri Career Center Skills Team staff will be responsible for Toolbox enrollment to document WIA activities.

The Consortium College will be responsible for enrollment in the college system data base to document MoHealthWINs grant assignment.

Consortium College shall not enroll more than more than 5% of participants who are Basic Skills Deficient, and those enrollments require the approval of the CWIB Executive Director. A Basic Skills Deficient participant is defined as testing below an EFL of 6 (8.9).

Counselors located at the Consortium College providing direct service to Grant Participants will collaborate with Missouri Career Center staff to discuss progress, attendance and barriers affecting the Grant Participant's training performance. Grant Participants will be asked to sign a "Confidentiality Waiver" during intake at the Missouri Career Center allowing this type of discussion to occur with or without the Grant Participant being present. All information including details of the discussion will be retained as confidential information. Missouri Career Center staff will enter Service Notes in Toolbox documenting the discussions each time they occur. Information from Service Notes is considered confidential and will only be released with written consent from the Grant Participant. *See Attachment V.*

### **Coordination of Participant Reports and Updates**

The "Confidentiality Waiver" described above will allow Missouri Career Center staff to discuss the Grant Participant's performance with the Consortium College. Details of these discussions will be entered in Toolbox by Missouri Career Center staff.

Grant Participants will be required to complete monthly Progress and Attendance forms (*See Attachment VI*) documenting daily attendance and performance. Instructors/Counselor of the Consortium College who is familiar with the Grant Participant's performance must complete the evaluation section of the

P&A form. These forms must be submitted to the Missouri Career Center by the 15<sup>th</sup> of each month. Missouri Career Center staff will review the P&A form to determine if the participant is meeting attendance policy and if the evaluation is positive. If there is evidence of deficiency, Missouri Career Center staff will contact the Consortium College to schedule a meeting.

This MOU requires the Consortium College to report deficiencies in the Grant Participant's performance *prior to* placing the Grant Participant on probation or dismissing the Grant Participant from the program. When significant deficiency is evident, the Grant Participant will be requested to attend a meeting at the Consortium College to discuss the deficiency with representatives of the Consortium College, and the Missouri Career Center staff. All resources will be considered including non-WIA resources, WIA Support Services, tutoring and MoHealthWINs grant resources to assist the Grant Participant in overcoming the deficiency.

Missouri Career Center staff will document the current status of the Grant Participant each month in Toolbox Service Notes. Service Notes will be updated at minimum every 30 days and may occur more frequently depending on individual circumstances.

Quarterly reports required to document performance of the MoHealthWINs grant will be completed by the Consortium College. Information will be provided by the Missouri Career Center as needed for the report and within compliance of the Consent Waiver signed by the Grant Participant and maintained in the participant's documentation file.

CWIB will leverage the portfolio of business services, job placement, and training assistance, such as OJT, WOTC tax credits, job orders, etc., through Missouri Career Centers for the benefit of the training participants and targeted economic development industry sectors that include Health Services & Sciences and Information Technology, among others.

CWIB will provide formal and informal workforce intelligence through Missouri Career Center business services units on employment and training needs in the respective industry sectors.

CWIB will assist in ensuring employer engagement for validation of curricula, hiring needs, and participant placement.

Staff assigned to this grant by the Consortium College, CWIB, and the Central Region Missouri Career Center will be directed to communicate and share report information via Email, which will be kept as source documentation if and when needed for reporting purposes. All information reported in Email will be considered confidential and maintained as such by the responsible staff person.

### **Coordinating Participant Employment Placement - Reporting These Outcomes**

Grant Participants will be directed to attend designated workshops at the Missouri Career Center prior to their last day of attendance at the Consortium College. Dates will be determined by staff of both entities which best meet the Grant Participant's training schedule (attendance during holiday breaks and spring break from school may be considered as viable options).

The designated workshops focus on soft skills needed to secure employment, including resume development, interviewing and communication skill development. Missouri Career Center Jobs Team will assist Grant Participants to enhance these skills to enable the Grant Participant to successfully secure employment in a training related position.



All Grant Participants will have access to WIA Core Services which include access to jobs posted in jobs.mo.gov and core workshops available at the Missouri Career Center. Based on the GSE group assignment, Grant Participants assigned to GSE Group 2, may be considered for short-term enrollment in "Internship" with a training related employer in agreement to retain the Grant Participant at successful completion of the Internship assignment. Grant Participants assigned to Group 3, may be considered for On-the-Job Training with a training related employer willing to retain the Grant Participant at the successful completion of the OJT assignment. Placement in Internship or OJT is contingent on WIA budget availability. Missouri Career Center staff will collaborate with Consortium College placement staff to ensure MoHealthWINs Grant Participants have unlimited access to all available services leading to training related employment.

The Consent Waiver signed by the Grant Participant and retained in the participant's documentation file at the Missouri Career Center will allow employment information to be gathered (wage, date of employment, benefits, name of employer) and entered in the Toolbox system by Missouri Career Center staff. The two entities (Consortium and CWIB) agree to share information as needed to document WIA performance and MoHealthWINs grant performance.

### **Participant Completer/Exit Process**

The Consortium College will provide the Missouri Career Center a copy of the Grant Participant's credential, which was issued to the Grant Participant at graduation. Missouri Career Center staff will enter the completion date and type of credential issued in Toolbox's Outcome section to document WIA performance.

### **Employer Engagement Process**

The Missouri Career Center system (jobs.mo.gov) allows employers throughout the State of Missouri to post job openings for public viewing. Missouri Career Center Jobs Team will assist Grant Participants as needed to update their personal "profile" to reflect the attained credential from the MoHealthWINs course of study. Grant Participants will be referred to all jobs matching their updated skills.

Both entities (Missouri Career Center and Consortium Colleges) will provide information regarding additional websites benefiting the Grant Participant's job search. Grant Participants will have access to office equipment at Missouri Career Centers for updating resumes, faxing resumes and submitting on-line applications.

Prior to exit from the WIA program, Grant Participants will be offered WIA Follow-up Services. This allows the participant to receive additional WIA services for 12 months (if needed and requested) following exit. Follow-up is intended to assist with job retention and re-employment when necessary. Follow-up services will be documented in Toolbox Service Notes.

### **Participant Record-Keeping**

The Consent Waiver signed by the Grant Participant and maintained in the participant's documentation file will allow Consortium Colleges and Missouri Career Center staff to share information, including personal data, barrier resolution and job placement. All parties are prohibited from sharing information with any other individual, agency or public entity without written consent of the Grant Participant with a

current date of release (*See Attachment V*). Information included in the Consent Waiver includes but is not limited to:

- Transcripts
- Comprehensive Assessment Results
- Criminal Background information (prior to enrollment in MoHealthWINS or after)
- Personal information that may affect the participant's ability to successfully complete the MoHealthWINS course of study and enter employment.

## **Miscellaneous Provisions and Exhibits**

### **Mutual Respect of Organizational Practices**

The CWIB and the Consortium Colleges and all associated partner agencies agree to respect each other's organizational practices and management structures in the provisions of services under this memorandum of understanding. To the greatest degree possible, both entities will integrate school and WIA programmatic policies to ensure positive performance and full achievement of the goals and objectives of the WIA Program and the MoHealthWINS grant.

### **Indemnification and Liability**

By executing this MOU, each party agrees to work together to deliver workforce services for employer partners and the MoHealthWINS target population. However, the entities are not legally "partners" to the extent that term encompasses joint and several liabilities. Each legal entity under the MOU is responsible for its own employees, representatives, agents and subcontractors.

### **Exhibits**

Both parties may agree to develop standardized forms and applications and/or technology supported systems specific to meet the services described above:

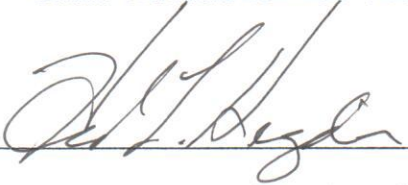
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- VI. Attachment VI - Progress and Attendance Form
- VII. Attachment VII - GSE Letter
- VIII. Attachment VIII - USDOL Data Requirements

### **Modification Process**

This Memorandum of Understanding, together with the exhibits identified above, constitutes the entire agreement between MoHealthWINS Consortium Community or Technical College and Regional WIB and supersedes all prior written or oral understandings. This agreement and said exhibits may only be amended, supplemented, modified, or canceled by a duly executed written instrument. Both parties to this agreement will comply with all applicable requirements of Federal, State, and Local laws, executive orders, regulations and policies governing this program.

This is an agreement made as of May 29, 2012, between Ozarks Technical Community College and the Central Region Workforce Investment Board, Inc.

**OZARKS TECHNICAL COMMUNITY COLLEGE**



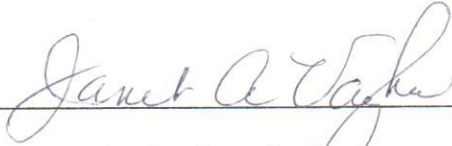
Hal L. Higdon, Ph.D., Chancellor

6/12/12

Date

**CENTRAL REGION WORKFORCE**

**INVESTMENT BOARD**



Janet A. Vaughn, Executive Director

6-20-12

Date



## CONSORTIUM PARTNER MEMORANDUM OF UNDERSTANDING

between

Linn State Technical College,

and

The Central Region Workforce Investment Board, Incorporated

Linn State Technical College, as a sub-grant recipient for the MoHealthWINS consortium among 13 colleges in the state of Missouri, has been awarded federal funds from the *Trade Adjustment Assistance Community College and Career Training (TAACCCT) Grants Program* (CFDA # 17.282) under the authority of the Health Care and Education Reconciliation Act of 2010 through:

Grant Agreement #TC-22499-11-60-A-29

The federal awarding agency is the Department of Labor, Employment and Training Administration.


The Period of Performance is October 1, 2011 through September 30, 2014.

This consortium partner memorandum of understanding is by and between the undersigned Executive Director of the Central Region Workforce Investment Board Incorporated, hereafter referred to as CWIB; and the chief executive of Linn State Technical College, hereafter referred to the *Consortium College*.

For the purpose of clarity, potential enrollees of the Missouri Healthcare Workforce Innovation Network grant, hereafter referred to as MoHealthWINS will be referred to as “*Grant Participants*”.

The CWIB and the Consortium College through joint collaboration have developed this agreement reflecting and pledging continued support of the MoHealthWINS grant initiative.

This MOU will serve as the regional workforce network ensuring an integrated workforce delivery system targeting potential Grant Participants including:

- Trade Act Assistance participants and dislocated workers
- Low skilled unemployed and underemployed job seekers who have successfully completed eligibility for the Workforce Investment Act (WIA) <sup>1</sup>

### **Purpose of the MOU**

In support of this statewide grant initiative Missouri’s fourteen Local Workforce Investment Boards (LWIB), and the public 2 year institutions, a consortium of Missouri’s public community colleges, entered into a consortium Memorandum of Agreement (MOA) to jointly enhance support for the career training and job placement of workers eligible under the TAACCCT Grant MoHealthWINS Program as well as other disadvantaged job seekers that may benefit from the grant efforts. This MOU will serve to describe each party’s role of services provided to the grant target population within each of their service areas.

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<sup>1</sup> Throughout this document, this symbol () indicates the DOL Gold Standard Evaluation is applicable. The GSE is explained on page 4.

## Goal and Priorities

MoHealthWINs supports the development of innovative approaches to address current and future workforce needs in the health services/sciences industry. As a consortium, Missouri's community (and technical) colleges will serve the diverse workforce needs of the state and its citizens.

Consortium Colleges will work together to:

1. Collaborate on program design, including the development of new curriculum and course redesign
2. Improve efficiency by eliminating redundancies and sharing best practices
3. Improve results by developing and implementing new and innovative approaches
4. Connect target populations to educational opportunities, which support employment opportunities in the State's growing health care industry

Consortium colleges will introduce significant changes in the way they support adult student success by focusing on the follow four priorities:

1. Priority 1: Accelerate Progress for Low-Skilled and Other Workers. Strategies: MoHealthWINs will develop a healthcare portal that will assess and develop participants' skills, restructure courses into modular formats, and enhance relationships between colleges and the public workforce system.
2. Priority 2: Improve Retention and Achievement Rates and/or Reduce Time to Completion. Strategies: MoHealthWINs will integrate basic academics into contextualized modules and provide supplemental instruction, develop intensive student services interventions, and support articulation of credit for coursework and work experience.
3. Priority 3: Build Programs that Meet Industry Needs. Strategies: MoHealthWINs will focus efforts on industry needs through the development of learning communities, employer engagement, internships, and leveraging tuition assistance programs to implement "learn and earn" opportunities.
4. Priority 4: Strengthen Online and Technology-Enabled Learning. Strategies: MoHealthWINs will develop hybrid, technology-enabled programs, including strategies to help become a successful online learner and digital literacy courses.

## Services Supported by the MOU

At a minimum, the following services will be provided by each party as described below:

- The Consortium College will deliver basic and technical skill training to the Grant Participants. Programs included in the MoHealthWINs course of study will include:
  - Course of Study:
  - Target populations:

The Consortium College will use the public workforce system to recruit job seekers for grant-related training and other programs so that they can better utilize the revised curriculum provided through the



efforts of the MoHealthWINS grant as well as outreach to the identified targeted populations to offer skills enhancement opportunities.

CWIB and the Consortium College will jointly set up and serve on a regional advisory committee(s), along with representatives from other state agencies and industry leaders, to ensure the timely execution of deliverables and to support curriculum design that uses identified best practices and improvements outlined in the MoHealthWINS grant initiative.

- CWIB and the Consortium College will partner on education and outreach materials and efforts.
- CWIB and the Consortium College will ensure “orientation” is provided to potential Grant Participants to explain the MoHealthWINS grant and training opportunity.
- CWIB ensure Grant Participants receive WIA Intensive services to determine WIA eligibility.
- CWIB will ensure TAA recipients, low-skilled unemployed and underemployed WIA participants expressing interest in the MoHealthWINS occupations are referred to the college for enrollment consideration. ☛
- Tuition to attend the applicable course of study will be provided by the Consortium College through MoHealthWINS grant funding.
- The Consortium College is the fiscal agent for MoHealthWINS grant funding and therefore responsible for tuition payments.
- Grant Participants attending MoHealthWINS course will be responsible for general fees and textbooks.
- WIA Support Services **may** be considered as an option for payment providing the Grant Participant has met WIA eligibility and funding is available.

Through joint collaboration CWIB and the Consortium College have developed a regional referral process to identify potential Grant Participants and ensure placement performance.

- Potential Grant Participants may access MoHealthWINS information at the Consortium College or at a Central Region Missouri Career Center.
- An Individual Training Account (ITA) form will be available at both points of contact (*See Attachment I*).
- Potential Grant Participants will be given the ITA to take to the appropriate registration/enrollment source:
  - **If first point of contact** is the Consortium College, the college will complete required assessment necessary for enrollment consideration. If the potential Grant Participant is selected for enrollment, college staff will complete applicable sections on the ITA form and refer the potential Grant Participant to a Central Region Missouri Career Center for WIA Intensive services (WIA eligibility).
  - **If the first point of contact** is the Missouri Career Center, staff at the Career Center will provide WIA Staff Assisted services to complete Career Center Membership necessary for job placement and Intensive services to determine WIA eligibility for potential enrollment in a WIA program. Staff will complete

applicable on the ITA form and refer the potential Grant Participant to the Consortium College for enrollment consideration. ⚡

- The original ITA form will be retained by the Missouri Career Center in the participant's documentation file.
- A copy of the completed ITA form will be provided to the Consortium College for audit/monitoring purposes.

### **Identification of participants**

As described above in the referral process, the Consortium College and CWIB will be jointly responsible for recruitment and identification of participants. This will ensure more than one point of contact is available to access information and apply for MoHealthWINS grant participation.

### **Access to WIA Core services ⚡**

The referral process described above ensures Grant Participants access WIA Core services prior to the first date of participation in MoHealthWINS grant course of study. Completion of the ITA form will document receipt of WIA Core services.

The Central Region is currently involved in a five year evaluation conducted by the Department of Labor (DOL). This DOL Gold Standard Evaluation directly affects WIA enrollment at the Intensive level of service. The following steps must be followed when enrolling:

1. Grant Participants will complete Career Center Membership at a Central Region Missouri Career Center. Membership completion automatically places the participant in WIA Staff Assisted Core Services.
2. Staff will assist the Grant Participant in completing WIA eligibility to determine if the participant is eligible for WIA Intensive level services.
3. Grant Participants who meet WIA eligibility for WIA Intensive services will be assisted in completing the DOL Gold Standard Evaluation (GSE) process.
4. Grant Participants who meet GSE eligibility will be placed in the GSE system for random group assignment.
5. GSE randomly assigns the participant in one of three groups:

**Group 1:** Core Services only: limits the customer to receive Core services only, for 15 months from the date of GSE eligibility.

**Group 2:** Core and Intensive Services only: limits the customer to receive Core and Intensive services only, for 15 months from the date of the GSE eligibility.

**Group 3:** Full WIA Services may be provided.

Missouri Career Center Skills Team staff will enroll the Grant Participant in WIA activities based on GSE group assignment. *See Attachment II for a list of services for each group.*

## **Participant Referral Process**

The Consortium College will ensure each Grant Participant receives orientation describing the goals and objectives of the program.

The Consortium College will provide a copy of the signed and dated orientation form confirming the participant's receipt of orientation to the Missouri Career Center. This signed form will be retained in the Grant Participant's documentation file at the Missouri Career Center.

The Consortium College will provide a "Policy Manual" to each Grant Participant explaining school policy regarding attendance, expectations, and other school rules and regulations.

Missouri Career Center staff will provide orientation to WIA eligible Grant Participants explaining WIA requirements necessary to meet program compliance.

CWIB will monitor the monthly performance, progress and attendance of Grant Participants.

Each Grant Participant will receive a printed Progress and Attendance form (one for each month of participation). The P&A form will be used to document daily attendance and evaluate performance.

MoHealthWINS grant Instructors will be required to complete the performance evaluation on the P&A form and verify the daily attendance.

The Grant Participant will be responsible for obtaining the Instructor's signature on the P&A form each month and ensuring the completed and signed form is submitted to Missouri Career Center no later than the 15<sup>th</sup> of each month.

Missouri Career Center staff will maintain contact (bi-monthly) with the Consortium College to discuss performance and progress of the Grant Participants.

Information reported by the MoHealthWINS grant Instructors will be discussed. Grant Participants performing below the acceptable minimum standard (Grade Level C) will be contacted by the college and scheduled for consultation.

During consultation, the Missouri Career Center staff and the authorized representative of the Consortium College will assist the Grant Participant in developing a plan of action, which may include tutoring/remediation to increase performance levels.

When barriers are identified during the monthly performance evaluation, the Grant Participant will receive counseling provided by the Missouri Career Center staff in an effort to resolve the barrier through



referral to resources, which may include referral to WIA Support Services if the Grant Participant has been determined eligible for WIA Intensive level service.

Referrals to resources will be documented in the Missouri Career Center Toolbox system, which will be used to track compliance. Toolbox documentation will be accomplished as follows:

Grant Participants meeting WIA eligibility will be enrolled in Toolbox Intensive and Training services.

WIA services will be documented in the Toolbox Individual Employment Plan, including the type of referral, the resource and the applicable dollar amount provided. Hard copy documentation will be retained in the Grant Participant's documentation file at the Missouri Career Center.

Grant Participants who do not meet WIA eligibility will be referred to non-WIA resources to receive assistance. The referral will be documented in the Toolbox system at the WIA Core service level.

Service Notes will be entered in the Grant Participants Toolbox file describing the reason for the service, the service/resource provided and how the service/resource will resolve the barrier.

### **Regional Eligibility Process**

Grant Participants will complete WIA eligibility at the Missouri Career Center. The attached table provides a detailed description of who will be responsible for the eligibility process and assessments needed for enrollment. *See Attachment III.*

### **Intensive Services**

CWIB will ensure that Grant Participants are considered for WIA Intensive services. Intensive services will be provided at the Missouri Career Center and may include:

- WIA eligibility determination
- Development of a full Individual Employment Plan
- Comprehensive Assessment (if not provided by the Consortium College)
- Individual counseling and guidance
- Assisted Job Search
- Consideration for Support Services to support Training

### **Support Services**

CWIB has an established Support Services Policy that dictates how Support Services may be delivered. Grant Participants in need of Support Services will be assisted by the Missouri Career Center Skills Team. Staff will complete the "Financial Needs" determination in Toolbox, which will list all current family earned income received in the Grant Participant's household. Household expenses will be considered and deducted from the income total. Grant Participants who are not meeting expenses or are within a deficit range of meeting expenses may be considered for Support Services. Staff will assist the

Grant Participant in completing a Support Services Request form. The form will document what is being requested; why the request is necessary and how it will benefit the Grant Participant in completing Training and entering employment. The form will also document all non-WIA resources that may be available to assist with this need and the total dollar amount of all previous WIA Support Services provided, if applicable. The Functional Leader at the Missouri Career Center must authorize payment of Support Services prior to release of funding.

Grant Participants requesting transportation assistance must complete and sign a Travel Reimbursement form, documenting where the travel started and ended and attach to the Support Service Request form. A Map Quest printout confirming the travel distance must be attached to the travel form.

Grant Participants requesting Childcare assistance must provide the name address and contact information of the Childcare provider. The provider must agree to submit monthly invoices to the Missouri Career Center with daily attendance records attached. Payment will only be issued for days the Grant Participant was in attendance at Consortium College.

WIA Support Services are limited to WIA budget availability and are not guaranteed. WIA Support Services will only be considered as a last resort for with all other non-WIA resources exhausted or unavailable prior to authorization of payment. A copy of the Central Region Support Services Policy and related forms are attached. *See Attachment IV.*

### **Enrolling Participants**

Missouri Career Center Skills Team staff will be responsible for Toolbox enrollment to document WIA activities. The Consortium College will be responsible for enrollment in the college system data base to document MoHealthWINS grant assignment.

Consortium College shall not enroll more than more than 5% of participants who are Basic Skills Deficient, and those enrollments require the approval of the CWIB Executive Director. A Basic Skills Deficient participant is defined as testing below an Education Functioning Level of 6 (8.9).

Veterans' priority is a requirement in all programs funded wholly or in part by DOL. Veteran's Priority of Service applies to both veterans and certain eligible spouses.

Counselors located at the Consortium College providing direct service to Grant Participants will collaborate with Missouri Career Center staff to discuss progress, attendance and barriers affecting the Grant Participant's training performance. Grant Participants will be asked to sign a "Confidentiality Waiver" during intake at the Missouri Career Center allowing this type of discussion to occur with or without the Grant Participant being present. All information including details of the discussion will be retained as confidential information. Missouri Career Center staff will enter Service Notes in Toolbox documenting the discussions each time they occur. Information from Service Notes is considered confidential and will only be released with written consent from the Grant Participant. *See Attachment V.*

### **Coordination of Participant Reports and Updates**

The "Confidentiality Waiver" described above will allow Missouri Career Center staff to discuss the Grant Participant's performance with the Consortium College. Details of these discussions will be entered in Toolbox by Missouri Career Center staff.



Grant Participants will be required to complete monthly Progress and Attendance forms (*See Attachment VI*) documenting daily attendance and performance. Instructors/Counselor of the Consortium College who is familiar with the Grant Participant's performance must complete the evaluation section of the P&A form. These forms must be submitted to the Missouri Career Center by the 15<sup>th</sup> of each month. Missouri Career Center staff will review the P&A form to determine if the participant is meeting attendance policy and if the evaluation is positive. If there is evidence of deficiency, Missouri Career Center staff will contact the Consortium College to schedule a meeting.

This MOU requires the Consortium College to report deficiencies in the Grant Participant's performance *prior to* placing the Grant Participant on probation or dismissing the Grant Participant from the program. When significant deficiency is evident, the Grant Participant will be requested to attend a meeting at the Consortium College to discuss the deficiency with representatives of the Consortium College, and the Missouri Career Center staff. All resources will be considered including non-WIA resources, WIA Support Services, tutoring and MoHealthWINS grant resources to assist the Grant Participant in overcoming the deficiency.

Missouri Career Center staff will document the current status of the Grant Participant each month in Toolbox Service Notes. Service Notes will be updated at minimum every 30 days and may occur more frequently depending on individual circumstances.

Quarterly reports required to document performance of the MoHealthWINS grant will be completed by the Consortium College. Information will be provided by the Missouri Career Center as needed for the report and within compliance of the Consent Waiver signed by the Grant Participant and maintained in the participant's documentation file.

CWIB will leverage the portfolio of business services, job placement, and training assistance, such as OJT, WOTC tax credits, job orders, etc., through Missouri Career Centers for the benefit of the training participants and targeted economic development industry sectors that include Health Services & Sciences and Information Technology, among others.

CWIB will provide formal and informal workforce intelligence through Missouri Career Center business services units on employment and training needs in the respective industry sectors.

CWIB will assist in ensuring employer engagement for validation of curricula, hiring needs, and participant placement.

Staff assigned to this grant by the Consortium College, CWIB, and the Central Region Missouri Career Center will be directed to communicate and share report information via Email, which will be kept as source documentation if and when needed for reporting purposes. All information reported in Email will be considered confidential and maintained as such by the responsible staff person.

### **Coordinating Participant Employment Placement - Reporting These Outcomes**

Grant Participants will be directed to attend designated workshops at the Missouri Career Center prior to their last day of attendance at the Consortium College. Dates will be determined by staff of both entities which best meet the Grant Participant's training schedule (attendance during holiday breaks and spring break from school may be considered as viable options).

The designated workshops focus on soft skills needed to secure employment, including resume development, interviewing and communication skill development. Missouri Career Center Jobs Team

will assist Grant Participants to enhance these skills to enable the Grant Participant to successfully secure employment in a training related position.

All Grant Participants will have access to WIA Core Services which include access to jobs posted in jobs.mo.gov and core workshops available at the Missouri Career Center. Based on the GSE group assignment, Grant Participants assigned to GSE Group 2, may be considered for short-term enrollment in "Internship" with a training related employer in agreement to retain the Grant Participant at successful completion of the Internship assignment. Grant Participants assigned to Group 3, may be considered for On-the-Job Training with a training related employer willing to retain the Grant Participant at the successful completion of the OJT assignment. Placement in Internship or OJT is contingent on WIA budget availability. Missouri Career Center staff will collaborate with Consortium College placement staff to ensure MoHealthWINs Grant Participants have unlimited access to all available services leading to training related employment.

The Consent Waiver signed by the Grant Participant and retained in the participant's documentation file at the Missouri Career Center will allow employment information to be gathered (wage, date of employment, benefits, name of employer) and entered in the Toolbox system by Missouri Career Center staff. The two entities (Consortium and CWIB) agree to share information as needed to document WIA performance and MoHealthWINs grant performance.

### **Participant Completer/Exit Process**

The Consortium College will provide the Missouri Career Center a copy of the Grant Participant's credential, which was issued to the Grant Participant at graduation. Missouri Career Center staff will enter the completion date and type of credential issued in Toolbox's Outcome section to document WIA performance.

### **Employer Engagement Process**

The Missouri Career Center system (jobs.mo.gov) allows employers throughout the State of Missouri to post job openings for public viewing. Missouri Career Center Jobs Team will assist Grant Participants as needed to update their personal "profile" to reflect the attained credential from the MoHealthWINs course of study. Grant Participants will be referred to all jobs matching their updated skills.

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The Consent Waiver signed by the Grant Participant and maintained in the participant's documentation file will allow Consortium Colleges and Missouri Career Center staff to share information, including



personal data, barrier resolution and job placement. All parties are prohibited from sharing information with any other individual, agency or public entity without written consent of the Grant Participant with a current date of release (*See Attachment V*). Information included in the Consent Waiver includes but is not limited to:

- Transcripts
- Comprehensive Assessment Results
- Criminal Background information (prior to enrollment in MoHealthWINS or after)
- Personal information that may affect the participant's ability to successfully complete the MoHealthWINS course of study and enter employment.

## **Miscellaneous Provisions and Exhibits**

### **Mutual Respect of Organizational Practices**

The CWIB and the Consortium Colleges and all associated partner agencies agree to respect each other's organizational practices and management structures in the provisions of services under this memorandum of understanding. To the greatest degree possible, both entities will integrate school and WIA programmatic policies to ensure positive performance and full achievement of the goals and objectives of the WIA Program and the MoHealthWINS grant.

### **Indemnification and Liability**

By executing this MOU, each party agrees to work together to deliver workforce services for employer partners and the MoHealthWINS target population. However, the entities are not legally "partners" to the extent that term encompasses joint and several liabilities. Each legal entity under the MOU is responsible for its own employees, representatives, agents and subcontractors.

### **Exhibits**

Both parties may agree to develop standardized forms and applications and/or technology supported systems specific to meet the services described above:

- I. Attachment I - ITA
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- VII. Attachment VII - GSE Letter
- VIII. Attachment VIII - USDOL Data Requirements

### **Modification Process**

This Memorandum of Understanding, together with the exhibits identified above, constitutes the entire agreement between MoHealthWINS Consortium Community or Technical College and Regional WIB and supersedes all prior written or oral understandings. This agreement and said exhibits may only be amended, supplemented, modified, or canceled by a duly executed written instrument. Both parties to

This is an agreement made as of May 29, 2012, between Linn State Technical College and the Central Region Workforce Investment Board, Inc.

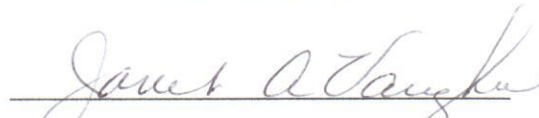
**LINN STATE TECHNICAL COLLEGE**

  
\_\_\_\_\_  
Chief Executive

5-31-12  
\_\_\_\_\_  
Date

**CENTRAL REGION WORKFORCE**

**INVESTMENT BOARD**

  
\_\_\_\_\_  
Janet A. Vaughn, Executive Director

6-4-12  
\_\_\_\_\_  
Date

## CONSORTIUM PARTNER MEMORANDUM OF UNDERSTANDING

between

Moberly Area College,

and

The Central Region Workforce Investment Board, Incorporated

Moberly Area College, as a sub-grant recipient for the MoHealthWINs consortium among 13 colleges in the state of Missouri, has been awarded federal funds from the *Trade Adjustment Assistance Community College and Career Training (TAACCCT) Grants Program* (CFDA # 17.282) under the authority of the Health Care and Education Reconciliation Act of 2010 through:

Grant Agreement #TC-22499-11-60-A-29

The federal awarding agency is the Department of Labor, Employment and Training Administration.

The Period of Performance is October 1, 2011 through September 30, 2014.

This consortium partner memorandum of understanding is by and between the undersigned Executive Director of the Central Region Workforce Investment Board Incorporated, hereafter referred to as CWIB; and the chief executive of Moberly Area College, hereafter referred to the *Consortium College*.

For the purpose of clarity, potential enrollees of the Missouri Healthcare Workforce Innovation Network grant, hereafter referred to as MoHealthWINs will be referred to as “*Grant Participants*”.

The CWIB and the Consortium College through joint collaboration have developed this agreement reflecting and pledging continued support of the MoHealthWINs grant initiative.

This MOU will serve as the regional workforce network ensuring an integrated workforce delivery system targeting potential Grant Participants including:

- Trade Act Assistance participants and dislocated workers
- Low skilled unemployed and underemployed job seekers who have successfully completed eligibility for the Workforce Investment Act (WIA) ⚙<sup>1</sup>

### **Purpose of the MOU**

In support of this statewide grant initiative Missouri’s fourteen Local Workforce Investment Boards (LWIB), and the public 2 year institutions, a consortium of Missouri’s public community colleges, entered into a consortium Memorandum of Agreement (MOA) to jointly enhance support for the career training and job placement of workers eligible under the TAACCCT Grant MoHealthWINs Program as well as other disadvantaged job seekers that may benefit from the grant efforts. This MOU will serve to describe each party’s role of services provided to the grant target population within each of their service areas.

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<sup>1</sup> Throughout this document, this symbol (⚙) indicates the DOL Gold Standard Evaluation is applicable. The GSE is explained on page 4.



## Goal and Priorities

MoHealthWINS supports the development of innovative approaches to address current and future workforce needs in the health services/sciences industry. As a consortium, Missouri's community colleges will serve the diverse workforce needs of the state and its citizens.

Consortium Colleges will work together to:

1. Collaborate on program design, including the development of new curriculum and course redesign
2. Improve efficiency by eliminating redundancies and sharing best practices
3. Improve results by developing and implementing new and innovative approaches
4. Connect target populations to educational opportunities, which support employment opportunities in the State's growing health care industry

Missouri's community colleges will introduce significant changes in the way they support adult student success by focusing on the follow four priorities:

1. Priority 1: Accelerate Progress for Low-Skilled and Other Workers. Strategies: MoHealthWINS will develop a healthcare portal that will assess and develop participants' skills, restructure courses into modular formats, and enhance relationships between colleges and the public workforce system.
2. Priority 2: Improve Retention and Achievement Rates and/or Reduce Time to Completion. Strategies: MoHealthWINS will integrate basic academics into contextualized modules and provide supplemental instruction, develop intensive student services interventions, and support articulation of credit for coursework and work experience.
3. Priority 3: Build Programs that Meet Industry Needs. Strategies: MoHealthWINS will focus efforts on industry needs through the development of learning communities, employer engagement, internships, and leveraging tuition assistance programs to implement "learn and earn" opportunities.
4. Priority 4: Strengthen Online and Technology-Enabled Learning. Strategies: MoHealthWINS will develop hybrid, technology-enabled programs, including strategies to help become a successful online learner and digital literacy courses.

## Services Supported by the MOU

At a minimum, the following services will be provided by each party as described below:

- The Consortium College will deliver basic and technical skill training to the Grant Participants. Programs included in the MoHealthWINS course of study will include:
  - Course of Study:
  - Target populations:

The Consortium College will use the public workforce system to recruit job seekers for grant-related training and other programs so that they can better utilize the revised curriculum provided through the



efforts of the MoHealthWINS grant as well as outreach to the identified targeted populations to offer skills enhancement opportunities.

CWIB and the Consortium College will jointly set up and serve on a regional advisory committee(s), along with representatives from other state agencies and industry leaders, to ensure the timely execution of deliverables and to support curriculum design that uses identified best practices and improvements outlined in the MoHealthWINS grant initiative.

- CWIB and the Consortium College will partner on education and outreach materials and efforts.
- CWIB and the Consortium College will ensure “orientation” is provided to potential Grant Participants to explain the MoHealthWINS grant and training opportunity.
- CWIB ensure Grant Participants receive WIA Intensive services to determine WIA eligibility.
- CWIB will ensure TAA recipients, low-skilled unemployed and underemployed WIA participants expressing interest in the MoHealthWINS occupations are referred to the college for enrollment consideration. 🔄
- Tuition to attend the applicable course of study will be provided by the Consortium College through MoHealthWINS grant funding.
- The Consortium College is the fiscal agent for MoHealthWINS grant funding and therefore responsible for tuition payments.
- Grant Participants attending MoHealthWINS course will be responsible for general fees and textbooks.
- WIA Support Services **may** be considered as an option for payment providing the Grant Participant has met WIA eligibility and funding is available.

Through joint collaboration CWIB and the Consortium College have developed a regional referral process to identify potential Grant Participants and ensure placement performance.

- Potential Grant Participants may access MoHealthWINS information at the Consortium College or at a Central Region Missouri Career Center.
- An Individual Training Account (ITA) form will be available at both points of contact (*See Attachment I*).
- Potential Grant Participants will be given the ITA to take to the appropriate registration/enrollment source:
  - **If first point of contact** is the Consortium College, the college will complete required assessment necessary for enrollment consideration. If the potential Grant Participant is selected for enrollment, college staff will complete applicable sections on the ITA form and refer the potential Grant Participant to a Central Region Missouri Career Center for WIA Intensive services (WIA eligibility).
  - **If the first point of contact** is the Missouri Career Center, staff at the Career Center will provide WIA Staff Assisted services to complete Career Center Membership necessary for job placement and Intensive services to determine WIA eligibility for potential enrollment in a WIA program. Staff will complete

applicable on the ITA form and refer the potential Grant Participant to the Consortium College for enrollment consideration. ⚡

- The original ITA form will be retained by the Missouri Career Center in the participant's documentation file.
- A copy of the completed ITA form will be provided to the Consortium College for audit/monitoring purposes.

### **Identification of participants**

As described above in the referral process, the Consortium College and CWIB will be jointly responsible for recruitment and identification of participants. This will ensure more than one point of contact is available to access information and apply for MoHealthWINS grant participation.

### **Access to WIA Core services ⚡**

The referral process described above ensures Grant Participants access WIA Core services prior to the first date of participation in MoHealthWINS grant course of study. Completion of the ITA form will document receipt of WIA Core services.

The Central Region is currently involved in a five year evaluation conducted by the Department of Labor (DOL). This DOL Gold Standard Evaluation directly affects WIA enrollment at the Intensive level of service. The following steps must be followed when enrolling:

1. Grant Participants will complete Career Center Membership at a Central Region Missouri Career Center. Membership completion automatically places the participant in WIA Staff Assisted Core Services.
2. Staff will assist the Grant Participant in completing WIA eligibility to determine if the participant is eligible for WIA Intensive level services.
3. Grant Participants who meet WIA eligibility for WIA Intensive services will be assisted in completing the DOL Gold Standard Evaluation (GSE) process.
4. Grant Participants who meet GSE eligibility will be placed in the GSE system for random group assignment.
5. GSE randomly assigns the participant in one of three groups:

**Group 1:** Core Services only: limits the customer to receive Core services only, for 15 months from the date of GSE eligibility.

**Group 2:** Core and Intensive Services only: limits the customer to receive Core and Intensive services only, for 15 months from the date of the GSE eligibility.

**Group 3:** Full WIA Services may be provided.

Missouri Career Center Skills Team staff will enroll the Grant Participant in WIA activities based on GSE group assignment. *See Attachment II for a list of services for each group.*



## **Participant Referral Process**

The Consortium College will ensure each Grant Participant receives orientation describing the goals and objectives of the program.

The Consortium College will provide a copy of the signed and dated orientation form confirming the participant's receipt of orientation to the Missouri Career Center. This signed form will be retained in the Grant Participant's documentation file at the Missouri Career Center.

The Consortium College will provide a "Policy Manual" to each Grant Participant explaining school policy regarding attendance, expectations, and other school rules and regulations.

Missouri Career Center staff will provide orientation to WIA eligible Grant Participants explaining WIA requirements necessary to meet program compliance.

CWIB will monitor the monthly performance, progress and attendance of Grant Participants.

Each Grant Participant will receive a printed Progress and Attendance form (one for each month of participation). The P&A form will be used to document daily attendance and evaluate performance.

MoHealthWINs grant Instructors will be required to complete the performance evaluation on the P&A form and verify the daily attendance.

The Grant Participant will be responsible for obtaining the Instructor's signature on the P&A form each month and ensuring the completed and signed form is submitted to Missouri Career Center no later than the 15<sup>th</sup> of each month.

Missouri Career Center staff will maintain contact (bi-monthly) with the Consortium College to discuss performance and progress of the Grant Participants.

Information reported by the MoHealthWINs grant Instructors will be discussed. Grant Participants performing below the acceptable minimum standard (Grade Level C) will be contacted by the college and scheduled for consultation.

During consultation, the Missouri Career Center staff and the authorized representative of the Consortium College will assist the Grant Participant in developing a plan of action, which may include tutoring/remediation to increase performance levels.

When barriers are identified during the monthly performance evaluation, the Grant Participant will receive counseling provided by the Missouri Career Center staff in an effort to resolve the barrier through

referral to resources, which may include referral to WIA Support Services if the Grant Participant has been determined eligible for WIA Intensive level service.

Referrals to resources will be documented in the Missouri Career Center Toolbox system, which will be used to track compliance. Toolbox documentation will be accomplished as follows:

Grant Participants meeting WIA eligibility will be enrolled in Toolbox Intensive and Training services.

WIA services will be documented in the Toolbox Individual Employment Plan, including the type of referral, the resource and the applicable dollar amount provided. Hard copy documentation will be retained in the Grant Participant's documentation file at the Missouri Career Center.

Grant Participants who do not meet WIA eligibility will be referred to non-WIA resources to receive assistance. The referral will be documented in the Toolbox system at the WIA Core service level.

Service Notes will be entered in the Grant Participants Toolbox file describing the reason for the service, the service/resource provided and how the service/resource will resolve the barrier.

### **Regional Eligibility Process**

Grant Participants will complete WIA eligibility at the Missouri Career Center. The attached table provides a detailed description of who will be responsible for the eligibility process and assessments needed for enrollment. *See Attachment III.*

### **Intensive Services**

CWIB will ensure that Grant Participants are considered for WIA Intensive services. Intensive services will be provided at the Missouri Career Center and may include:

- WIA eligibility determination
- Development of a full Individual Employment Plan
- Comprehensive Assessment (if not provided by the Consortium College)
- Individual counseling and guidance
- Assisted Job Search
- Consideration for Support Services to support Training

### **Support Services**

CWIB has an established Support Services Policy that dictates how Support Services may be delivered. Grant Participants in need of Support Services will be assisted by the Missouri Career Center Skills Team. Staff will complete the "Financial Needs" determination in Toolbox, which will list all current family earned income received in the Grant Participant's household. Household expenses will be considered and deducted from the income total. Grant Participants who are not meeting expenses or are within a deficit range of meeting expenses may be considered for Support Services. Staff will assist the



Grant Participant in completing a Support Services Request form. The form will document what is being requested; why the request is necessary and how it will benefit the Grant Participant in completing Training and entering employment. The form will also document all non-WIA resources that may be available to assist with this need and the total dollar amount of all previous WIA Support Services provided, if applicable. The Functional Leader at the Missouri Career Center must authorize payment of Support Services prior to release of funding.

Grant Participants requesting transportation assistance must complete and sign a Travel Reimbursement form, documenting where the travel started and ended and attach to the Support Service Request form. A Map Quest printout confirming the travel distance must be attached to the travel form.

Grant Participants requesting Childcare assistance must provide the name address and contact information of the Childcare provider. The provider must agree to submit monthly invoices to the Missouri Career Center with daily attendance records attached. Payment will only be issued for days the Grant Participant was in attendance at Consortium College.

WIA Support Services are limited to WIA budget availability and are not guaranteed. WIA Support Services will only be considered as a last resort for with all other non-WIA resources exhausted or unavailable prior to authorization of payment. A copy of the Central Region Support Services Policy and related forms are attached. *See Attachment IV.*

### **Enrolling Participants**

Missouri Career Center Skills Team staff will be responsible for Toolbox enrollment to document WIA activities.

The Consortium College will be responsible for enrollment in the college system data base to document MoHealthWINs grant assignment.

Consortium College shall not enroll more than more than 5% of participants who are Basic Skills Deficient, and those enrollments require the approval of the CWIB Executive Director. A Basic Skills Deficient participant is defined as testing below an EFL of 6 (8.9).

Counselors located at the Consortium College providing direct service to Grant Participants will collaborate with Missouri Career Center staff to discuss progress, attendance and barriers affecting the Grant Participant's training performance. Grant Participants will be asked to sign a "Confidentiality Waiver" during intake at the Missouri Career Center allowing this type of discussion to occur with or without the Grant Participant being present. All information including details of the discussion will be retained as confidential information. Missouri Career Center staff will enter Service Notes in Toolbox documenting the discussions each time they occur. Information from Service Notes is considered confidential and will only be released with written consent from the Grant Participant. *See Attachment V.*

### **Coordination of Participant Reports and Updates**

The "Confidentiality Waiver" described above will allow Missouri Career Center staff to discuss the Grant Participant's performance with the Consortium College. Details of these discussions will be entered in Toolbox by Missouri Career Center staff.

Grant Participants will be required to complete monthly Progress and Attendance forms (*See Attachment VI*) documenting daily attendance and performance. Instructors/Counselor of the Consortium College who is familiar with the Grant Participant's performance must complete the evaluation section of the

P&A form. These forms must be submitted to the Missouri Career Center by the 15<sup>th</sup> of each month. Missouri Career Center staff will review the P&A form to determine if the participant is meeting attendance policy and if the evaluation is positive. If there is evidence of deficiency, Missouri Career Center staff will contact the Consortium College to schedule a meeting.

This MOU requires the Consortium College to report deficiencies in the Grant Participant's performance *prior to* placing the Grant Participant on probation or dismissing the Grant Participant from the program. When significant deficiency is evident, the Grant Participant will be requested to attend a meeting at the Consortium College to discuss the deficiency with representatives of the Consortium College, and the Missouri Career Center staff. All resources will be considered including non-WIA resources, WIA Support Services, tutoring and MoHealthWINs grant resources to assist the Grant Participant in overcoming the deficiency.

Missouri Career Center staff will document the current status of the Grant Participant each month in Toolbox Service Notes. Service Notes will be updated at minimum every 30 days and may occur more frequently depending on individual circumstances.

Quarterly reports required to document performance of the MoHealthWINs grant will be completed by the Consortium College. Information will be provided by the Missouri Career Center as needed for the report and within compliance of the Consent Waiver signed by the Grant Participant and maintained in the participant's documentation file.

CWIB will leverage the portfolio of business services, job placement, and training assistance, such as OJT, WOTC tax credits, job orders, etc., through Missouri Career Centers for the benefit of the training participants and targeted economic development industry sectors that include Health Services & Sciences and Information Technology, among others.

CWIB will provide formal and informal workforce intelligence through Missouri Career Center business services units on employment and training needs in the respective industry sectors.

CWIB will assist in ensuring employer engagement for validation of curricula, hiring needs, and participant placement.

Staff assigned to this grant by the Consortium College, CWIB, and the Central Region Missouri Career Center will be directed to communicate and share report information via Email, which will be kept as source documentation if and when needed for reporting purposes. All information reported in Email will be considered confidential and maintained as such by the responsible staff person.

### **Coordinating Participant Employment Placement - Reporting These Outcomes**

Grant Participants will be directed to attend designated workshops at the Missouri Career Center prior to their last day of attendance at the Consortium College. Dates will be determined by staff of both entities which best meet the Grant Participant's training schedule (attendance during holiday breaks and spring break from school may be considered as viable options).

The designated workshops focus on soft skills needed to secure employment, including resume development, interviewing and communication skill development. Missouri Career Center Jobs Team will assist Grant Participants to enhance these skills to enable the Grant Participant to successfully secure employment in a training related position.



All Grant Participants will have access to WIA Core Services which include access to jobs posted in jobs.mo.gov and core workshops available at the Missouri Career Center. Based on the GSE group assignment, Grant Participants assigned to GSE Group 2, may be considered for short-term enrollment in "Internship" with a training related employer in agreement to retain the Grant Participant at successful completion of the Internship assignment. Grant Participants assigned to Group 3, may be considered for On-the-Job Training with a training related employer willing to retain the Grant Participant at the successful completion of the OJT assignment. Placement in Internship or OJT is contingent on WIA budget availability. Missouri Career Center staff will collaborate with Consortium College placement staff to ensure MoHealthWINs Grant Participants have unlimited access to all available services leading to training related employment.

The Consent Waiver signed by the Grant Participant and retained in the participant's documentation file at the Missouri Career Center will allow employment information to be gathered (wage, date of employment, benefits, name of employer) and entered in the Toolbox system by Missouri Career Center staff. The two entities (Consortium and CWIB) agree to share information as needed to document WIA performance and MoHealthWINs grant performance.

### **Participant Completer/Exit Process**

The Consortium College will provide the Missouri Career Center a copy of the Grant Participant's credential, which was issued to the Grant Participant at graduation. Missouri Career Center staff will enter the completion date and type of credential issued in Toolbox's Outcome section to document WIA performance.

### **Employer Engagement Process**

The Missouri Career Center system (jobs.mo.gov) allows employers throughout the State of Missouri to post job openings for public viewing. Missouri Career Center Jobs Team will assist Grant Participants as needed to update their personal "profile" to reflect the attained credential from the MoHealthWINs course of study. Grant Participants will be referred to all jobs matching their updated skills.

Both entities (Missouri Career Center and Consortium Colleges) will provide information regarding additional websites benefiting the Grant Participant's job search. Grant Participants will have access to office equipment at Missouri Career Centers for updating resumes, faxing resumes and submitting on-line applications.

Prior to exit from the WIA program, Grant Participants will be offered WIA Follow-up Services. This allows the participant to receive additional WIA services for 12 months (if needed and requested) following exit. Follow-up is intended to assist with job retention and re-employment when necessary. Follow-up services will be documented in Toolbox Service Notes.

### **Participant Record-Keeping**

The Consent Waiver signed by the Grant Participant and maintained in the participant's documentation file will allow Consortium Colleges and Missouri Career Center staff to share information, including personal data, barrier resolution and job placement. All parties are prohibited from sharing information with any other individual, agency or public entity without written consent of the Grant Participant with a

current date of release (*See Attachment V*). Information included in the Consent Waiver includes but is not limited to:

- Transcripts
- Comprehensive Assessment Results
- Criminal Background information (prior to enrollment in MoHealthWINS or after)
- Personal information that may affect the participant's ability to successfully complete the MoHealthWINS course of study and enter employment.

## **Miscellaneous Provisions and Exhibits**

### **Mutual Respect of Organizational Practices**

The CWIB and the Consortium Colleges and all associated partner agencies agree to respect each other's organizational practices and management structures in the provisions of services under this memorandum of understanding. To the greatest degree possible, both entities will integrate school and WIA programmatic policies to ensure positive performance and full achievement of the goals and objectives of the WIA Program and the MoHealthWINS grant.

### **Indemnification and Liability**

By executing this MOU, each party agrees to work together to deliver workforce services for employer partners and the MoHealthWINS target population. However, the entities are not legally "partners" to the extent that term encompasses joint and several liabilities. Each legal entity under the MOU is responsible for its own employees, representatives, agents and subcontractors.

### **Exhibits**

Both parties may agree to develop standardized forms and applications and/or technology supported systems specific to meet the services described above:

- I. Attachment I - ITA
- II. Attachment II - Allowable Services
- III. Attachment III - Eligibility Process
- IV. Attachment IV - Supportive Services
- V. Attachment V - Confidentiality Waiver
- VI. Attachment VI - Progress and Attendance Form
- VII. Attachment VII - GSE Letter
- VIII. Attachment VIII - USDOL Data Requirements

### **Modification Process**

This Memorandum of Understanding, together with the exhibits identified above, constitutes the entire agreement between MoHealthWINS Consortium Community or Technical College and Regional WIB and supersedes all prior written or oral understandings. This agreement and said exhibits may only be amended, supplemented, modified, or canceled by a duly executed written instrument. Both parties to this agreement will comply with all applicable requirements of Federal, State, and Local laws, executive orders, regulations and policies governing this program.



This is an agreement made as of May 29, 2012, between Moberly Area College and the Central Region Workforce Investment Board, Inc.

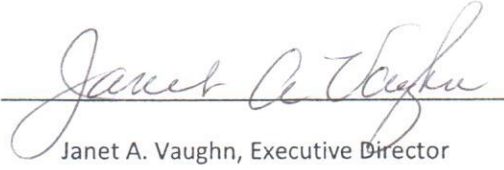
**MOBERLY AREA COLLEGE**

  
Chief Executive

7/27/2012  
Date

**CENTRAL REGION WORKFORCE**

**INVESTMENT BOARD**

  
Janet A. Vaughn, Executive Director

8-7-12  
Date

## **CWIB WIA PROCUREMENT POLICY**

A notice announcing the availability of a Request for Proposal is prepared and posted on the CWIB website and is posted in at least two newspapers of general circulation in the region. The RFP is posted on the CWIB website and is sent to anyone responding to the advertisement and all prospective bidders on the bidder's list. Bidders are typically given a minimum of 30 days to respond to the RFP. Selected bidders are notified.

At least three administrative staff, including the Fiscal Officer, will open and evaluate all bids to ensure that the bids are responsive. Responsive bids are analyzed in accordance with the evaluation criterion established in the RFP, which are reflected in the Staff Bid Evaluation. Staff Bid Evaluation sheets will be signed and dated by the staff performing the evaluation.

The WIB Chairman appoints at least three members to serve on the RFP Evaluation Committee. Any WIB member having a conflict of interest, either real or apparent, will not serve on this committee. The WIB Evaluation Committee reviews the Staff Bid Evaluation sheets and performs their own evaluation of each proposal using the following criteria:

Evaluation on a point system (40 points cost, 20 points experience, 20 points expertise, and 20 points plan) or on a priority system (proposals that meet the minimum requirements are ranked "best to worst" and funded until all funds are obligated). This permits consideration of other factors in addition to price.

The committee then makes their recommendation to the WIB; the WIB may take the committee's recommendation or re-evaluate the bids based on all applicable requirements. When a final decision is reached, an award notice will be issued to the successful bidder.

To procure training services for youth, a public notice is posted on the CWIB website and in at least two newspapers of general circulation in the region and a letter is sent to all occupational skill training providers in the area, as well as, WIA eligible and non-WIA eligible providers. The notice and letter state that funds are available to serve youth in skill training and that if the training providers are interested in serving youth in skill training, the training providers must be on the WIA Eligible Training Provider List. The providers must meet the Training Provider Certification requirements.

When a determination is made that skill training is appropriate for a youth participant, the case manager and the youth determine which type of training is the most appropriate. The case manager then assesses the training that is available based upon the Eligible Training Provider list. After reviewing costs, location, performance etc. of the training program, the best option for training is selected, and the reasons for selecting a particular training provider are documented.

## Youth Occupational Skills Policy

### I. INTRODUCTION

The following document provides policy and instructions from the Central Workforce Investment Board (CWIB) to be used by WIA Title I Youth Program Service Providers in providing occupational skills training to eligible, enrolled WIA Title I Youth participants.

It is the intention of CWIB that this policy conforms to the Workforce Investment Act laws, rules, and regulations and any and all State of Missouri guidance and policy; that nothing in this document shall require service providers to violate laws, rules, regulations and policy; and that this policy be periodically modified to include any changes that may be required.

### II. DEFINITION

**OCCUPATIONAL SKILLS TRAINING** (*Element*) – Basic or advanced training for acquiring skills in a specific occupation. Instruction conducted in an institutional or work site setting designed to provide or upgrade the technical skills and information required to perform a specific job or group of jobs such as auto mechanics, health services, or clerical training. Occupational Skills Training includes job specific competency training and pre-apprenticeship training. Training institutions such as career technical schools, community colleges, universities, and private training providers provide such training.

**Note: Services provided to youth participants must be appropriate to the needs of the individual youth as defined in their Individual Service Strategy and documented in enrollment notes.**

### III. POLICY AND PROCEDURE

#### A. Coordination with Other Local Policy

The policy set out below is designed to be implemented in conjunction with other statements of local policy that have been or are being developed by the CWIB.

It is the policy of the CWIB and that all Workforce Investment Act Title I-funded services shall be delivered in a manner that fully complies with the WIA law and regulations. WIA Title I Program funds may not be used to buy any building, pay for fines, or be used for illegal ventures.

#### B. Eligibility for Occupational Skills Training

Funds utilized for occupational skills training may only be provided for youth who are:

- 1) Registered in Toolbox, are eligible for the WIA Title I Youth Program and are enrolled in a WIA Youth Program; and
- 2) Are pursuing occupational skills training that relates to the youth's Individual Service Strategy (ISS)

#### C. Identification of Training Providers

WIA Title I Youth Service Providers shall identify eligible training providers/vendors. Vendors may include, but are not limited to, school districts, private learning institutions, vocational schools, community colleges, and universities. Youth service

providers may utilize the Missouri Eligible Training Provider data in Missouri Education and Career Hotlink as a preferred tool to identify vendors. <https://jobs.mo.gov/mcs/mech>

D. Procurement Process for Occupational Skills Training

**Competitive Process:** Competitive Selection of Youth Occupational Skills Providers will be an on-going process throughout a program year and will be conducted on a case-by-case basis.

When it is determined by the local Youth Service Provider that skill training is appropriate for an individual youth based on the assessment, the Youth Service Provider and the individual youth will determine which type of skill training program is the most appropriate. At that time, the Youth Service Provider will competitively select the training available by using the information on the Eligible Training Provider list. The competitive assessment and selection process will be utilized and will consist of reviewing and evaluating costs, location, performance, etc., of the program to determine which is the best option for sending the youth to skill training. The competitive process will be documented by the local area as to the reasons why a particular training provider was chosen and will be retained in the client file.

E. Funding Occupational Skills Training

When utilizing WIA funds for occupational skills training, consideration must be given as to why a trainee may need funds beyond other resources that may be available such as PELL grants, scholarships, severance pay, or other grants and resources. WIA funds are intended to supplement other sources of training grants. Service Providers must establish a process for documenting how other sources of funding were sought prior to spending funds for occupational skills training such as obtaining a statement from the training vendor stating the student or the training program is not PELL eligible.

Once a contract is in place between a WIA Title I Youth Service provider and a training vendor, the participant must complete the provided occupational skills training questionnaire. The participant must then complete an occupational skills training acknowledgment form (sample provided in this policy) that identifies the occupational skills training cost that will be charged to the service provider and the training dates and the responsibilities of the participant during the occupational skills training. All applicable forms included with this policy must be completed.

The Central Region has set a limit of \$5,000 per participant per program year for training; funding availability dictates the annual award. All training costs that exceed \$3,500 annually must be approved in writing by the CWIB Executive Director.

F. Demand Occupations

Occupational Skills training will be limited to skills relevant to demand occupations.

G. Disallowed Costs

WIA Title I Youth Service providers will be in compliance with all applicable federal, state and local policies and procedures. Youth Service Providers shall bear the responsibility of repayment of said funds upon determination of any disallowed cost(s).

### Youth Occupational Skills Calculations and Explanation

Youth Name: \_\_\_\_\_ SSN: XXX-XX- \_\_\_\_\_  
Career Manager: \_\_\_\_\_ County: \_\_\_\_\_  
Training Provider Selected: \_\_\_\_\_

The amounts listed below need to include amounts for the fiscal year (July 1- June 30).

Total Tuition: \$ \_\_\_\_\_

Total Books: \$ \_\_\_\_\_

Total Fees: \$ \_\_\_\_\_

**Total expenses for current fiscal year: \$ \_\_\_\_\_**

Amount of grants (subtracted): \$ \_\_\_\_\_

**Total amount of WIA funds requested: \$ \_\_\_\_\_**

Explain why this candidate is appropriate for training and why the training provider listed above was chosen to provide the training:

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Career Manager/Date: \_\_\_\_\_

Program Coordinator:  Approved  Denied

Bright Outlook:  Yes  No WIA Approved:  Yes  No

Amount Approved: \$ \_\_\_\_\_ Copies to CM \_\_\_\_\_ OST Book \_\_\_\_\_

## WIA Youth Occupational Skills Training Procurement Form

Participant Name: \_\_\_\_\_

Career Manager: \_\_\_\_\_ Appid #: \_\_\_\_\_

Youth's Preferred Training Provider: \_\_\_\_\_

In School Youth       Out of School Youth

*Career Manager and Youth will work together to obtain price bids from three training providers and will complete the chart below with the information received from three providers.*

<b>Vendor</b>	<b>Name</b>	<b>Location</b>	<b>Cost/Length of Training</b>	<b>Date Contacted</b>
#1				
#2				
#3				

I have reviewed the request for compliance and verified that the necessary supporting documents are attached. Community resources have been exhausted or are not available to pay for funds needed for training.

Career Manager Recommendation: \_\_\_\_\_

Rationale: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Career Manager Signature/Date: \_\_\_\_\_

## Youth Occupational Skills Training Questionnaire

Participant: \_\_\_\_\_ CM: \_\_\_\_\_

1. What career occupation are you seeking? \_\_\_\_\_
2. How will Occupational Skills Training assist you in finding and keeping a job? \_\_\_\_\_  
\_\_\_\_\_
3. What type of credential will result from this training? \_\_\_\_\_
4. List 3 places of employment and their location that you will pursue after you have completed the training?
  - a. Local Area - \_\_\_\_\_
  - b. Surrounding Area – \_\_\_\_\_
  - c. Statewide/National Area – \_\_\_\_\_
5. Will completion of training take more than 24 months?     Yes     No
6. Have you researched the labor market information for the occupation you are seeking?  Yes  No  
Answer the following questions with information from O\*NET Online – [www.onetonline.org](http://www.onetonline.org)  
Average Wage for the job you seek: \_\_\_\_\_ Per  Hour  Month  Year  
Are you able to meet the physical demands of the position?  Yes     Yes, with accommodations
7. Have you completed the financial assessment with your Career Manager (attach)?  Yes  No
8. Have you applied for Federal Student Aid (i.e., Pell Grant)?                             Yes  No
9. According to your financial needs assessment, do you have the means to support yourself with food, clothing and shelter while attending training?  Yes  No Explain: \_\_\_\_\_  
\_\_\_\_\_
10. Will you work while attending training?  Yes  No If yes, Where? If No, explain why? \_\_\_\_\_  
\_\_\_\_\_
11. Do you feel you will be able to reach self sufficiency without attending your requested training program?  Yes  No

Participant Signature/Date: \_\_\_\_\_



YOUTH OCCUPATIONAL SKILLS TRAINING

Acknowledgement Form

Participant Name: \_\_\_\_\_ Appid ID# \_\_\_\_\_

OST Start Date: \_\_\_\_\_ OST End Date: \_\_\_\_\_ Amount Needed for OST: \$ \_\_\_\_\_

Training Program & Location: \_\_\_\_\_

Preferred Occupation: \_\_\_\_\_

**ACKNOWLEDGEMENT AND AGREEMENT**

\_\_\_ The amount of my OST has been awarded based on individual factors including cost of attendance, coordination of other funding sources, and needs identified in my Individual Service Strategy (ISS).

\_\_\_ OST funding may be used to assist with tuition and fees as well as books, uniforms, tools, equipment, or supplies required for training/degree plan.

\_\_\_ The OST is limited to the amount and the scheduled start and end date stated above.

\_\_\_ I understand that WIA funding is a last resort funding source and all other scholarships and grants must be depleted prior to WIA funds being dispersed.

\_\_\_ I understand that I must meet or exceed attendance and academic requirements of the school/training provider.

\_\_\_ I understand that I am not required to access student loans or incur personal debt as a condition of participation. However, if I choose to do so, I understand the responsibilities associated with such indebtedness, including loan repayment. My Case Manager has counseled me in regard to this issue.

\_\_\_ Continued participation is subject to continued availability of funding by the Department of Labor.

\_\_\_ I agree to monthly contact with my Case Manager to discuss my training process and any other issues, whether academic, personal, or financial, that may affect the successful completion of my training.

\_\_\_ I will immediately inform my Case Manager of changes of name, address, phone number, or back-up contact information.

\_\_\_ I agree to complete and submit the Monthly Progress and Attendance form by the 10<sup>th</sup> day of each month.

\_\_\_ I understand that payment of WIA funds to the training provider will be delayed if the Monthly Attendance and Progress forms are not current.

\_\_\_ In the event that I drop or add a class, I will notify my Case Manager immediately.

\_\_\_ Upon completion of my training, I agree to provide my Case Manager with information concerning my employment and copies of my diploma, credentials, or licenses earned.

**I have read this document and hereby understand and agree to comply with the terms herein described. I am receiving a copy of this agreement for my records. I acknowledge that my Case Manager has made me aware of Federal Student Aid opportunities such as the Pell Grant and has provided me information on how to apply.**

Participant Signature & Date: \_\_\_\_\_

If participant is under 18, Parent Signature & Date: \_\_\_\_\_

**I have established this OST and reviewed the terms of this Agreement with the participant.**

Case Manager Signature & Date: \_\_\_\_\_

**Youth Occupational Skills Training Provider Assessment Form**

<b>TO BE COMPLETED BY AUTHORIZED SCHOOL OFFICIAL</b>	
Student Name:	D.O.B.
Next Semester Start Date:	School Year Ending Date: Tentative Graduation Date:
Credential to be Obtained: <input type="checkbox"/> License <input type="checkbox"/> Certificate <input type="checkbox"/> Degree	
Name of School:	Course of Study:
Contact Person:	Phone: (     )
Email Address:	Is Facility DESE Approved:
Mailing Address:	Is Course DESE Approved:
Tuition Cost for one semester: \$	Tuition Cost for school year: \$
Book Cost for semester: \$	Fees for semester: \$
Pell Grant Eligible? <input type="checkbox"/> YES <input type="checkbox"/> NO ( <i>attach FAFSA award</i> )	Amount of Pell: \$
Is student eligible for other grant? <input type="checkbox"/> YES <input type="checkbox"/> NO	Amount of Grant: \$
Authorized School Signature	Date
<b>TO BE COMPLETED BY WIA YOUTH COORDINATOR</b>	
TUITION AMOUNT APPROVED \$ _____ FROM ____/____/____ TO ____/____/____	
APPROVED FOR BOOKS \$ _____ FEES \$ _____	
Program Coordinator Signature	Date

# Central Region Workforce Investment Board Procurement Form WIA Occupational Skills Training

Participant Name: \_\_\_\_\_

Career Manager: \_\_\_\_\_ Appid #: \_\_\_\_\_

Preferred Training Provider: \_\_\_\_\_

*Career Manager and Client will work together to obtain price bids from three training providers and will complete the chart below with the information received from three providers.*

<b>Vendor</b>	<b>Name</b>	<b>Location</b>	<b>Cost/Length of Training</b>	<b>Date Contacted</b>
#1				
#2				
#3				

I have reviewed the request for compliance and verified that the necessary supporting documents are attached. Community resources have been exhausted or are not available to pay for funds needed for training.

Career Manager Recommendation: \_\_\_\_\_

Rationale: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Career Manager Signature/Date: \_\_\_\_\_

**Central Region Workforce Investment Board, Inc.**

**WIA Occupational Skills Training Provider Assessment Form**

**TO BE COMPLETED BY AUTHORIZED SCHOOL OFFICIAL**

Student Name:

D.O.B.

Next Semester

School Year

Start Date:

Ending Date:

Tentative Graduation Date:

Credential to be Obtained:  License  Certificate  Degree

Name of School:

Course of Study:

Contact Person:

Phone: (     )

Email Address:

Is Facility DESE Approved:

Mailing

Address:

Is Course DESE Approved:

Tuition Cost for one semester: \$

Tuition Cost for school year: \$

Book Cost for semester: \$

Fees for semester: \$

Pell Grant Eligible?  YES  NO (*attach FAFSA award*)

Amount of Pell: \$

Is student eligible for other grant?  YES  NO

Amount of Grant: \$

Authorized School Signature

Date

**TO BE COMPLETED BY WIA SERVICE COORDINATOR**

TUITION AMOUNT APPROVED \$ \_\_\_\_\_ FROM \_\_\_\_/\_\_\_\_/\_\_\_\_ TO \_\_\_\_/\_\_\_\_/\_\_\_\_

APPROVED FOR BOOKS \$ \_\_\_\_\_ FEES \$ \_\_\_\_\_

**Program Coordinator Signature**

**Date**

## Questionnaire – WIA Occupational Skills Training

Participant: \_\_\_\_\_ CM: \_\_\_\_\_

1. What career occupation are you seeking? \_\_\_\_\_
2. How will Occupational Skills Training assist you in finding and keeping a job? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
3. What type of credential will result from this training? \_\_\_\_\_
4. List 3 places of employment and their location that you will pursue after you have completed the training?
  - a. Local Area - \_\_\_\_\_
  - b. Surrounding Area – \_\_\_\_\_
  - c. Statewide/National Area – \_\_\_\_\_
5. Will completion of training take more than 24 months?     Yes     No
6. Have you researched the labor market information for the occupation you are seeking?     Yes     No  
Answer the following questions with information from O\*NET Online – [www.onetonline.org](http://www.onetonline.org)  
Average Wage for the job you seek: \_\_\_\_\_ Per  Hour     Month     Year  
Are you able to meet the physical demands of the position?  Yes     Yes, with accommodations
7. Have you completed the financial assessment with your Career Manager (attach)?     Yes     No
8. According to your financial needs assessment, do you have the means to support yourself with food, clothing and shelter while attending training?     Yes     No Explain: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
9. Will you work while attending training?  Yes     No    If yes, Where?    If No, explain why? \_\_\_\_\_  
\_\_\_\_\_
10. Do you feel you will be able to reach self sufficiency without attending your requested training program?     Yes     No

Participant Signature/Date: \_\_\_\_\_

PLANNING BUDGET SUMMARY

Revised

Local Workforce Investment Board (LWIB): Central Region

Program Year Source of Funds: PY' 12

\$ 1,310,956.00

WORKFORCE INVESTMENT ACT LOCAL ALLOCATIONS:

Title I-B Youth

**Allocation**  
\$ 1,456,617.00

\$ -

**TITLE I-B YOUTH:**

Use whole numbers - minimums must be rounded up and maximums rounded down

**AMOUNT**  
\$ 1,456,617.00

**Local Administration**

Salary and Fringe Benefits \$ 101,961.00  
Other Administration \$ 43,700.00

**Total Administration (Maximum 10%)**

\$ 145,661.00

**Program Services**

In-School - Salary and Fringe Benefits \$247,000.00  
In-School - Other staffing/operational costs \$62,000.00  
**Direct Participant Costs**  
In-School - Occupational Skills Training \$0.00  
In-School - Occupational Skills Training - ITA \$18,000.00  
In-School - Work Experience \$57,000.00  
In-School - Supportive Services \$8,000.00  
In-School - Other direct participant costs \$1,285.00  
**Total In-School** \$393,285.00

Out-School - Salary and Fringe Benefits \$220,000.00  
Out-School - Other staffing/operational costs \$68,000.00  
**Direct Participant Costs**  
Out-School - OJT \$20,000.00  
Out-School - Occupational Skills Trng - ITA \$90,000.00  
Out-School - Work Experience \$100,000.00  
Out-School - Supportive Services \$26,000.00  
Out-School - Other direct participant costs \$385.00  
**Total Out-School** \$524,385.00

In-School Summer - Salary and Fringe Benefits \$85,000.00  
In-School Summer - Other staffing/operational costs \$13,000.00  
**Direct Participant Costs**  
In School - Summer Work Experience \$90,000.00  
In-School Summer - Supportive Services \$8,643.00  
**Total In-School Summer** \$196,643.00

Out-School Summer - Salary and Fringe Benefits \$85,000.00  
Out-School Summer - Other staffing/operational costs \$13,000.00  
**Direct Participant Costs**  
Out-School - Summer Work Experience \$90,000.00  
Out-School Summer - Supportive Services \$ 8,643.00  
**Total Out-School Summer** \$196,643.00

**Total Program Services (Minimum 90%)**

\$1,310,956.00

**GRAND TOTAL TITLE I-B YOUTH**

\$ 1,456,617.00

**NOTE:** 1) In accordance with 20 Code of Federal Regulations (CFR) Part 664.320 (a), the total of the Title I-B Youth line items "Program Services Out of School Youth" and "Summer Employment Opportunities Out of School Youth" MUST be a Minimum of 30% of the amount shown on the line item "Total Program Sevices".

### STATEMENT OF ASSURANCES CERTIFICATION

In order to minimize the documents attached to the local workforce investment plan, the officials listed below certify through their signature that the region has met the following requirements:

- Assures the local stakeholders (businesses, organized labor, public officials, community-based organizations and WIA service providers) were involved in the development of this plan;
- Assures a written agreement has been developed between the local workforce investment board and the current one-stop operator(s);
- Assures a written agreement has been developed between the chief local elected official(s) and the local workforce investment board;
- Assures the chief elected official(s) agree(s) with the selection of the one-stop operator;
- Assures the chief elected official(s) authorized the designation/selection of the region's fiscal agent; and
- Assures the Governor and his administrative staff that all WIB members are nominated, and maintenance of membership over time is completed, on good faith and actions in compliance with the Division of Workforce Development WIB member certification Issuance 03-2012.

The Central Region Workforce Investment Board certifies that it has complied with all of the required components of the Workforce Investment Act. The region also assures that funds will be spent in accordance with the Workforce Investment Act and its regulations, written U.S. Department of Labor guidance implementing this Act, and all other federal and state laws and regulations.

<u><i>Janet E. Young</i></u> Chief Local Elected Official (or CLEO Chair)	<u>3-28-13</u> Date
<u><i>Bill Debo</i></u> Workforce Investment Board Chair	<u>3-22-13</u> Date
<u><i>Janet A. Chisholm</i></u> Workforce Investment Board Director	<u>3-22-13</u> Date





Subject	Issued	Revised	Policy Section
Technical Assistance Plan/Performance Improvement Plan	3/24/2012	No Current Revisions	Youth Program

The Division of Workforce Development Annual Report for Program Year 2010 found the Central Region failed to meet the following negotiated goals, resulting in sanction:

- 1) The required 80 percent for the Youth Literacy and Numeracy Gains measure for the past three years (PY 2008 - PY 2010).

As required by DWD, the Central Region has developed a Technical Assistance Plan and Performance Improvement Plan.

The Central Region will work with the DWD Youth Program Director to provide training to Central Region staff. In addition, the Central Region is increasing the attention given to this customer base. Staff are being trained to enhance case note entries. These entries will reflect what actions are being taken to increase Educational Functional Levels. Also, these entries will clearly note the testing history of youth to ensure they are being tested in a timely matter.

The region is placing greater emphasis on providing services to youth who have failed to progress while enrolled. These youth have been identified and are receiving more intensive encouragement and learning assistance, including Career Ready 101 remediation and AEL classes. With remediation, this group of youth clients will advance EFLs and not reflect negatively in monitoring.

In regard to testing, a local policy has been implemented region wide dictating testing and monitoring for youth. This policy clearly outlines a testing schedule:

- 1) Testing of youth is mandatory. All youth not attending high school at the time of eligibility shall be tested prior to enrollment.
- 2) If youth assess below EFL 5, they will be referred to AEL. Basic Skills Deficient youth already attending higher education will be referred to available local remediation resources. The region will not fund Classroom Occupational Training for BSD youth.
- 3) Those who test at or above EFL 5, but below an EFL of 6 (8.9), may be enrolled as BSD and referred to Career Ready 101 remediation and AEL classes. Retesting will take place in accordance with the Missouri Adult Education and Literacy State Assessment Policy.

*(From the Missouri AEL State Assessment Policy -- Rev. 11/2011)*





Subject	Issued	Revised	Policy Section
Technical Assistance Plan/Performance Improvement Plan	3/24/2012	No Current Revisions	Youth Program

*TABE – Forms 9 and 10 If the pre- and post-test are for the same level but using a different form (e.g., (TABE 9 Level M to TABE 10 level M): 60 hours.*

*If the pre- and post-test are for with the same level and use the same form (e.g., TABE 9 level M to TABE 9 level M): 120 hours.*

*CTB/McGraw-Hill suggests the pre- and post-test guidelines as Best Practices recommendations based upon feedback and APA guidelines. The purpose for assessing with TABE will also have an impact on the implementation of these recommendations. CTB discourages random and frequent testing as it will not present valid gain scores and could create a practice effect, thus producing questionable or spurious scores. Instructional intervention between testing periods is strongly recommended to maximize gain. Proper use of the Locator Test as a determinant of appropriate content level testing is also strongly recommended and is an integral part of the testing process.*

*If a test is to be administered as a retest because the initial test session was invalid, there is not a prescribed length of time that needs to occur. However, CTB strongly encourages some instructional time in order to avoid a practice effect.*

- 4) Within three days of enrollment of a Basic Skills Deficient youth, the following information about the youth must be submitted to the CWIB Special Projects Manager at [ablackwell@copic.ext.missouri.edu](mailto:ablackwell@copic.ext.missouri.edu)
  - a. name
  - b. APP ID
  - c. youth enrollment date
  - d. pretest date

The Special Projects Manager will use this information to track the youth. This is a precautionary measure that does not eliminate the responsibility of case managers to monitor youth.

- 5) If retesting cannot take place in accordance with the Missouri AEL State Assessment Policy, a waiver application must be submitted to the Central Region Executive Director which explains the justification for extension.
- 6) Case notes and Tool Box entries will reflect the testing at each occurrence.



Subject	Issued	Revised	Policy Section
Technical Assistance Plan/Performance Improvement Plan	3/24/2012	No Current Revisions	Youth Program

- 7) If any of the above directives are not met (excluding any case which received a waiver), the responsible subcontractor's WIA Youth funding shall be frozen and not released until the terms of the policy are met. Selection of another service provider following RFP is also possible.

On a monthly basis, CWIB staff will reconcile basic skills deficient youth with MoPerforms Rosters. Also, youth will have more frequent contact with program staff, and engagement in other WIA activities and services will be encouraged.



Subject	Issued	Revised	Policy Section
Technical Assistance Plan/Performance Improvement Plan	3/15/2012	No Current Revisions	Adult Program

The Division of Workforce Development Annual Report for Program Year 2010 found the Central Region failed to meet the following negotiated goals, resulting in sanction:

- 1) The required 100 percent Ault Program Average for PY 2010.

As required by DWD, the Central Region has developed a Technical Assistance Plan and Performance Improvement Plan.

The region fell short in the entered employment rate. The Central Region Workforce Investment Board held a meeting with its sub contractors to discuss ways to elevate performance from 99% to 100%. To increase in this measure, the region will ensure that all UI claimants will be engaged during their four week visit and will receive reemployment services which would include at a minimum a staff assisted job search referral.



*Central Region Workforce Investment Board, Inc.*

Janet A. Vaughn  
Executive Director

December 13, 2012

Boone County Council on Aging  
1123 Wilkes Blvd.  
Suite 100  
Columbia, MO 65201

To Whom It May Concern:

The Central Region Workforce Investment Board is in the process of finalizing the Workforce Investment Act (WIA) plan for Program Years 2012-2016, which will be submitted to the Division of Workforce Development. The Boone County Council on Aging is being made aware of this planning process to provide the opportunity for the council's planning input

The plan is available at [www.cwib.us](http://www.cwib.us), posted under "About CWIB" and then "CWIB Strategic Plan".

If you would like to make a comment regarding this strategic plan, please contact me at the address below.

Sincerely,

Kevin Stadler

www.cwib.us  
1202 Forum Drive • Rolla, Missouri 65401  
Phone 573-364-7030 or 800-638-1401 • Fax 573-364-1865  
Ensuring Quality Workforce Development in Nineteen Central Missouri Counties



*Central Region Workforce Investment Board, Inc.*

Janet A. Vaughn  
Executive Director

December 13, 2012

Centro Latino de Salud  
609 N. Garth Avenue  
Columbia, MO 65203

To Whom It May Concern:

The Central Region Workforce Investment Board is in the process of finalizing the Workforce Investment Act (WIA) plan for Program Years 2012-2016, which will be submitted to the Division of Workforce Development. Centro Latino de Salud is being made aware of this planning process to provide the opportunity for the organization's planning input

The plan is available at [www.cwib.us](http://www.cwib.us), posted under "About CWIB" and then "CWIB Strategic Plan".

If you would like to make a comment regarding this strategic plan, please contact me at the address below.

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*Central Region Workforce Investment Board, Inc.*

Janet A. Vaughn  
Executive Director

December 13, 2012

Lisa Althoff, Executive Director  
MO Women's Council  
PO Box 1157  
301 W. High Street,  
Suite 680  
Harry S. Truman Office Building  
Jefferson City, MO 65101

Dear Ms. Althoff:

The Central Region Workforce Investment Board is in the process of finalizing the Workforce Investment Act (WIA) plan for Program Years 2012-2016, which will be submitted to the Division of Workforce Development. The Missouri Women's Council is being made aware of this planning process to provide the opportunity for the council's planning input

The plan is available at [www.cwib.us](http://www.cwib.us), posted under "About CWIB" and then "CWIB Strategic Plan".

If you would like to make a comment regarding this strategic plan, please contact me at the address below.

Sincerely,

Kevin Stadler

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## Draft CWIB Plan 2012

Permalink: <http://cwib.us/wp-content/uploads/2012/12/REVISED-CWIB-Plan-2012-DRAFT-113012-with-attachments1.pdf> [Change Permalinks](#) [View Page](#)

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