

Workforce Innovation and Opportunity Act (WIOA)

Central Workforce Development Board

Strategic Plan

Program Years 2016–2020

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Attachments to the Plan

1.	List of Comprehensive One-Stop Centers and Affiliate Sites
2.	Local Supportive Services Policy
3.	Memorandum of Understanding
4.	Interim Cost-Sharing Agreement between the Local Workforce Development Board and DWD
5.	Local Workforce Development Board Membership List
6.	Local Workforce Development Board By-Laws and Attestation Form
7.	Chief Elected Officials' membership and By-Laws
8.	Conflict of Interest Policy
9.	Sub-State Monitoring Plan
10.	Business Services Plan
11.	MOU between the Local Workforce Development Board and Missouri State Technical College
12.	Local Competitive Procurement Process
13.	Planning Budget Summaries for Program Year 2016 and Fiscal Year 2017
14.	Statement of Assurances Certification
15.	WIOA Grievance and Complaint Resolution Policy
16.	Incumbent Worker Training Policy

STRATEGIC ELEMENTS

I. Local Workforce Development Board's Vision

State the Board's vision for the LWDA and how this vision meets, interprets, and furthers the Governor's vision in the PY16–PY20 WIOA Missouri Combined State Plan.

The Central Region Workforce Investment Board (CWIB) strives to provide an integrated, seamless, demand-driven workforce system that identifies the employer's needs for sustaining a productive workforce and opportunities for job seekers to increase skills and attain self-sufficiency. The board serves as a strategic convener to promote and broker effective relationships between Local Elected Officials, economic, education, and workforce partners.

a. Local Workforce Development Board's Goals

Provide the Board's goals for engaging employers and preparing an educated and skilled workforce (including youth and individuals with barriers to employment). Include goals relating to the performance-accountability measures based on primary indicators of performance to support regional economic growth and economic self-sufficiency.

The Central Region will focus on the following goals:

1) Reduce employment barriers

There are employment barriers that affect many job seekers, making the attainment of gainful employment difficult. Overcoming these barriers strengthens the workforce, reduces welfare dependency, and raises the productivity of the region. The workforce system partners will collaborate in addressing these barriers and in striving for equal opportunity for all job seekers.

2) Conduct meaningful business engagement.

The regional partners will make relevant business engagement a priority. Through the use of business forums, individual employer outreach, surveys, and collaboration with business organizations, the region will determine the needs of business and collaborate to meet those needs. Sector strategies will be utilized and a strategic system developed so that talented workers will be available to employers.

3) Develop Sector Strategies and Career Pathways

Sector Strategies will drive the region in dealing with employers and job seekers. High-demand sectors in the region will be identified through data analysis; business leaders from those sectors will help identify staffing and training needs, and job seekers will be recruited and prepared to fill job openings in those sectors. Training providers will be involved to ensure that the needed curriculum is available. Job seekers will be provided information on high-demand sectors as well as which career clusters provide the best opportunities for self-sufficient employment. Education and training are critical to attaining rewarding careers.

4) Maximize the efficiency and effectiveness of One-Stop system partnerships

The region is committed to ongoing analysis of its workforce system and continuous Improvement. Workforce system partners will work together to provide efficient, meaningful service to business customers and job seekers. Each partner has unique resources and abilities to meet workforce needs; the region's Job Centers will strive to unite these resources and abilities for the benefit of the system. Functional leaders will coordinate the workforce system in their area, not just the Job Center.

5) Strengthen employment retention.

Gaining employment is a significant achievement. However, ongoing support may be required to ensure success. The region will coordinate partner services to provide clients with the needed resources to be successful in their employment. Supportive services, education, and training are some of the resources that will be utilized.

III. Local Workforce Development Board's Priorities

Identify the workforce development needs of businesses, jobseekers, and workers in the LWDA, and how those needs were determined.

Business Needs

The region believes that the workforce system must be driven by the needs of businesses, and uses various resources to determine and address those needs. The Business Services Team guides outreach and services to businesses. The team is made up of workforce system staff whose goal is to connect employers to a skilled workforce. Job Center staff, Local Veterans Employment Representatives, Vocational Rehabilitation Business Outreach Specialists, and other partner staff serve on the Business Services Team.

The needs of businesses are determined through direct contact with employers, surveys, labor market information, attending chamber of commerce and regional planning meetings, and the input from board members who represent business. Analysis of the skills and education gaps that employers have identified is a critical step in determining the training needs that must be addressed. The region's Employer Engagement/Sector Strategies Committee, which is made up of representatives of business, organized labor, economic development and regional planning organizations will be instrumental in guiding the efforts to engage businesses and determine their needs.

Some employer's needs are well known. Businesses in the region have difficulty finding dependable, qualified workers; this is the greatest challenge facing employers. They report deficiencies in basic qualifications, including: unwillingness to accept personal responsibility; lack of positive work ethic; limited or no soft skills, and the lack of job related transferrable skills. Many applicants and workers lack critical thinking, interpersonal, and problem solving skills. Some workers have chemical addictions, behavior disorders, and significant personal problems, which affect job performance. These issues, coupled with low academic skills

(math and science), place increased burdens on employers and negatively impact business performance. The region will address these needs by utilizing partner collaboration and resources and input from employers.

Job Seeker and 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 Job 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 that the majority of all job seekers know their current basic skill level and are provided access to services to build upon 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, 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.

Job seekers and workers need ongoing training and skill development resources that are affordable and flexible. Some individuals need training in basic skills, such as reading, writing, math, critical thinking, and customer service. There is also a need for specific occupational skills. On-the-job training, apprenticeships, and internships/work experience are used to provide occupational training. Partnerships between employers and technical education providers are being utilized to develop other training tools.

Sector strategy initiatives will integrate education, training, support services, and other resources to assist job seekers and incumbent workers. Career pathways will provide individuals with a clear training strategy to achieve success in the workplace.

The region will develop a local policy on the provision of incumbent worker training based upon guidance from the Division of Workforce Development.

Evaluating the Central Region Workforce Needs

A well trained supply of workers is one of the greatest workforce challenges in the region. Employers have trouble finding qualified workers, and many job seekers don’t have the skills that are in demand.

Regional partnerships will coordinate efforts and resources to make education and training accessible to individuals so they will have the real world skills needed by employers. Collaboration between training institutions, workforce development staff, and employers will continue to address the skills gap so employers will have the skilled workforce they need and workers will have jobs that lead to self- sufficiency.

Job seekers who have barriers to finding employment are a priority, and will benefit from the combined efforts and resources of workforce partners. Regional partners are committed to making resources and services more accessible for all customers.

IV. Economic, Labor Market, and Workforce Analysis

If using Missouri Economic Research and Information Center (MERIC) data, please indicate the source is MERIC. If using another resource, please reference the source. MERIC regional representatives can be found online at:

[https://www.missourieconomy.org/about_us/contactus.stm#Regional Contacts](https://www.missourieconomy.org/about_us/contactus.stm#Regional%20Contacts)

A. Economic Analysis

1. Describe the area’s current 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 layoff events over the past three years and any anticipated layoffs; and
- Any other factors that may affect local/regional economic conditions.

Average Personal Income

Area	Population 2015	Total Personal Income 2014	Per Capita Income 2014	Taxable Sales Total Revenue 2015
Audrain County	26,096	\$966,487,000	\$37,335	\$2,486,559
Boone County	174,974	\$7,153,637,000	\$41,418	\$26,406,194
Callaway County	44,834	\$1,557,751,000	\$34,810	\$3,204,645
Camden County	44,237	\$1,549,427,000	\$35,197	\$35,197
Cole County	76,720	\$3,199,342,000	\$41,790	\$12,017,616
Cooper County	17,642	\$605,211,000	\$34,416	\$1,785,741

Crawford County	24,526	\$851,314,000	\$34,536	\$1,830,548
Dent County	15,593	\$477,642,000	\$30,511	\$1,419,923
Gasconade County	14,858	\$542,191,000	\$36,472	\$1,675,415
Howard County	10,139	\$371,193,000	\$36,538	\$530,970
Laclede County	35,473	\$1,099,979,000	\$31,039	\$3,959,519
Maries County	8,963	\$337,709,000	\$37,469	\$438,631
Miller County	25,113	\$752,332,000	\$29,925	\$3,717,240
Moniteau County	15,963	\$518,563,000	\$32,705	\$1,141,939
Morgan County	20,171	\$763,718,000	\$37,733	\$2,172,163
Osage County	13,628	\$527,126,000	\$38,468	\$1,015,281
Phelps County	44,794	\$10,446,670,00	\$32,258	\$5,145,951
Pulaski County	53,221	\$2,073,019,000	\$38,794	\$3,788,799
Washington County	24,788	\$659,889,000	\$26,315	\$1,474,350
Central Region Summary	691,733	\$25,453,200,000	\$36,910	\$82,069,206

Source: MERIC

Poverty Rates by County

County	Poverty Percent
Audrain	17.2
Boone	19.5
Callaway	14.2
Camden	17.5
Cole	13.3
Cooper	14
Crawford	20.7
Dent	21.6
Gasconade	13.5
Howard	15.6
Laclede	18.4
Maries	16.1
Miller	17.4
Moniteau	13.9
Morgan	20.7
Osage	10.2
Phelps	21.6
Pulaski	15.9
Washington	25.5

Source: 2016 State of the State: Poverty in Missouri Report

Unemployment rates for the last five years

	Rate for 2016 *	Rate for 2015	Rate for 2014	Rate for 2013	Rate for 2012
Audrain County	5%	4.6%	5.6%	6.3%	6.5%
Boone County	3.40%	3.5%	4.1%	4.5%	4.6%
Callaway County	4.60%	4.7%	5.6%	6.0%	6.2%
Camden County	8.5%	6.5%	8.1%	9.1%	9.5%
Cole County	3.9%	4.0%	5.0%	5.2%	5.2%
Cooper County	5.70%	5.8%	5.9%	6.9%	7.1%
Crawford County	5%	6%	7.80%	8.30%	8.70%
Dent County	5.90%	5.80%	6.70%	7%	8.10%
Gasconade County	4.80%	4.20%	5.30%	6.30%	7.10%
Howard County	5.30%	6.40%	7.10%	7.60%	8.10%
Laclede County	6.40%	6.40%	8.10%	9.60%	9.30%
Maries County	5.10%	5.20%	6.10%	6.50%	7.20%
Miller County	7.20%	6%	7.70%	8.70%	9.10%
Moniteau County	5.20%	4.90%	6%	6.40%	6.60%
Morgan County	7.50%	6.70%	8.50%	9.30%	10%
Osage County	3.90%	3.7%	4.6%	5%	5.1%
Phelps County	5.20%	5.30%	6.30%	6.80%	6.90%
Pulaski County	5.70%	5.80%	7.40%	7.90%	8.20%
Washington County	7.60%	6.60%	8.60%	9.70%	10.60%

Source: MERIC, 2016 rate is for June

- Major layoff events over the past three years and any anticipated layoffs; and

The region experienced the following major layoffs in the past three years.

Boonville - Nordyne, 242 employees

Columbia - Macy's Shoppes, 81 employees

Fort Leonard Wood is projecting a reduction within their Department of the Army Civilians FY 17 budget; by September 30, 2016, there will be approximately 80 workers who have been on temporary contracts laid off. There is an effort to roll some of those staff into permanent positions prior to that date.

- *Any other factors that may affect local/regional economic conditions.*

Commuting Patterns

Commuting patterns tell us a great deal about a region. In the Central Region, a majority of the workforce commutes to a different county to work. Over half the workforce in 14 of the 19 counties in the region leaves the county where they live for employment. In contrast, only 23% of the workforce leaves the Central Region for employment. From these facts, we can conclude that most persons commute to a different county within the Central Region for employment. In addition, we can also infer that persons living in the Central Region are skilled in the industries and occupations in demand in this region.

Percent of Employees Working Outside of Their Home County

County	Percent		County	Percent
Audrain	59%		Laclede	42%
Boone	28%		Maries	85%
Callaway	67%		Miller	74%
Camden	48%		Moniteau	66%
Cole	28%		Morgan	70%
Cooper	59%		Osage	73%
Crawford	63%		Phelps	45%
Dent	61%		Pulaski	51%
Gasconade	61%		Washington	75%
Howard	69%			

Source: US Census Bureau, Center for Economic Studies, LEHD, On the Map (onthemap.ces.census.gov)

B. Labor Market Analysis

1. Existing Demand Industry Sectors and Occupations

Provide an analysis of the industries and occupations for which there is existing demand.

Group	2015 Jobs	2025 Jobs	Job Change	2015 LQ	2025 LQ	Percent Change	Earnings Per Worker	Establishments
Health Care	37,960	43,747	5,787	0.97	0.95	(2%) LQ	\$47,974	3,028
Retail	37,611	40,869	3,258	1.17	1.22	4%	\$28,819	2,392
Business Services	16,650	19,471	2,821	0.57	0.59	2%	\$45,807	1,390
Hospitality	31,866	34,146	2,280	.99	.98	(1%)	\$17,108	1,708
Education	32,353	34,428	2,075	1.30	1.28	(1%)	\$61,642	385
Construction	19,340	21,376	2,036	.91	.93	2%	\$42,977	2,273
Personal Services	17,272	18,970	1,698	.89	.87	(2%)	\$21,915	3,365
Communications and IT Services	7,981	9,348	1,367	.62	.66	5%	\$56,188	585
Real Estate and Building Services	18,613	19,571	958	.92	.90	(1%)	\$38,302	1,926
Communications IT Mfg.	4,341	5,192	851	.96	1.24	28%	\$46,976	103
Financial Services	9,706	10,556	850	.82	.85	3%	\$59,245	1,074
Automotive Services	12,717	13,408	691	1.41	1.44	2%	\$33,757	1,168
Logistics and Transportation	5,580	6,115	535	.68	.69	1%	\$42,252	447
Energy and Utilities	3,715	4,076	361	.86	.84	(2%)	\$103,596	174
Chemical, Rubber, and Plastics	4,335	4,679	344	1.21	1.36	12%	\$60,125	121
Lumber, Paper, and Wood Products	2,702	3,029	327	1.01	1.24	23%	\$40,046	171
Government	39,716	40,031	315	2.02	2.02	0%	\$59,208	915
Wholesale Trade	6,852	7,110	258	.67	.67	0%	\$47,183	543
Biotechnology and Medical Equipment	475	638	163	.23	.28	23%	\$54,276	44

Vehicle Mfg.	3,050	3,160	110	.93	.95	3%	\$45,430	40
Metal and Metal Fabricating	10,475	10,451	-24	1.06	1.05	(1%)	\$54,930	196
Food Processing	2,623	2,524	-99	.78	.74	(5%)	\$44,618	88
Agriculture Production	3,044	2,860	-184	.87	.86	(1%)	\$26,372	138

Source: EMSI

Missouri's WIOA partnership includes a functional bureau of state government housed within the Department of Economic Development called the Missouri Economic Research Information Center (MERIC). The following economic analysis has been prepared to explain the Central Region Workforce Development Area's economic conditions and trends, as well as to explain pertinent industrial and occupational demand.

Real-Time Labor Market Analysis

In 2012, MERIC began using a new tool to assess current, or real-time, demand for occupations throughout the state. The tool, provided by Burning Glass Technologies, captures online job advertisements and aggregates those jobs by occupation and industry codes. While on-line advertisements do not represent all job openings, as other informal networks are also used, it does provide a broad picture of hiring activity and serves as one measure of current labor demand.

Industrial Demand

Industry demand analysis from February 2015 through January 2016 showed that the Healthcare Industry (Hospitals, Physician's Offices and Nursing Care Facilities) was a top job advertisement. Colleges, Universities, and Professional Schools, Insurance Carriers, and Restaurants and Other Eating Places also had a high number of job advertisers. A few of the industries, such as Restaurants and Retail Stores, have high turnover rates so the large number of job advertisements can reflect the need to refill positions rather than to add new jobs.

Top Ten Real-Time Labor Demand Industries by Online Job Ads

Industry	Job Postings
General Medical and Surgical Hospitals	1,936
Colleges, Universities, and Professional Schools	1,336
Insurance Carriers	1,215
Restaurants and Other Eating Places	859
National Security and International Affairs	786
Department Stores	666
General Freight Trucking	644
Offices of Physicians	628
Offices of Other Health Practitioners	565
Nursing Care Facilities	493

Source: Burning Glass Technologies (February 2, 2015-January 31, 2016)

Occupational Demand

Job analysis highlights the top ten occupations Central Region employers advertised for in the past year. Truck Drivers were in the greatest demand, followed by Registered Nurses and Retail Salespersons. First-Line Supervisors of Retail Sales Workers followed. Several Service and Retail occupations, such as Customer Service Representatives and Sales Representatives, Wholesale and Manufacturing also made the list.

Real-Time Labor Market Analysis provides a snapshot of current labor demand that is particularly helpful to current job seekers interested in who is hiring and for what occupations. MERIC has developed products, like the Real Time Labor Market Summary, using this tool. The Labor Market Summary provides both a regional and statewide snapshot of data found in job ads and is published every other month. MERIC and DWD will continue to explore how this data can inform workforce and economic development efforts to meet the needs of businesses around the state.

Top Ten Real-Time Labor Demand Occupations by Online Job Ads

Occupation	Job Postings
Heavy and Tractor-Trailer Truck Drivers	2,639
Registered Nurses	2,244
Retail Salespersons	1,311
First-Line Supervisors of Retail Sales Workers	870
Customer Service Representatives	839
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	743
Computer Occupations, All Other	578
Licensed Practical and Licensed Vocational Nurses	489
Nursing Assistants	486
Laborers and Freight, Stock, and Material Movers, Hand	428

Source: Burning Glass Technologies (February 1, 2015-January 31, 2016)

2. Emerging Demand Industry Sectors and Occupations

Provide an analysis of the industries and occupations for which demand is emerging.

Industry

MERIC develops long-term employment projections based on industry trends and staffing patterns for the Central Region. The table below describes the industries projected to have the most job openings from 2012 to 2022 based on both growth and replacement needs.

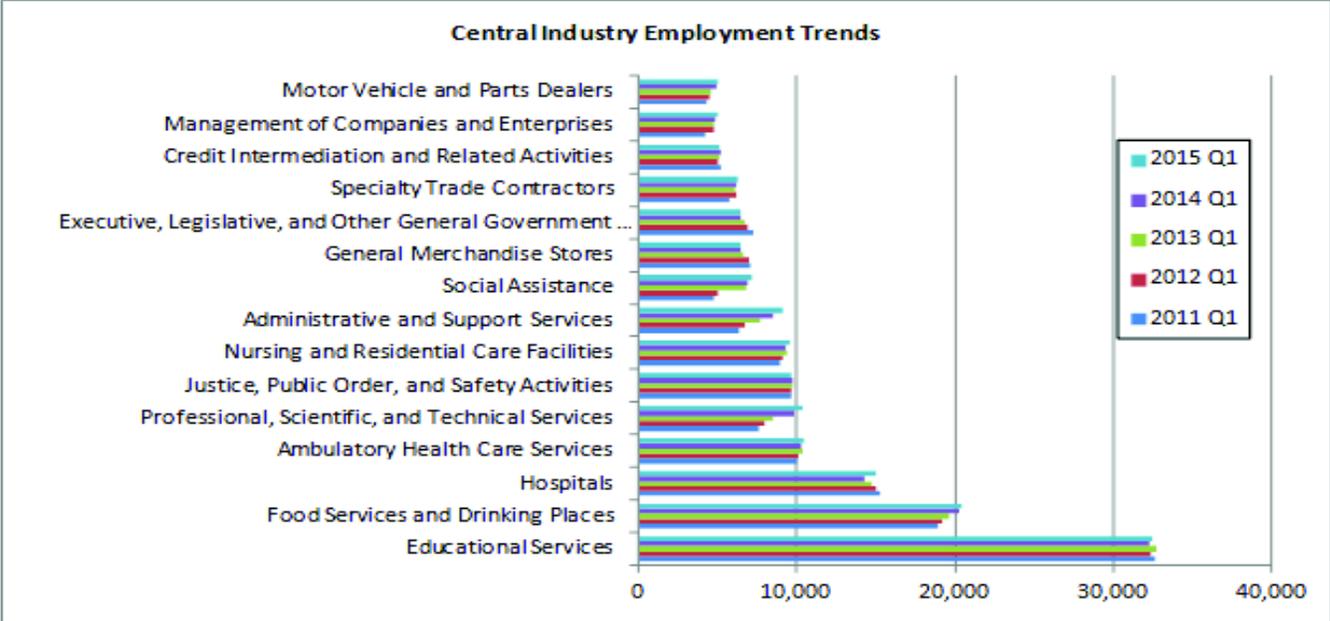
For the 2012-2022 time period, the top net change for industry employment in the Central Region are projected to be Educational Services (2,964); Administrative and Support Services (2,829); Specialty Trade Contractors (2,349); and Food Services and Drinking Places (2,340).

Central Region 2012-2022 Industry Projections

Title	Employment 2012 Estimated	Employment 2022 Projected	Change 2012-2022 Numeric	Change 2012-2022 Percent
Educational Services	32,205	35,169	2,964	9.20%
Administrative and Support Services	7,374	10,203	2,829	38.36%
Specialty Trade Contractors	6,216	8,565	2,349	37.79%
Food Services and Drinking Places	21,471	23,811	2,340	10.90%
Ambulatory Health Care Services	9,492	11,743	2,251	23.71%
Hospitals	17,325	19,390	2,065	11.92%
Professional, Scientific, and Technical Services	7,940	9,906	1,966	24.76%
Nursing and Residential Care Facilities	7,699	8,753	1,054	13.69%
Social Assistance	4,424	5,443	1,019	23.03%
General Merchandise Stores	7,849	8,557	708	9.02%

Source: MERIC Employment Projections

Industry employment trends offer insight on the industries that are growing over time in a given area. The chart below is a snapshot of employment for the top fifteen employment sectors over 5 years in industries located in Central Region. During the 5 year period, the highest employment growth in the top was in the industries of Social Assistance; Administrative and Support Services, Professional, Scientific, and Technical Services; Management of Companies and Enterprises, and Motor Vehicle and Parts Dealers.



Source: MERIC

Occupations

The long-term occupational projections for the Central Region show that the top job openings are in the Food and Retail Service Industries. The definition of Total Openings is the projected new growth along with replacement needs. Combined Food Preparation and Serving Workers, Including Fast Food, for example, shows a total projected employment of 8,436 for 2022, only 1,161 more than the 2012 estimate of 7,275 jobs. This means of the 8,436 job openings over 10 years, 2,778 are replacement openings due to turnover while only 1,161 are new. Total openings are important to job seekers while new jobs indicate where new training needs may be found.

Several occupations are projected to grow much faster than the overall region and have a large number of openings (at least 500 over 10 years). Combined Food Preparation and Serving Workers, Including Fast Food, Retail Salespersons, Registered Nurses, Nursing Assistants, General Operation Managers and Customer Service Representatives are expected to grow by 13 percent or more. Larger occupations included in the top ten are Cashiers, Waiter and Waitresses, Retail Salespersons, General Office Clerks and Secretaries and Laborers and Freight, Stock, and Material Movers.

Central Region Top Ten Long-Term Occupation Projections Sorted by Total Openings

Occupation	2012 Estimated Employment	2022 Projected Employment	Growth Openings	Replacement Openings	Total Openings
Combined Food Preparation and Serving Workers, Including Fast Food	7,275	8,436	1,161	2,778	3,939
Retail Salespersons	9,054	9,862	808	3,097	3,905
Cashiers	7,827	8,155	328	3,384	3,712
Waiters and Waitresses	5,372	5,707	335	2,585	2,920
Registered Nurses	6,297	7,127	830	1,221	2,051
Office Clerks, General	7,076	7,583	507	1,487	1,994
Nursing Assistants	5,338	6,099	761	1,015	1,776
Laborers and Freight, Stock, and Material Movers, Hand	3,954	4,478	254	1,225	1,749
Customer Service Representatives	3,921	4,507	586	1,067	1,653
General and Operations Managers	5,003	5,680	677	936	1,613

Source: MERIC Employment Projections

In *The ABCs of Missouri Career Grades 2012-2022*, letter grades are assigned to 800+ occupations based on the total job openings and average wage of the occupation. Job openings include both new growth (jobs added to the workforce) and replacements (vacancies created by employees moving to a different occupation or retiring). Projections are made for each occupation on a statewide basis as well as each of the regions. Therefore, a job may be graded differently in the statewide projections and each region based on the openings and wages for specific areas of the state.

In the Central Region, approximately 100,000 job openings are projected between 2012 through 2022. Most of the job openings, over 51,000 are projected in the Grade B category. Many of the job openings are in entry level occupations, such as *Food Preparation and Serving Workers; Retail Salespersons; Cashiers; Office Clerks; Laborers and Customer Service Representatives*.

Each occupation is also classified in the Now, Next and Later categories. A “Now” job would require short- to moderate-term on-the-job training lasting no more than 12 months. “Next” occupations generally require an Associate’s degree or substantial vocational training lasting more than one year. “Later” occupations usually require a bachelor’s or advanced degree and in addition to specific work experience.

Central WIA - Good Outlook Careers

	Title	Grade	Openings	Average Wage
Now	Combined Food Preparation & Serving Workers, Including Fast Food	B	3,939	\$17,936
	Retail Salespersons	B	3,905	\$23,111
	Cashiers	C+	3,712	\$19,020
	Waiters and Waitresses	C+	2,920	\$19,095
	Office Clerks, General	B	1,994	\$28,087
	Laborers & Freight, Stock &; Material Movers	B+	1,749	\$26,137
	Customer Service Representatives	B+	1,653	\$29,362
Next	Registered Nurse	A	2,051	\$55,632
	Nursing Assistant	B	1,776	\$22,215
	Heavy and Tractor-Trailer Truck Drivers	A	1,260	\$35,406
	Carpenters	A	1,010	\$41,657

	First-Line Supervisors of Retail Sales Workers	B	958	\$35,920
	Maintenance and Repair Workers, General	B	917	\$31,761
	Licensed Practical and Licensed Vocational Nurses	B+	909	\$36,692
Later	General and Operations Managers	A+	1,613	\$ 72,710
	Elementary School Teachers, Except Special Education	B+	908	\$ 42,446
	Secondary School Teachers, Except Special &; Career/ Technical Ed.	B	849	\$ 40,610
	Accountants & Auditors	A	750	\$ 53,393
	Substitute Teachers	C+	430	\$ 23,001
	Middle School Teachers, Except Special & Career/ Technical Ed.	B	427	\$ 45,836
	Computer Programmers	B	387	56,179

Source: The ABCs of Missouri Career Grades 2012-2022, Central Region

3. Employers' Employment Needs

Identify the job skills necessary to obtain current and projected employment opportunities. With regard to the industry sectors and occupations, provide an analysis of the employment needs of employers. Describe the knowledge, skills, and abilities required, including credentials and licenses.

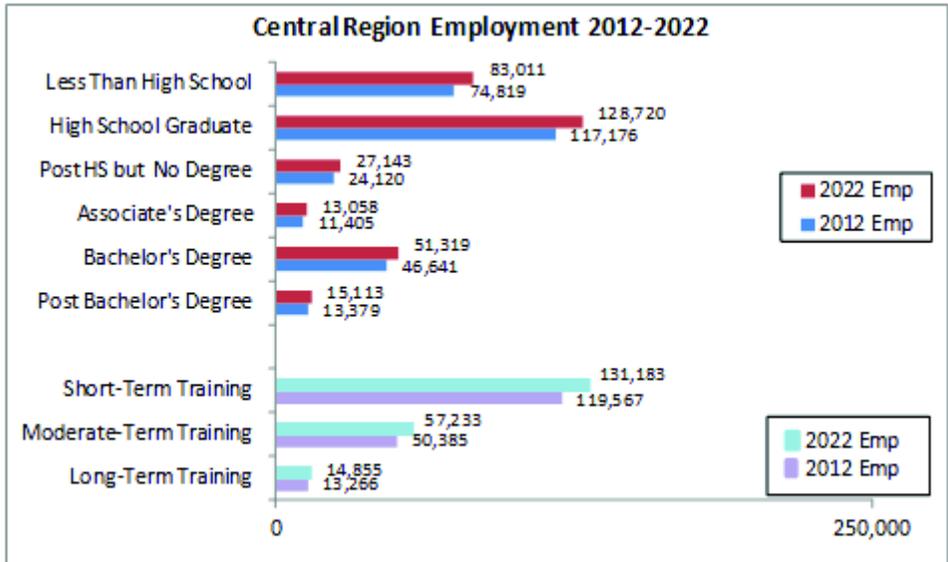
Long-Term Projections – Jobs by Education Level

Occupations typically requiring short-term OJT are expected to account for the largest portion of 2022 employment change in the Central Region. Occupations requiring short-term OJT are projected to experience the highest number of increased employment at over 11,600, or 9.7 percent growth. Employment in occupations requiring moderate-term OJT is also expected to grow by over 6,800, or 13.6 percent.

Increased employment is also anticipated for occupations requiring a bachelor's degree. Employment for this education level is projected to increase by nearly 4,700, or 10.0 percent. Occupations requiring an associate's degree or some post-high school training will increase by over 4,600 workers.

As estimated for the year 2022, over 66 percent of workers in the Central Region will be employed in occupations that require no formal postsecondary education (includes short-term OJT to work

experience in a related occupation). Workers in occupations that require just a bachelor’s degree will account for just over 16 percent of the total employment in 2022.



Top Occupations by Education Level

The 2012-2022 long-term occupations projections were used to identify the top ten occupations based on total openings and level of education or training needed. Top occupations requiring short to moderate-term training include service and support sector occupations. Healthcare, Driver and Supervisor occupations dominate the top new openings requiring at least long-term training or as much as an Associate’s degree. The top occupations requiring a bachelor’s degree or higher include Management, Education, Information Technology and Business and Financial occupations.

Central Region Top Ten Long-Term Occupation Projections Sorted by Total Openings

Occupation	2012 Estimated Employment	2022 Projected Employment	Growth Openings	Replacement Openings	Total
Now - Typically requires short-term on-the-job training					
Combined Food Preparation and Serving Workers, Including Fast Food	7,275	8,436	1,161	2,2778	3,939
Retail Salespersons	9,054	9,862	808	3,097	3,905
Cashiers	7,827	8,155	328	3,384	3,712
Waiters and Waitresses	5,372	5,707	335	2,585	2,920
Office Clerks, General	7,076	7,583	507	1,487	1,994
Laborers and Freight, Stock, and Material Movers, Hand	3,954	4,478	524	1,225	1,749
Customer Service Representatives	3,921	4,507	586	1,067	1,653
Secretaries and Administrative Assistants, Except Legal, Medical, and Executives	6,274	6,966	692	755	1,447
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	4,263	4,846	583	802	1,385
Childcare Workers	2,997	3,170	173	881	1,054

Next - Typically requires an associate's degree or long-term training					
Registered Nurses	6,297	7,127	830	1,221	2,051
Nursing Assistants	5,338	6,099	761	1,015	1,776
Heavy and Tractor-Trailer Truck Drivers	3,773	4,430	657	603	1,260
Carpenters	3,106	3,733	627	383	1,010
First-Line Supervisors of Retail Sales Workers	3,601	3,775	174	784	958
Maintenance and Repair Workers, General	3,035	3,369	334	583	917
Licensed Practical and Licensed Vocational Nurses	2,400	2,723	323	586	909
First-Line Supervisors of Food Preparation and Serving Workers	1,871	2,113	242	528	770
First-Line Supervisors of Office and Administrative Support Workers	2,117	2,369	252	502	754
Cooks, Restaurant	2,104	2,441	337	415	752
Later-Typically requires bachelor's degree or beyond					
General and Operations Managers	5,003	5,680	677	936	1,613
Elementary School Teachers, Except Special Education	2,681	2,999	318	590	908
Secondary School Teachers, Except Special and Career/Technical Education	2,650	2,779	129	720	849
Accountants and Auditors	1,907	2,093	186	564	750
Substitute Teachers	1,844	1,959	115	315	430
Middle School Teachers, Except Special and Career/Technical Education	1,261	1,411	150	277	427
Computer Programmers	1,371	1,400	29	358	387
Health Specialties Teachers, Postsecondary	701	950	249	105	354

Coaches and Scouts	720	829	109	213	322
Child, Family, and School Social Workers	1,035	1,123	88	219	307

Source: MERIC Employment Projections

C. Workforce Analysis

Describe the current workforce, including individuals with barriers to employment, as defined in section 3 of WIOA¹. This population must include individuals with disabilities among other groups² in the economic region and across the LWDA.

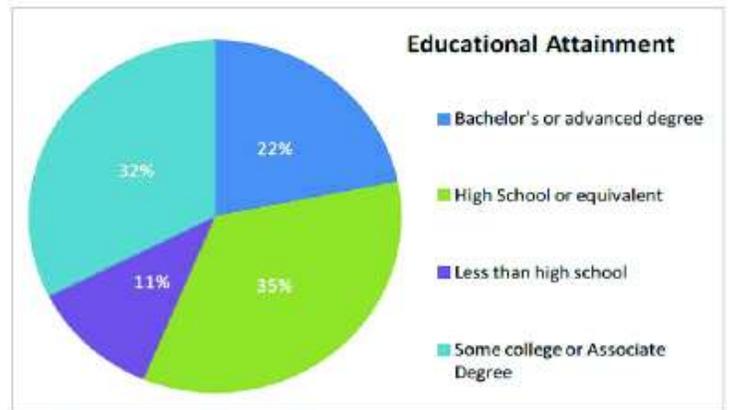
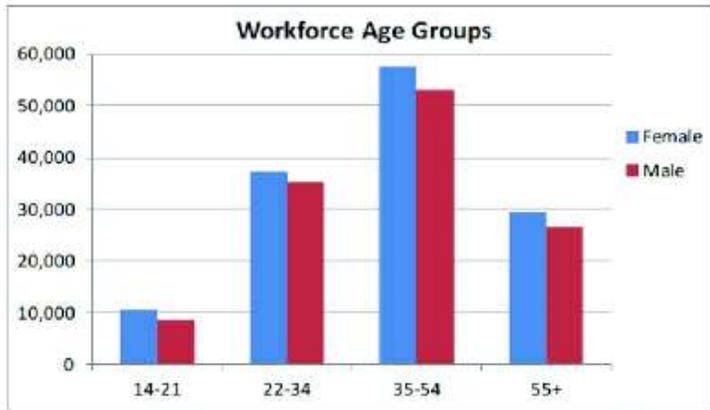
The total population of the Missouri workforce is 2,594,137; the Central Region is home to 258,493, or 9.7%, of the state’s workforce. The age group for workforce is defined as 14 years or more. The county with the largest population is Boone County, with 84,713, followed by Cole County with 50,208.

The population of the workforce is aging. In the Central Region, 21.67% of the workforce is age 55 or older. The percentage for the state is slightly lower, with an average of 21.44% for the same age group.

The education attainment rate for the Central Region is higher than the average for Missouri. In the Central Region, 89% of the workforce has a high school diploma or higher, compared to 88% for the state. The number of those who have not obtained a high school diploma is 11% in the Central Region and 12% statewide.

¹ Individuals with barriers to employment include displaced homemakers; low-income individuals; Indians, Alaska Natives, and Native Hawaiians; individuals with disabilities, including youth who are individuals with disabilities; older individuals; ex-offenders; homeless individuals, or homeless children and youths; youth who are in or have aged out of the foster care system; individuals who are English-language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers; farmworkers (as defined at section 167(i) of WIOA and Training and Employment Guidance Letter No. 35-14); individuals within two years of exhausting lifetime eligibility under the Temporary Assistance for Needy Families (TANF) program; single parents (including single pregnant women); and long-term unemployed individuals.

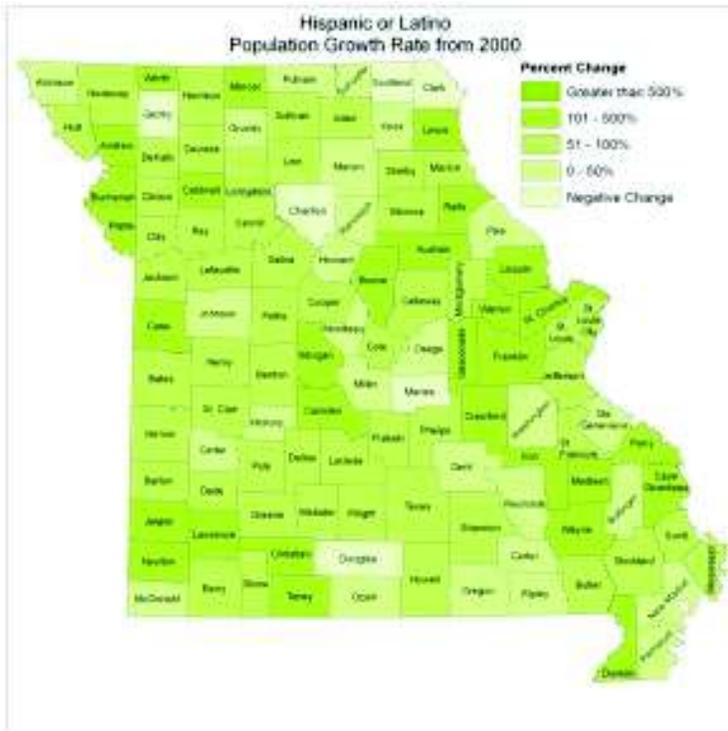
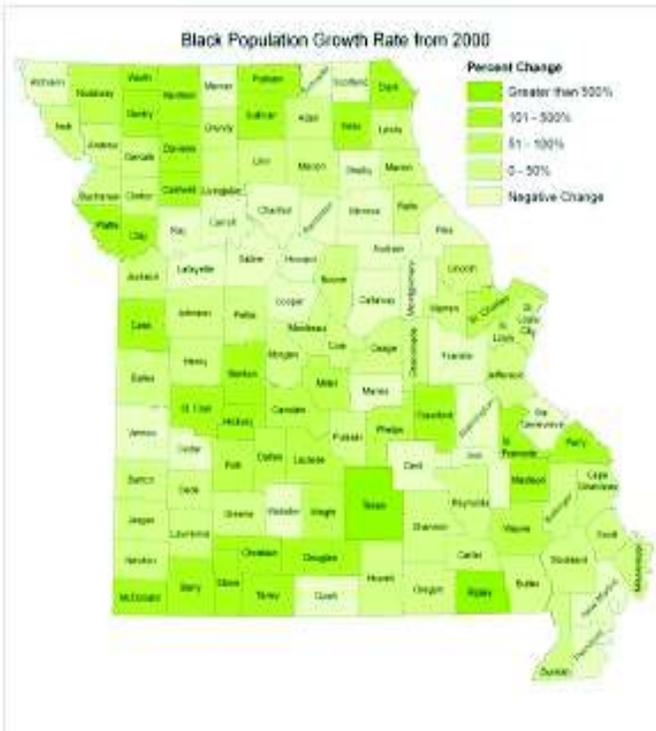
² Veterans, unemployed workers, and youth, and others that the State may identify.



Source: MERIC WIA County Demographics compiled from LEHD data (missourieconomy.org/regional/index.stm)

Geographic Change

With the most recent census, the Central Region shows some shifting of populations from the remote rural areas to closer to the urban core. The overall population for the Central Workforce Development Areas in the Central Region has increased by nearly 71,000, with most of the increase coming from Boone and Pulaski counties.



Central Region Population Change, 2000-2010

County	Population Change	Black Population Percent Change	Hispanic or Latino Population Percent Change
Audrain	-324	-11	252
Boone	27,188	31	103
Callaway	3,566	-12	88
Camden	6,951	88	193
Cole	4,593	20	96
Cooper	931	-19	62
Crawford	1,892	103	107
Dent	730	-7	32
Gasconade	-120	50	138
Howard	-68	-24	39
Laclede	3,058	75	79
Maries	273	-17	-27
Miller	1,184	52	48
Moniteau	780	4	35
Morgan	1,256	34	127
Osage	816	33	9
Phelps	5,331	69	90
Pulaski	11,109	21	96
Washington	1,851	-4	50

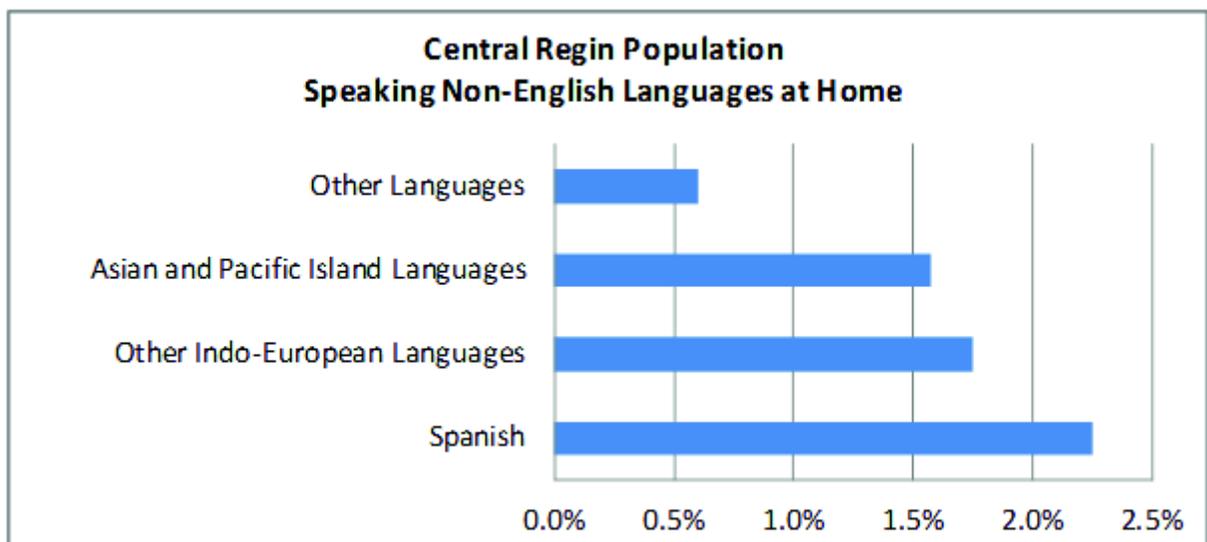
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Limited English Proficiency

According to the 2010-2014 American Community Survey 5-Year Estimates, 6.2 percent (26,000) of Central Region’s population age 18-64 spoke a language other than English at home. The most common non-English languages spoken in Central Region homes were Spanish (2.3 percent); Other Indo-European Languages (1.8 percent); Asian and Pacific Island Languages (1.6 percent); and Other Languages (0.6 percent).

The total percentage of the population speaking languages other than English at home is lower in Central Region than in Missouri. Statewide, 6.6 percent of the population, or 244,947, speak non-English languages at home. In Missouri, the most common non-English language is Spanish (2.7 percent), followed by Other Indo-European languages (1.9 percent), Asian and Pacific Island Languages (1.4 percent) and Other Languages (.5 percent).

The percentage of individuals speaking languages other than English at home across the nation is much higher than the state average. In the U.S., 13.6 percent of the population speaks Spanish at home. Residents speaking other Indo-European languages and Asian and Pacific Island languages total 3.7 percent each, while those speaking Other Languages are 1 percent.



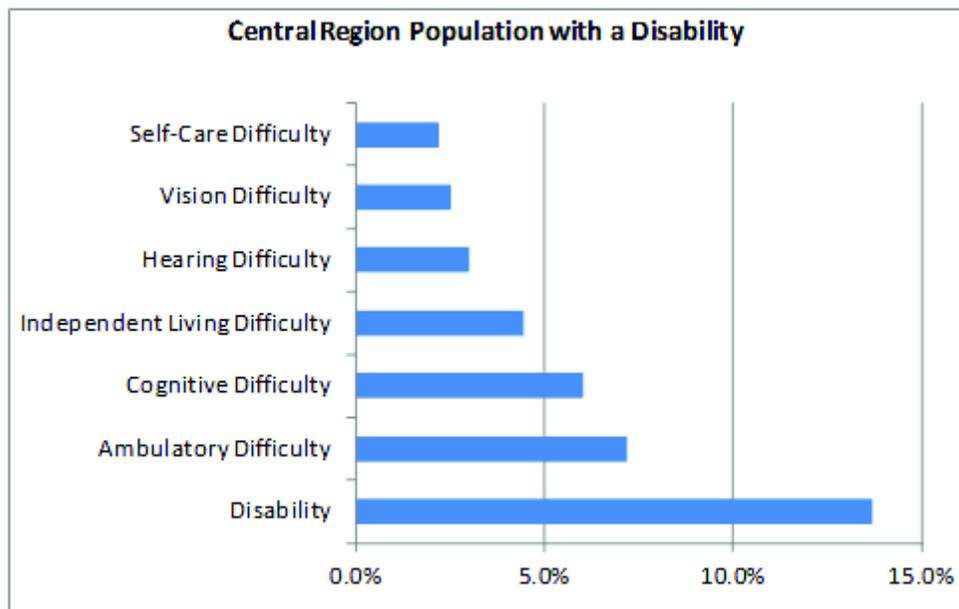
Source: MERIC

Individuals with Disabilities

According to the American Community Survey 2010-2014 estimates, 13.7 percent of Central Region residents age 18-64 had a disability. Ambulatory difficulty was the most prevalent disability type at 7.2 percent of the county population. About 6.0 percent of the population had a cognitive difficulty, followed by 4.4 percent with an independent living difficulty.

The percentage of individuals with disabilities was consistently higher in almost every category in Central Region than the state and nation. Statewide, 12.4 percent of residents of the same age group had a disability. Missourians with an ambulatory difficulty was the highest at 6.6 percent, followed by cognitive difficulty (5.4 percent) and independent living difficulty (4.4 percent).

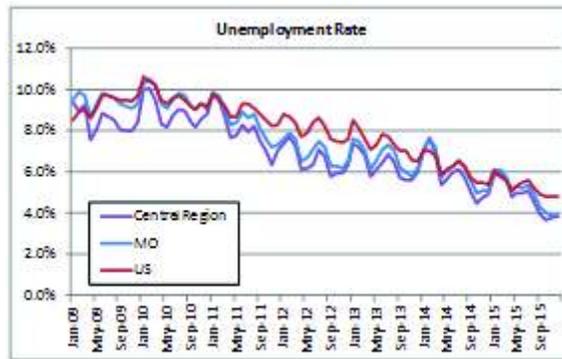
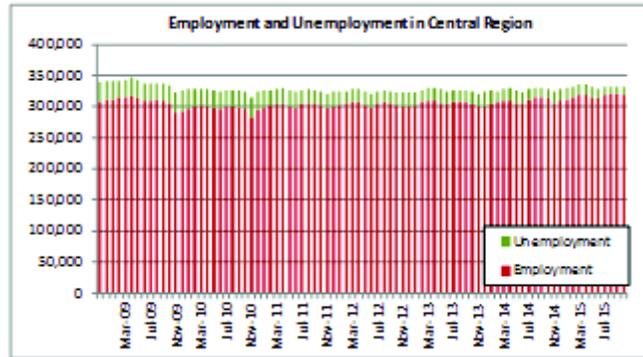
In the U.S., 10.2 percent of the population had a disability. Nationwide, individuals with ambulatory difficulty total 5.2 percent, while 4.3 percent have cognitive difficulty and 3.6 percent have independent living difficulty.



1. Employment and Unemployment

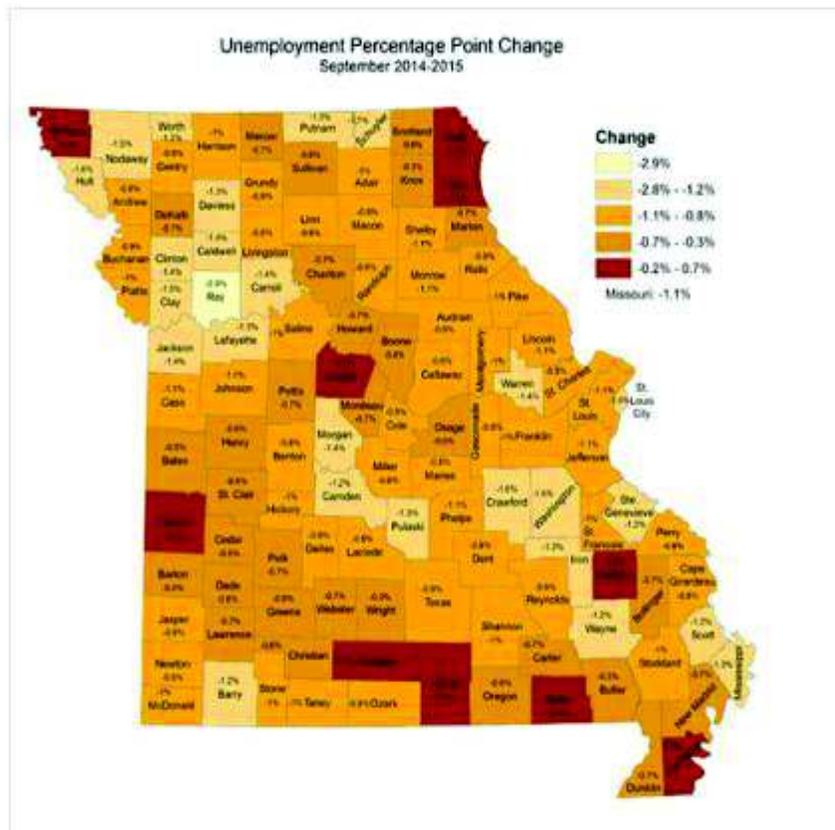
Provide an analysis of current employment and unemployment data and trends in the LWDA.

During the recession, the number of Missourians employed in Central Region decreased, while the number of unemployed increased to a high of 10.1 percent. Over time, employers have become more confident in hiring workers, increasing total employment to just over 319,717 at the end of 2015. The unemployment rate has decreased to a low of 3.8 percent in December 2015, slightly lower than the Missouri unemployment rate of 3.9 percent and the US at 4.8 percent. These numbers, queried from Local Area Unemployment Statistics (LAUS), includes include all employment, including self-employed workers.



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

Even with the low unemployment rate statewide, Missouri still has pockets where the unemployment rate is high. The brighter news is that unemployment has decreased in every county during the past year. In the Central Region, the unemployment rate decreased by 1.1 percent from September 2014 to September 2015.



Unemployment Rates, September 2015 and Change in Unemployment from September 2014

County	Unemployment Rate Sept 2015	Change in Unemployment Rate Sept 2014-Sept 2015
Audrain	4.1	-0.9
Boone	3.1	-0.6
Callaway	4.2	-0.8
Camden	5	-1.2
Cole	3.6	-0.9
Cooper	5.2	-0.1
Crawford	5	-1.6
Dent	5.2	-0.9
Gasconade	3.7	-0.8
Howard	4.1	-0.7
Laclede	6.1	-0.9
Maries	4.7	-0.8
Miller	4.8	-0.9
Moniteau	4.4	-0.7
Morgan	5.6	-1.4
Osage	3.5	-0.5
Phelps	4.4	-1.1
Pulaski	5.4	-1.3
Washington	5.7	-1.5

2. Labor Market Trends

Provide an analysis of key labor-market trends, including across existing industries and occupations.

Industry Employment Trends

The Central Region experienced overall employment growth since the 2008-09 recession, with employment growth of 3.7 percent from 2009 to 2014. Employment growth in the region was higher than statewide employment growth of 2.2 percent for the same period. Industries with the largest employment growth were Social Assistance (70.4 percent), Administrative and Support Services (40.1 percent), and Professional, Scientific, and Technical Services (18.1 percent). Two industries experienced employment loss: General Merchandise Stores (-12.8 percent) and Hospitals (-6.5 percent). Overall employment growth was in the service and healthcare industries.

NAICS Sector	2009 Employment	2014 Employment	Change	Percent Change
Total Region Employment	258,137	267,655	9,518	3.7%
Educational Services	31,841	33,103	7,583	4%
Food Service and Drinking Places	20,502	22,254	1,752	8.6%
Hospitals	15,500	14,487	-1,013	-6.5%
Ambulatory Health Care Services	9,477	14,487	1,017	10.7%
Justice, Public Order, and Safety Activities	9,792	9,792	85	0.8%
Nursing and Residential Care Facilities	8,323	9,349	1,026	12.3%
Administrative and Support Services	6,468	9,062	2,594	40.1%
Professional, Scientific, and Technical Services	7,566	8,935	1,369	18.1%
Social Assistance	4,270	7,275	2,594	70.4%
General Merchandise Stores	7,583	6,614	1,369	-12.8%

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Industry Wage Trends

The Central Region had overall wage growth of 7.8 percent, or over \$2,400, from 2009 to 2014, lower than the statewide average of 9.4 percent. Industries with the largest wage growth were Credit Intermediation and Related Activities (23.6 percent), Motor Vehicle and Parts Dealers (19.7 percent), and Specialty Trade Contractors (17.7 percent). The industries with the highest wages in 2014 were Management of Companies and Enterprises (\$53,304), Insurance Carriers and Related Activities (\$49,932), and Ambulatory Health Care Services (\$49,512).

NAICS Sector	2009 Wages	2014 Wages	Change	Percent Change
Overall Region Average Wage	\$31,032	\$33,456	\$2,424	7.8%
Management of Companies and Enterprises	\$47,628	\$53,304	\$5,676	12%
Insurance Carriers and Related Activities	\$43,128	\$49,932	\$6,804	15.8%
Ambulatory Health Care Services	\$46,644	\$49,512	\$2,868	6.1%
Heavy and Civil Engineering Construction	\$40,512	\$47,580	\$7,068	17.5%
Professional, Scientific, and Technical Services	\$40,920	\$46,272	\$5,352	13.1%
Credit Intermediation and Related Activities	\$34,752	\$42,948	\$8,196	23.6%
Hospitals	\$39,948	\$42,516	\$2,568	6.4%
Educational Services	\$39,660	\$40,764	\$1,104	2.8%
Motor Vehicle and Parts Dealers	\$31,812	\$38,076	\$1,104	19.7%
Specialty Trade Contractors	\$31,728	\$37,332	\$5,604	17.7%

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Industry Clusters

The Central Region's highly concentrated industries are mostly in the services sector as determined by the location quotient indicator. The location quotient (LQ) indicator describes how concentrated an industry is in a region in relation to the nation, with 1.00 being the national average. The most concentrated service industries in the Central Region were Motor Vehicle and Parts Dealers, Nursing and Residential Care Facilities, and General Merchandise Stores. The most concentrated production/manufacturing industries were Machinery Manufacturing and Heavy and Civil Engineering Construction

NAICS Sector	2009 Location Quotient	2013 Location Quotient
Motor Vehicle and Parts Dealers	1.53	1.62
Nursing and Residential Care Facilities	1.35	1.45
General Merchandise Stores	1.71	1.44
Machinery Manufacturing	1.76	1.33
Heavy and Civil Engineering Construction	1.43	1.32
Food Services and Drinking Places	1.32	1.26
Credit Intermediation and Related Activities	1.16	1.21
Management of Companies and Enterprises	1.19	1.18
Social Assistance	0.94	1.18
Food and Beverage Stores	0.91	1.09

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The industry demand is consistent with occupational job postings seen in the Top Ten Real-Time Labor Demand Occupations by Job Ads data found in Section IV.B.1. In this table, the highest number of job ads is for Truck Drivers. Healthcare, such as Nursing and Residential Care, employs many occupations, such as Registered Nurses, Licensed Practical and Vocational Nurses and Nursing Assistants. With a concentration of manufacturer and construction, occupations such as Sales Representatives, Customer Service Representatives and Laborers are also heavily advertised.

The Missouri Labor Supply & Demand Analysis Report, published March 2015, takes job seeker information from people who registered with jobs.mo.gov during 2014 and compares it to employer job ads during the same time period. *Business and Sales* and *Healthcare* have the highest gaps, while *Construction/Related* and *Production* have the largest surplus of workforce.

Central Region	Total	Business and Sales	Health Care and Related	Science & Technology	Transportation	Other Svc	Food Service	Mgmt & Support	CIMR	Production
# Job Ads	25,120	4,913	4,745	2,324	2,831	1,635	1,346	4,805	1802	719
% Job Ads	100%	19.6%	18.9%	9.3%	11.3%	6.5%	5.4%	19.1%	7.2	2.9
# Jobseekers	16,468	1,532	1,528	488	1,249	1,064	1,335	4,205	2870	2198
% Jobs Sought	100%	9.3%	9.3%	3.0%	7.6%	6.5%	8.1%	25.5%	17.4	13.3
Gap	-	10.3%	9.6%	6.3%	3.7%	0.0%	-2.7%	-6.4%	-10.2	-10.4

*CIMR = Construction, Installation, Maintenance & Repair

Source: Missouri Labor Market Supply & Demand Analysis, March 2015

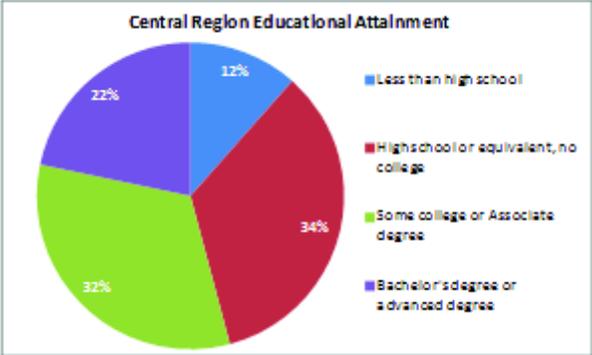
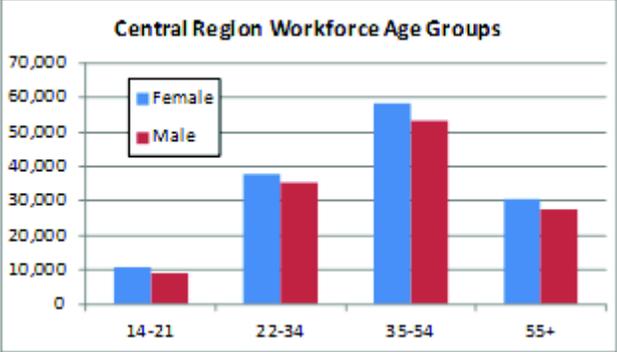
2. Education and Skill Levels of the Workforce

Provide an analysis of the educational and skill levels of the workforce.

The total population of the Missouri workforce is 2,594,137, and the Central Region is home to over 262,500 or 10.1 percent of the state’s workforce. The workforce demographic numbers are queried from census data, and include only workers employed by firms in Missouri (self-employed individuals not included). The age group for workforce is defined as 14 years or more.

The population of the workforce in the state is aging. In Missouri and Central Region, 22 percent of the workforce is age 55 or more for both the male and female populations.

The educational attainment rate for Central Region is equal to the average for Missouri. In Central Region, 88 percent of the workforce has a high school diploma or higher, compared to 88 percent for the state. The number of workers who have not obtained a high school diploma is 12 percent in Central Region and statewide. The number of persons attaining a Bachelor Degree or Higher is lower in Central Region at 22 percent than the state average of 23 percent.



Educational Attainment, LEHD, First Quarter 2014

County	Bachelor's Degree or Advanced	Educational Attainment Not Available	High School or Equivalent, No College	Less than High School	Some College or Associate Degree	Total
Audrain	1,418	1,173	3,041	953	2,590	9,175
Boone	18,960	13,448	21,911	7,759	22,635	84,713
Callaway	2,734	2,087	4,458	1,432	4,138	14,849
Camden	2,103	1,819	4,199	1,382	3,724	13,227
Cole	10,275	5,465	14,951	4,379	15,138	50,208
Cooper	879	711	1,771	577	1,542	5,480
Crawford	879	901	2,308	742	1,941	6,885
Dent	451	486	1,220	410	970	3,537
Gasconade	713	815	1,733	504	1,404	5,169
Howard	468	392	702	242	633	2,437
Laclede	1,461	1,619	4,421	1,354	3,341	12,196
Maries	181	1,619	426	116	348	1,213
Miller	899	1,619	2,158	689	1,707	6,4016
Moniteau	492	497	1,138	355	922	3,404
Morgan	485	564	1,123	383	927	3,482
Osage	470	517	1,200	347	914	3,448
Phelps	3,070	2,584	4,957	1,592	4,831	17,034
Pulaski	1,806	1,602	3,154	1,209	2,924	10,695
Washington	685	618	1,654	558	1,431	4,946

Source: United States Census, Longitudinal Employer-Household Dynamics (LEHD)

Skills Gaps:

Describe apparent “skill gaps.”

Analysis of the skills and education gaps that employers have identified is an important step in determining what training issues need to be addressed. National business surveys point to skills gaps that have negatively impacted the economy, such as a 2015 manufacturing survey that indicated 6 out of 10 positions remain unfilled due to talent shortage, even with a large number of unemployed manufacturing workers available for hire [3]. MERIC has developed target industry competency models, conducted business surveys, and recently acquired a real-time labor market skills demand tool that provides valuable insight into the needs of Missouri employers.

MERIC conducted Industry Competency Model analysis for many of the state’s targeted industry sectors, such as Energy, Information Technology, Transportation, and Life Sciences. In doing so, the reports revealed that workers will need to enhance their existing skills sets to meet the demands of new and evolving technologies used in these growing industry sectors, and employers seek a good skill mix of both technical and soft skills in their workers. Interdisciplinary knowledge is a key ingredient to success, especially in high-tech sectors. Proficiency in rules and regulations was also rated as highly important and necessary for work in today’s complex business environment.

The Industry Competency Model reports also highlighted issues related to the overall aging of the workforce. The imminent retirement of a large segment of workers across the targeted sectors could result in a shortage of this specialized labor pool. The ability to produce a sustainable pipeline of skilled workers will be important for the success of these sectors and the economy as a whole.

Each year MERIC staff assist the St. Louis Community College to survey hundreds of companies in the St. Louis MSA regarding workforce issues [4]. In 2015 the survey found that 57 percent of businesses identified a “shortage of workers with knowledge or skills” as the main barrier to expanding employment, followed by “economic conditions” at a distance second of 35 percent. The top shortcomings of job applicants were mostly soft skills such as poor work ethic (#1), lack of critical thinking (#2), and lack of communication or interpersonal skills (#3). Lack of general business or industry knowledge rounded out the top four. These shortcomings are consistently the top issues business identify in this survey and mirror the “soft skills” challenge that can be seen across the country in various business surveys. This very large business survey, while limited to the St. Louis MSA, is a good proxy for the issues other businesses face throughout the state. Furthermore, the importance of soft skills revealed in these surveys can be seen in online job ads that consistently rank these skills as a top desire for applicants.

MERIC analyzes the real-time job ads for workforce regions, which are one representation of job demand, versus the supply of job seekers in the state’s workforce development system and develops a report each year highlighting results [5]. In 2015 the Central region had the largest labor supply and demand gaps in Healthcare and Related Occupations, Business and Sales, and Science and Technology occupations. For example, Healthcare and Related Occupation job ads accounted for just over 25 percent of all postings but 8.3 percent of job seekers were looking for employment in these occupations. These gaps represent opportunities for job seekers, who can get training, to apply for occupations that are in higher demand.

Central Region employers indicate through job advertisements the basic and specialized skills needed to be successful in their business. While these needed skills do not necessarily point to gaps, it does provide a snapshot of skill demand and reinforces some of the findings from earlier surveys and competency model analysis. MERIC researchers analyzed over 33,099 online job advertisements from February 1, 2015 to January 31, 2016 using a tool from Burning Glass Technologies, to determine what skills were in greatest demand over the year.

When considering all occupations, common skills are listed the most in job advertisements and show that basic business fundamentals, communication, organization and writing skills are the most cited. Customer service and planning skills complete the list of top five common skills.

Analysis of specific occupational clusters shows more targeted skill needs in jobs related to healthcare, information technology, finance, engineering and manufacturing. Many of these occupational clusters relate to the industries Missouri has targeted for economic growth.

Basic skills cover a broad range of topics, such as reading and writing, applied math, logic flows, information gathering, ethics, etc., and mainly relate to the educational efforts of primary and secondary schools, institutions of higher learning, and workforce training programs. From the workers' standpoint, many of these skills are hopefully gained through education and early work opportunities as a younger person however evidence from skills gap analysis suggest this is still a challenge. Partnerships by educators, businesses, workforce and economic developers should continue to focus efforts on this issue as these basic skills form the foundation for successful, occupation-specific training to follow.

Specific occupational skills are learned through longer-term employment in an industry which provides training or through the more formal education of apprenticeships, community colleges, or four-year universities. Attaining these skills, outside of business experience and training, presents some challenges to job seekers, particularly those who have been unemployed for a long time period, and to educational institutions. Job seekers need affordable, flexible training alternatives, especially if the person needs to work while gaining new skills. Education providers work to keep up with industry trends and technology while also needing to adapt to new, cost-effective learning methods. As with basic skill development, stakeholders in a healthy, growing economy must also partner to meet the needs of both workers and business.

Missouri's opportunities for long-term economic growth will increasingly depend on a well educated, flexible workforce that responds quickly to changing business needs. Targeted efforts to prepare workers start at a young age, are honed through higher education and work experience, and are sustained by a culture and ability to embrace life-long learning. Taking bold, and sometimes difficult, steps to equip Missouri's workforce for success will be one of the strongest economic development tools a state can have in retaining and attracting the industries of the future.

MERIC, the WIOA agency leadership and the Sector Strategy research will strive to incorporate real-time feedback from employers about the current status of labor market information in each region and for the state.

[3] *The skills gap in U.S. manufacturing 2015 and beyond.* Deloitte Consulting and the Manufacturing Institute, 2015. Complete report at www.themanufacturinginstitute.org

[4] *State of the St. Louis Workforce 2015.* St. Louis Community College Workforce Solutions, August 2015. Available at: <http://www.stlcc.edu/Workforce-Solutions/St-Louis-Workforce/>

[5] Missouri Labor Supply & Demand Analysis. Missouri Economic Research and Information Center, February 2015. Available at: https://www.missourieconomy.org/pdfs/statewide_labor_supply_n_demand_analysis.pdf

Top Central Region Real-Time Labor Demand Skills

Top Baseline Skills Needed	Rank
Communication Skills	1
Organizational Skills	2
Writing	3
Customer Service	4
Planning	5
Healthcare Top Specific Skills Needed	Rank
Patient Care	1
Treatment Planning	2
Patient/Family Education and Instruction	3
Patient Direction	4
Home Health	5
Information Technology Top Specific Skills Needed	Rank
SQL	1
LINUX	2

JAVA	3
Oracle	4
Technical Support	5
Finance Top Specific Skills Needed	Rank
Accounting	1
Sales	2
Recruiting	3
RPO	4
Personal Computers	5
Engineering Top Specific Skills Needed	Rank
Repair	1
AutoCAD	2
Mechanical Engineering	3
Inspection	4
Computer Aided Drafting/Design (CAD)	5
Manufacturing Top Specific Skills Needed	Rank
Repair	1
Inspection	2

Mathematics	3
Cleaning	4
Scheduling	5

Source: Burning Glass Technologies (February 1, 2015 - January 31, 2016)

Industries

Industries employing the most people at the end of the second quarter of 2014 (most recent data available) are *Health Care and Social Assistance*; *Retail Trade*; and *Educational Services*. Employment in these three industries equals 40% of the total employment in the region.

Most industries experienced overall employment growth over the last 5 years. The highest levels of employment growth are seen in the industries of *Healthcare and Social Assistance*; *Professional, Scientific, and Technical Services*; and *Administrative and Support*. Some industries saw decreasing employment numbers during the same 5 year period. *Other Services (except Public Administration)*; *Information*; and *Public Administration* are the industries with the highest employment decreases.

The largest employers in the Central Region are in a variety of industries, including state government and universities, along with many private sector firms such as; health care with SSM Health St. Mary’s Hospital, Boone Hospital, Lake Regional Health System; Capital Region Medical Center, Phelps County Regional Medical Center; insurance with Shelter Insurance Company and State Farm Operations Center; manufacturers such as Scroll Compressors; utilities of Ameren Union Electric; and lenders with Veterans United Home Loans.

MERIC also prepares a document listing the top 20 occupations based on the number of job openings for each region, and the *Central Region Top Openings* is attached.

Another source for identifying in-demand occupations is through real-time data. A tool called Burning Glass compiles information from job postings on over 38,000 sites into a database that can be queried to find information on jobs. This information provides insight on the jobs employers are currently hiring, occupations that are in-demand and skills that employers require for employees.

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D. Workforce Development, Education, and Training Activities Analysis

Describe the workforce development services and activities, including education and training in the LWDA, to address the education and skill needs of the workforce. Include education and training activities of the core programs and mandatory and optional One-Stop Delivery System partners.

The Central Region's WIOA partnership brings a wide range of diverse efforts to meet the education and skill needs of the workforce (labor supply) and the employment needs of employers (labor demand).

One-Stop system core partners, Adult, Dislocated Worker, and Youth, Adult Education and Literacy, Wagner-Peyser, TANF, and Vocational Rehabilitation programs are engaged in the service delivery process. The services of all required partners are accessible through the One-Stop system.

The workforce development system uses a model for customer intake and registration that encourages the participant in each program to know their skills and to determine the best manner for application and job search with those skills. Missouri Job Centers use a universal type of customer service where each client takes an initial skills assessment to determine whether they are job search ready or in need of skills remediation. They also offer a range of opportunities for skilling up clients, including workshops for resume preparation, job search and networking skills, interviewing skills and occupational exploration. Customers are linked to job opportunities in their communities, including on the job training (OJT), post-secondary training and training in basic skills.

After these basic skills options, customers also have access to information and are given the opportunity at each Job Center to obtain a National Career Readiness Certification (NCRC) using the ACT skills certification system. It is anticipated that all partners' customers will benefit from these Job Center services through WIOA integration.

Partners have developed effective methods for appropriate referral. Each partner offers unique strengths and when in collaboration can further enrich service delivery.

1. The Strengths and Weaknesses of Workforce Development Activities

Provide an analysis of the strengths and weaknesses of the workforce development services and activities identified above.

The strengths of Central Region Workforce Development activities are the increasing levels of collaboration between workforce partners and the braiding of services and resources. This collaboration between partners is occurring at a slow, but steady pace, and is progressing in some areas of the region faster than others.

Comprehensive One-Stop services are available at five Missouri Job Centers and four affiliate sites. Partners to the One-Stop system include Temporary Assistance for Needy Families, Division of Vocational Rehabilitation, Rehabilitation Services for the Blind, Wagner-Peyser programs, Adult Education and Literacy, WIOA Title I providers, education providers, and other community organizations. Economic development agencies and employers are becoming more engaged with the regional workforce system. Employer input is being used to guide training activities.

As these partners work together, job seekers and business customers are benefiting from a higher level of service and a more holistic approach to service delivery. Job seekers will be better prepared for employment, and businesses will have the skilled workers they need.

The weakness in regional Workforce Development activities is that the process of integrating resources and services moves slowly. Each partner agency has their own culture and method of delivering services. There are layers of bureaucracy that can slow the progress being made at the local level. However, partners appear to be committed to moving forward in the integration of services and resources to better serve customers of the workforce system.

2. Local Workforce Development Capacity

Provide an analysis of the capacity of local entities to provide the workforce development services and activities to address the identified education and skill needs of the workforce and the employment needs of employers in the LWDA.

The Central Region is fortunate to have a network of partner agencies that are committed to addressing the needs of the workforce and employers. Partners, including, Adult, Dislocated Worker, and Youth programs, Adult Education and Literacy, Wagner-Peyser, Rehabilitation Act programs, TANF, Career and Technical Education, Community Services Block Grant, HUD Employment and Training Programs, Job Corps, National Farmworker Jobs Program, Senior Community Service Employment Program, Unemployment Compensation, and YouthBuild are working together closely to meet the needs of employers and the workforce.

As the region moves forward with sector strategies and career pathways, workforce partners will focus their efforts in a targeted approach. Since the introduction of WIOA, the region has witnessed the willingness of system partners to collaborate and combine efforts and resources.

Business partners are being engaged to determine their workforce needs, education partners are involved to ensure that needed education and training are available, and other partners are providing resources such as supportive services to participants.

OPERATIONAL ELEMENTS

V. Local Structure

A. LWDA Profile

Describe the geographical workforce development area, including the LWDA's major communities, major employers, training and educational institutions (technical and community colleges, universities, etc.), population, diversity of the population, and relevant growth trends.

The Central Workforce Investment Area (WIOA) 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, Capital 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, the Department of Defense, University of Missouri, Lowe's Companies, Inc. and BJC Healthcare.

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.

Relevant Growth Trends

Regional employers are having difficulty finding skilled workers; this appears to be a trend that will be ongoing across all sectors. Based on information from DWD business representatives and local economic developers, the companies listed below are currently, or will be searching for significant numbers of skilled workers.

Cole County

Modern Litho - recent expansion announcement – 50 new jobs over the next five years;

Wipro-Infocrossing - increasing their workforce over the past 18+ months by 60 workers;

Scholastics - increasing their workforce by 124 workers;

Continental Commercial Products – a new company with 200+ new jobs;

Phelps and Osage Counties

Brodrene Hartmann A/S – opening a plant, creating 50 new jobs;

Cohen Architectural Woodworking – expansion with 55 new jobs;

Quaker Window, expansion with 100 new jobs;

WalMart Distribution Center – always looking for skilled workers;

Pulaski County

Detroit Tool Metal Products – expansion creating 30 new jobs

WIOA Census Demographics by County

Location	Race LEHD, First Quarter 2014							Ethnicity LEHD, First Quarter 2014			Disability ACS, 5 YR Estimate 2008 - 2012		
	American Indian or Alaska Native Alone	Asian Alone	Black or African American Alone	Native Hawaiian or Other Pacific Islander Alone	Two or More Race Groups	White Alone	Total	Hispanic or Latino	Not Hispanic or Latino	Total	With a disability	No disability	Total
Audrain, MO	50	71	525	8	76	8,446	9,176	232	8,943	9,175	672	9,042	9,714
Boone, MO	410	1,857	7,649	68	1,143	73,586	84,713	2,227	82,487	84,714	3,925	79,048	82,973
Callaway, MO	76	137	914	15	159	13,549	14,850	326	14,524	14,850	1,361	18,421	19,782
Camden, MO	83	101	280	12	144	12,607	13,227	392	12,836	13,228	1,666	15,720	17,386
Cole, MO	230	537	3,056	42	460	45,882	50,207	925	49,282	50,207	2,383	32,885	35,268
Cooper, MO	33	42	383	5	72	4,946	5,481	98	5,383	5,481	353	6,979	7,332
Crawford, MO	33	51	88	5	66	6,642	6,885	135	6,750	6,885	571	8,739	9,310
Dent, MO	27	16	55	0	42	3,395	3,535	55	3,481	3,536	615	5,036	5,651
Gasconade, MO	15	28	93	0	30	5,000	5,166	74	5,095	5,169	384	5,766	6,150
Howard, MO	11	9	223	3	24	2,167	2,437	41	2,395	2,436	307	3,887	4,194
Laclede, MO	77	64	210	10	143	11,692	12,196	280	11,916	12,196	907	13,124	14,031
Maries, MO	3	5	9	1	7	1,189	1,214	14	1,200	1,214	318	3,382	3,700
Miller, MO	35	32	183	9	59	6,084	6,402	130	6,271	6,401	954	9,133	10,087
Moniteau, MO	14	23	53	0	30	3,282	3,402	111	3,292	3,403	392	5,726	6,118
Morgan, MO	25	15	65	0	36	3,340	3,481	74	3,409	3,483	617	5,861	6,478
Osage, MO	10	16	59	0	12	3,349	3,446	46	3,401	3,447	555	5,733	6,288
Phelps, MO	92	261	625	16	185	15,855	17,034	362	16,671	17,033	1,314	16,763	18,077
Pulaski, MO	85	240	968	46	226	9,130	10,695	448	10,246	10,694	1,275	12,648	13,923
Washington, MO	24	22	102	3	43	4,751	4,945	58	4,889	4,947	987	7,489	8,476

Source: MERIC WIOA Census Demographics by County

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B. Local Workforce Development System

Describe the workforce development system in the LWDA. Identify the programs that are included in that system and how the Board will work with the entities carrying out core programs and other workforce development programs. Describe how the Board plans to support alignment to provide services, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.). Include a list of all standing committees.

The Central Region workforce development system is a network of agencies and organizations that provide a range of employment, education, training, and related services and support to assist job seekers in finding stable employment, while providing businesses with skilled workers.

Partnerships are in place so all individuals, including those with barriers to employment, can be provided services. In addition to the core partners of WIOA, partnerships exist with Temporary Assistance for Needy Families, community colleges, businesses, community organizations, and technical education providers.

The region is working to develop the Job Centers into hubs of partner service and activities. Job Center staff will be trained on partner programs so they can assist customers in making informed choices about accessing those services.

The core programs partners are:

Adult program

The core program partners are: Dislocated Worker program
 Youth program
 Adult Education and Family Literacy
 Wagner-Peyser Act program
 Vocational Rehabilitation program and Missouri Vocational Rehabilitation-General Rehabilitation Services for the Blind
 Temporary Assistance for Needy Families

The region is working closely with all partner programs to develop seamless service and a strong referral system. Partner agencies are well represented on the workforce board and on standing committees.

Other programs included in the workforce system, are:

Senior Community Service
 Career and Technical Education
 Trade Adjustment Assistance
 Jobs for Veterans State Grants
 Community Service Block Grant
 Housing and Urban Development
 Unemployment Compensation Activities
 Reintegration for Offenders
 Supplemental Nutrition Assistance Program (SNAP)

The board's standing committees are:

One-Stop/Workforce System Committee:

Committee Members	Alex Blackwell, WIB staff
Dewey Thompson, Chair	Higher Education
Denise Boeckmann	Private Business
Amy Sublet	Wagner Peyser, Veterans
Matt Hurley	Org. Labor

Melody Nichols	TANF
Harold Haldiman	CBO
Sheree Prebe	AD/DW CWIB Sub-Contractor
Kathy Hueste	AEL, Lake Career & Technical Center, Education

Youth Committee:

Committee Members	Paul DiBello, WIB staff
David Miller, Chair	MOCA
Curtis Koelling	Org. Labor
Sharon Gibson	Private Business, Education
Courtney Lent	Alternative Opportunities-Youth Service Provider
Debbie Atkinson	Job Corp
Robyn Smith	Voc Rehab
Gary Taylor	JobPoint in Columbia, Youth Build Grant
Sarah Porter	AEL

Disabilities Committee:

Committee Members	Kevin Stadler, WIB staff
Elizabeth Perkins, Chair	Voc Rehab
Susan Streit	Exp. Works Older Worker Program
Melinda Cardone	Independent Living Resource Center (ILRC)
Jim Brinkmann	Voc Rehab Services for the Blind
Charles Nickolaus	Prog. Coord. MO Dev Disabilities Council
Earl Horsefield	CBO

Employer Engagement/Sector Strategies Committee:

Committee Members	Alex Stanley, WIB staff
T. R. Dudley, Chair	Private Business
Vicki Nelson	Private Business
Kathy Groves	Private Business
Patrick Kelly	Private Business
Nancy Montgomery	Private Business
Russ Unger	Org. Labor
Windy Johnson	Private Business
Tammy Walker	Private Business
Brian Johnson	Private Business
Dusty Cruise	Missouri Enterprise
Bernie Andrews	Ready
Missy Bonnot	Chamber of Commerce, Jefferson City
Linda Connor	Lake of the Ozarks Council of Local Governments (LOCLG)
Michael Retke	Gamm, Inc. Functional Leader, Columbia Job Center
Gary Jungerman	Presiding Commissioner of Callaway County

C. Local Facility and Partner Information

1. *Identify the One-Stop partners that are physically located at each of the comprehensive (full-service) center(s) in the LWDA, and the services provided by these partners, and list them in **Attachment 1** to the Plan.*

Please see Attachment 1

2. *Identify the local comprehensive One-Stop Center(s), including current mailing and street addresses, telephone and fax numbers and list them in **Attachment 1** to the Plan.*

Please see Attachment 1

3. Identify the local affiliate sites, including current mailing and street addresses, telephone and fax numbers and list them in **Attachment 1** to the Plan.

Please see Attachment 1

4. 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 Plan.

Please see Attachment 1

VI. Local Strategy Implementation

Describe the Board's goals and strategies for operation, innovation, and improvement under WIOA (20 CFR §679.560). WIOA required strategies. Please include strategies addressing:

Career Pathways

Career Pathways provide a strategic course to obtain better employment and careers through education and training. The development of career pathways is critical for providing individuals with opportunities for credential attainment, gainful employment, increased earnings, and career advancement. Some WIOA participants may obtain the necessary education and skills to secure a sustainable career. Others may be engaged in training and education while they are employed. The region provides multiple entry and exit points for participants to advance along a career pathway to reach a career that provides self-sufficiency.

Labor market information will drive the career pathways initiative to ensure that participants are aware of high-wage, high-growth, in-demand job opportunities.

Employer Engagement

Employer engagement is conducted through the coordinated efforts of the Business Services Team, Job Center staff and the region's OJT marketing specialist. The Employer Engagement/Sector Strategies committee is also a key part of directing efforts to engage employers. The region works closely with the Missouri Employer Committee, Missouri Enterprise, chambers of commerce, and regional planning organizations to strengthen communication with employers. Job fairs, worksite tours, and employer surveys are utilized to facilitate engagement with employers.

Employer input and collaboration is necessary for developing work-based learning opportunities for job seekers and meeting the staffing needs of businesses.

Business Needs Assessment

Labor market information, surveys, and direct contact with employers are used to determine the needs of businesses. Working closely with chambers of commerce, economic developers, and regional planning commissions are valuable sources of information.

As the sector strategy initiative moves forward, detailed surveys and round-table discussions will be used to gather information from employers that will lead to the development of training programs to meet their workforce needs.

Alignment and Coordination of Core Program Services

WIOA core programs are integrated to provide an efficient, seamless service delivery system to assist job seekers, especially, those with barriers to employment, and businesses seeking workers. Programs are aligned to provide individuals with needed resources so they can attain self-sufficiency through training activities and advance on their chosen career path.

The region is developing meaningful relationships with partners of the One-Stop delivery system. Functional leaders are coordinating resources and services with service providers in their areas, with the intention that Job Centers will be the hub for partner programs. Partners attend each other's staff meetings to promote integration of services. Improved communication, cooperation, and referrals will be key elements of improving this process.

Outreach to Jobseekers and Businesses

Individuals on the long-term unemployed list are notified to alert them that job openings are posted that they may be interested in. The "One Call" system is also used to notify them to call the Job Center. Information for job seekers is distributed to partner agencies, food pantries, civic organizations, libraries, and other public facilities.

Customers are provided with labor market information to assist them in making informed career choices. Customers are informed of training opportunities that will provide them the opportunity for skill upgrading, skill validation, and credentialing.

An improved referral system between partners will ensure that customers have needed resources, especially those with barriers to employment.

Outreach to businesses is conducted through CWIB and Job Center involvement with regional chambers of commerce, and economic development departments, as well as by contact from the Business Services team, and OJT marketing staff. Employers are engaged to determine their labor force needs and to inform them of opportunities for work-based training opportunities.

Access—Improvements to Physical and Programmatic Accessibility; Customer Service Training;

In order to better serve Missouri Job Center customers, workforce partners in the Central Region work with the State EO Unit and ODEP's National Center on Leadership for the Employment and Economic Advancement of People with Disabilities (LEAD Center) for technical assistance. Through this collaboration, Central Region participated in a statewide survey that gathered information from job seekers on the social, environmental and physical accessibility of its Missouri Job Centers, to use as a guide for improving training and technical assistance for serving people with disabilities.

Improvements to Physical and Programmatic Access

- Facilities are checked for ADA compliance as part of periodic Local Equal Opportunity monitoring, using the ADA Self Assessment Tool, provided by Division of Workforce Development in the local monitoring tool.
- Customers are provided reasonable accommodations upon request at the Job Centers. All staff are trained via required DWD training, including disability etiquette.
- Assistive technology is available at all full service job centers in the region. All staff complete DWD EO and assistive technology trainings. Staff are also encouraged to refer customers to the Missouri Assistive Technology free Loan Program.
- Sign language interpretation service is available for persons with hearing loss.
- Telephone language interpretation service is available to customers with limited English proficiency.
- Written translations for vital information are provided for customers with limited English proficiency when appropriate.
- Staff are trained as part of new hire orientation on serving customers with accommodations and assistive technology.
- Staff are provided with an Equal Opportunity Desk Aid for quick reference on accommodations, assistive technology and serving customers with limited English proficiency.

Assessment

Basic assessment tools i.e. Career Ready 101, O*Net, Missouri Connections, Talify, and Workkeys allow the customer to self-assess basic academic skills, identify high demand occupations and determine if their interest and qualifications match job requirements or if additional training is needed. Results obtained from these assessments are utilized by the customer to make informed choices in their attempts to connect to employment offering the best wages available at their current skill capacity.

The information gained through assessments will be used with sector strategy data to help customers make informed choices regarding their training and careers.

Support Services

WIOA defines Supportive Services as those services necessary to enable an individual to participate in activities authorized under WIOA, Title I. Local Supportive Service policies are developed by the Workforce Investment Board (WDB) and are included within the local [plan](#). The region's Supportive Service policy provides assistance to WIOA eligible adults, dislocated workers, and youth so they may participate in Title I activities. Funds may be provided to assist with a wide range of needs, including transportation, housing, child care, and daily living expenses.

All other sources of funding must be sought before using WIOA supportive services funds. Referrals are made to partner agencies, such as the Salvation Army, food pantries, faith-based partners, Goodwill, and Community Partnerships. The Family Support Division SkillUP program is a part of the Supportive Services strategy. The region's Supportive Service Policy follows all guidelines contained in DWD Issuance 12-2010.

ADMINISTRATION

VII. Assurances

Describe the process used by the Board to provide an opportunity for public comment, including comment by representatives of businesses and labor organizations, and input into the development of the Plan, prior to submission of the Plan.

Local public officials, workforce partners, and the Board, which is composed of a majority of representatives of business, were involved in the development and approval of the plan. Representatives of organized labor also serve on the board and were involved in the process.

Prior to the submission of the plan, a public notice inviting public comment was posted on the CWIB website and in the CWIB main office for thirty days. Board members, local elected officials, committee members, and program service providers were notified of the public comment period and invited to comment. The plan was accessible on the website and in the office for viewing.

VIII. Local Policies and Requirements

A. SUPPORTIVE SERVICES—*Please include as **Attachment 2**, the Board'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."](#)*

Please see Attachment 2

B. ADULT—Describe the criteria to be used by the Board to determine whether funds allocated to a LWDA for Adult employment and training activities under WIOA sections 133(b)(2) or (b)(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.

First priority of service will be given to veterans and eligible spouses who are also recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient. Second, to non-covered persons (not veterans or eligible spouses) who are unemployed, low income, with barriers to employment.

In the event that an Adult customer is over- income, the following policy will be followed.

Serving WIOA Adults Who are Over-Income

Recognizing the priorities available in WIOA (ETA 680.600), the Central Region will make participant funds available as stated below:

A minimum of 70% of Title I WIOA Adult funds will be allocated to Priority Level I, and a maximum of 30% of Title I WIOA Adult funds will go to Priority Level II (if needed, a board vote will be required to adjust percents during a program year).

Priority Level I

1. An individual who receives, or is a member of a family who receives cash public assistance;
2. An individual who receives, or is a member of a family who receives or has been determined with the six months prior to eligibility determination, eligible to receive food stamps;
3. A member of a family whose annualized incomes does not exceed the higher of (a) Department of Health and Human Services poverty guidelines, or (b) the Department of Labor’s Lower Living Standard Income Level;
4. A member of a family whose annualized income does not exceed 150% of the Lower Living Standard Income Level (the “working poor”);

Priority Level II

Currently employed worker who has received a WIOA Adult Career enrollment as defined by the WIOA and is a member of a family whose annualized income does not exceed 250% of the Lower Living Standard Income Level may be considered in need of individualized services in order to retain employment that allows for self-sufficiency. For the purposes of determining the eligibility of currently employed workers, “self-sufficiency”

means identifying either of the following conditions that impair an employed worker's ability to achieve or maintain self-sufficiency:

1. A need for additional training to learn skills to use new technologies and/or processes in order to retain current employment (Skill Acquisition).
2. Conditions that require an employed worker's company to retrain its workers to enable the company to be more competitive in the marketplace or to avoid company failure and loss of jobs in the community (Job Retention).
3. Conditions that prevent the employed worker from maintaining self-sufficiency due to part-time hours, low hourly wage or employed in a declining industry within the region (Skill Acquisition-Industry).

C. YOUTH—WIOA section 129(a) (1) (B) (VIII) establishes that an eligibility criteria for Out-of-School Youth (OSY) is “a low-income individual who requires additional assistance to enter or complete an educational program or to secure or hold employment.” Please explain how the Board will **define**, identify, **document**, and serve youth participants meeting this eligibility criteria.

In accordance with the WIOA, Out-of-School Youth applicants must meet eligibility criteria and provide documentation to verify that they have a barrier to employment or an educational program that requires additional assistance. Definition, identification and required documentation of eligible individuals under these criteria will be based on the following:

Out-of-School Youth		
Eligibility Criteria	Definition	Required Documentation
Children of incarcerated parent(s)	Youth discloses that one or both parents/guardians are incarcerated	Self Attestation, School Records Request, Public Court Records
Youth at risk of court involvement	Youth discloses current/prior involvement in criminal activity, youth is subject to a lifestyle in which they might determine criminal activity is a necessary means of survival (i.e., a hungry youth stealing food, an unlicensed youth driving to school/work), youth has been referred by an adult witness/role model to be at risk of court involvement	Self Attestation, School Records Request
Migrant Youth	Youth who was not born in any of the 50 States, District of Columbia, Puerto Rico or born to United States citizens abroad.	Youth Birth Certificate, Authorization to Work, School Records
Youth with family literacy problems	One or both parents with one or more basic skills deficiencies	Self Attestation, School Records Request
Youth dealing with domestic violence	Youth discloses one or more instances of domestic violence within the home	Self Attestation, School Records Request, Public Court Records (if applicable, not required)
Youth dealing with substance abuse issues	Youth discloses current or prior use of illegal substances	Self Attestation, School Records, Treatment Services Documentation,
Youth lacking occupational goals, skills and /or work history	Prior work experience has been spasmodic (6 months or less in any 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 chosen field or interest or study	Self Attestation
Youth with chronic health issues	Health condition or disease that is persistent or lasting in excess of 3 months, thus affecting youth's ability to participate in education or training.	Medical Records
Youth with U.S. work authorization	Youth who has been authorized to work in the United States	US Work Authorization Card and Social Security Card
Youth homeless in last 90 days, or significant chance of homelessness in next 90 days	Homeless in the last 90 days or likely to be homeless in the next 90 days as defined by the McKinney-Vento Act	Self Attestation, School Records Request

WIOA section 129(a) (1) (C) (VII) establishes that an eligibility criteria for In-School Youth (ISY) is “an individual who requires additional assistance to complete an educational program or to secure and hold employment.” Please explain how the Board will define, identify, document, and serve youth participants meeting this eligibility criteria.

In accordance with the WIOA, In-School Youth applicants must meet eligibility criteria and provide documentation to verify that they have a barrier to employment or an educational program that requires additional assistance. Definition, identification and required documentation of eligible individuals under these criteria will be based on the following:

In-School-Youth		
Eligibility Criteria	Definition	Required Documentation
Children of incarcerated parent(s)	Youth discloses that one or both parents/guardians are incarcerated	Self Attestation, School Records Request, Public Court Records
Youth at risk of court involvement	Youth discloses current/prior involvement in criminal activity, youth is subject to a lifestyle in which they might determine criminal activity is a necessary means of survival (example, a hungry youth stealing food, an unlicensed youth driving to school/work), youth has been referred by an adult witness/role model to be at risk of court involvement	Self Attestation, School Records Request
Migrant Youth	Youth who was not born in any of the 50 States, District of Columbia, Puerto Rico or born to United States citizens abroad.	Youth Birth Certificate, Authorization to Work, School Records
Youth with family literacy problems	One or both parents with one or more basic skills deficiencies	Self Attestation, School Records Request
Youth dealing with domestic violence	Youth discloses one or more instances of domestic violence within the home	Self Attestation, School Records Request, Public Court Records (if applicable, not required)
Youth dealing with substance abuse issues	Youth discloses current or prior use of illegal substances	Self Attestation, School Records, Treatment Services Documentation,
Youth lacking occupational goals, skills and /or work history	Prior work experience has been spasmodic (6 months or less in any 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 chosen field or interest or study	Self Attestation
Youth with chronic health issues	Health condition or disease that is persistent or lasting in excess of 3 months, thus affecting youth's ability to participate in education or training.	Medical Records
Youth with U.S. work authorization	Youth who has been authorized to work in the United States	US Work Authorization Card and Social Security Card
Youth homeless in last 90 days, or significant chance of homelessness in next 90 days	Homeless in the last 90 days or likely to be homeless in the next 90 days as defined by the McKinney-Vento Act	Self Attestation, School Records Request

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 chosen field/interest or study”.

Documentation will be provided 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, self-attention, etc.

Initial assessment will be used to identify persons who require additional assistance to enter or complete an educational program or to secure and/or hold employment.

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

The Disabled Veterans Outreach Program (DVOP) and Local Veterans Employment Representatives (LVERs) are fully integrated into the Central Region Job Centers in order to assist veterans with significant barriers to employment to overcome their barriers and become employment ready. The LVERs will work with employers to create job opportunities for the veterans that are ready for employment. DVOPS will share case management for veterans enrolled in WIOA and other programs with the providers of those 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.

E. INDIVIDUAL TRAINING ACCOUNTS (ITAs)—*Identify the funding limit for ITAs.*

The Central Region has set an ITA funding limit of \$5,000 per participant per program year. Approximately 10% of the total budget was spent on ITAs in PY 15. That rate is projected to increase to 15% this year.

Staff conduct basic skills assessment to evaluate reading, math and language. Results must confirm adequate skills are in place to complete training and enter employment at a self-sufficient wage. Comprehensive assessment is conducted to identify occupational interests, values and aptitudes for occupational matching. Assessment results are utilized to establish long-term employment goals, transferable skills and skills that need to be developed. Participants that need training to develop job related skills and obtain credentials are considered for enrollment in the Occupational Skills Training Program. The Functional Leader must review the file to ensure accuracy and approve or deny requests for funding.

F. INDIVIDUALS WITH DISABILITIES—*Describe how the Board 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 Board’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 Job Centers have ADA approved accommodations accessible to assist individuals with disabilities. Staff 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 Job Centers to access services and to utilize the Job Centers when meeting with individuals with disabilities.

Job Center staff are trained to ask all registrants (including individuals with disabilities) whether they need assistance during the application/registration process. Staff offers assistance to all individuals, including individuals with disabilities, in filling out forms and application materials. All customers are asked if they will need some type of accommodations or assistance to take full advantage of services and supports. Front desks are partially lowered, so job seekers with a lower line of sight (e.g., individuals using wheelchairs or small-statured individuals) are welcomed eye-to-eye.

The Job 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 staff. At each job center, a text telephone, or TTY, is also available for use. Relay Missouri is also available for use, and a licensed American Sign Language Interpreter can be provided by Job Center staff through the State of Missouri's contract. The Central Region Job Centers offer assistive technology to assist individuals with disabilities, including WindowEyes screen reader, ZoomText screen enlarger, CCTV, height adjustable table and other assistive technologies. Staff are made aware of the Missouri Assistive Technology Equipment Technology Consortium (ETC), a short term assistive technology equipment loan program which can help customers borrow various types of equipment at no charge. 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. ONE-STOP SERVICES—*Describe how the Board 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 Board's Products & Services Box to assist in the provision of these services.*

The CWDB takes reasonable steps to ensure meaningful access for LEP individuals to employment-related training programs by encouraging Functional Leaders at each of the five Job Centers to establish "English as a Second Language" classes to offer to customers who need to improve or develop English speaking ability. In addition, CWDB coordinates with AEL to provide services for LEP clients through program referrals, as well as providing space within the Job Centers for AEL and ESL classes.

Resources and activities that are part of the regional Products & Services Box include:

- Professional telephone interpretation service:
 - Staff members receive training on use of CTS Language Link, an interpretation service offering over-the-phone interpretation in over 240 languages and dialects. Language Link materials have been posted in the Job Centers and affiliate sites. This valuable resource is especially beneficial when providing orientation to services including description of Products and Services. Language Link can be utilized during workshops as needed with non-English speaking customers to provide skill enhancement opportunities.
- Resources in a different language
 - Per 29 CFR Part 38.9, the Region will translate vital information for languages spoken by a significant number or portion of the population eligible to be served, or likely to be encountered. While translations may not be available in advance for languages not spoken by a significant number or portion of the population eligible to be served, or likely to be encountered, vital information may be conveyed orally if not translated.
- Community Service Referrals

The region follows DWD Issuance 06-2014, Access to Meaningful Services for Individuals with Limited English Proficiency. In particular, staff follow the Language Assistance Procedure Manual for customer service in the job centers, with an emphasis on proper procedure for use of family, friends or others as interpreters, as well as proper intake procedures.

Language barriers, such as limited ability to speak, read, write or understand English, are identified and addressed in the Central Region Workforce Development Board LEP/Language Access Plan, Policies and Procedures. The Plan analyzes language needs in the region using the following:

- Census data
- MERIC research utilizing the American Community Survey 5-year estimates, which includes top non-English languages spoken at home
- Periodic reports on various languages spoken in Missouri Job Centers, provided by Division of Workforce Development EO Unit
- Job Center staff survey

CWDB Equal Opportunity Officer routinely reviews existing policy, procedures and data to determine necessary updates in populations served through the job centers.

Also in regard to the LEP Plan, CWDB will carry out regional outreach by attempting to serve more of the Spanish speaking population through partnership with Centro Latino of Columbia. The mission of Centro Latino de Salud is to empower Latinos, Latino families and the general public through provision of services and guidance in navigating the health, education and cultural resources of Mid-Missouri. Outreach to the group includes the goal of educating Centro staff and clientele on Job Center services, including the availability of oral interpretation and written translation services within the Job Center.

With the aid of Missouri DWD, CWIB is also attempting to access a list of minority owned businesses in hopes of targeting Hispanic and/or other business owners for education and marketing on Job Center services.

CWDB adheres to WIOA Section 188 in regard to “Promising Practices in Achieving Universal Access and Equal Opportunity” by allowing for reasonable modifications of policies, practices and procedures (Section 2.3), including allocation of extra staff time and language resources for all aspects of the Job Center programs:

- Registration and orientation
- Initial screening and assessment
- Service delivery

H. NEXT GENERATION CAREER CENTER MODEL (NGCC)—*Describe how the Board promotes integration of services through co-enrollment processes, beyond the automatic co-enrollment of the NGCC model.*

The Board promotes the integration of services by working towards the braiding/aligning of partner resources to seamlessly address the needs of job seekers and businesses. In addition to WIOA Title I (Adult, Dislocated Worker, and Youth programs) and Title III (Wagner-Peyser) staff, the region has strengthened the integration of services and co-enrollment opportunities with Title II (Adult Education and Literacy programs), Title IV (Vocational Rehabilitation programs), and the TANF and SNAP programs.

Partner staff attend weekly Job Center team meetings and collaborate in serving their common customers. This collaboration results in more efficient use of funding, effective case management, a reduction in duplicated services, and enhanced services to our customers.

Efforts are being made to co-enroll job seekers accessing services in all appropriate programs and braiding resources to assist them, organizing staff to work as partner teams, sharing resources and information, and continuously improving customer service.

I. TRAINING EXPENDITURE RATE / LOCAL CRITERIA FOR TRAINING RECIPIENTS—*Provide your Board'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.*

<u>TITLE I-B ADULT:</u> Adult - ITA	\$467,119.00
Adult - OJT	\$40,000.00
Adult – Pre-Apprenticeship	\$ 6,000.00
Adult – Registered Apprenticeship	\$10,000.00
Adult – Transitional Jobs	\$6,000.00
Adult – Incumbent Worker Training	\$5,500.00
Adult – Worker Experience or Internship	\$10,028.00
Adult - Supportive Services	\$31,000.00
Total Adult	\$ 575,647.00
<u>TITLE I-B DISLOCATED WORKER:</u> Dislocated Worker - ITA	\$331,121.00
Dislocated Worker - OJT	\$40,000.00
Dislocated Worker – Pre-Apprenticeship	\$6,000.00
Dislocated Worker – Registered Apprenticeship	\$10,000.00
Dislocated Worker – Transitional Jobs	\$6,000.00
Dislocated Worker – Incumbent Worker Training	\$5,500.00
Dislocated Worker – Work Experience or Internship	\$21,923.00
Dislocated Worker - Supportive Services	\$27,500.00
Total Dislocated Worker	\$448,044.00

<u>TITLE I-B YOUTH:</u>	
In-School - Occupational Skills Training - ITA	\$ 15,000.00
In-School - Work Experience	\$ 25,000.00
In-School – On the Job Training	\$ 5,000.00
In-School – Supportive Services	\$ 10,000.00
In-School – Pre-Apprenticeship Programs	\$ 10,000.00
In-School – Internships	\$ 15,000.00
In-School – Financial Literacy Education	\$ 2,500.00
In-School – Dropout Prevention and Recovery	\$ 2,500.00
In-School – Alternative Secondary School Services	\$ 2,500.00
Total In-School	\$ 90,000.00
In-School Summer – Work Experience	\$ 21,907.00
In-School Summer – Supportive Services	\$ 5,000.00
Total In-School Summer	\$ 36,907.00
Out-of-School – Occupational Skills Training – ITA	\$ 100,000.00
Out-of-School – Older Youth Individual Training Account	\$125,000.00
Out-of-School – Work Experience	\$ 95,000.00
Out-of-School – On the Job Training	\$ 50,000.00
Out-of-School – Supportive Services	\$ 10,000.00
Out-of-School – Pre-Apprenticeship Programs	\$10,000.00
Out-of-School – Internships	\$10,000.00
Out-of-School – Financial literacy Education	\$ 5,000.00
Out-of-School – Dropout Prevention and Recovery	\$ 5,000.00

Out-of- School – Adult Education and Literacy Activities	\$ 5,000.00
Out-of-School – Other Direct Participant Costs	\$ 5,000.00
Total Out-of-School	\$420,000.00
Out-of-School Summer – Work Experience	\$ 65,900.00
Out-of-School Summer Supportive Services	\$ 10,000.00
Out-of-School Summer Total	\$ 75,900.00

Determining Who Will Receive Training Under the NGCC Initiative

WIOA training services may be made available to employed and unemployed adults and dislocated workers who have met the following criteria:

- Have met the eligibility requirements for career services, have received at least one Basic Career Service and who have been unsuccessful in obtaining or retaining employment through such services;
- An initial interview is conducted to determine occupational interests to include short and long term career goals, work history, skills, education, motivation, and barriers to reaching goals.
- A Comprehensive Assessment will be conducted to determine basic skills and/or aptitudes. Individuals must demonstrate they possess the skills and qualifications necessary to successfully participate in their selected training program;
- Training programs must be in-demand and directly linked to employment opportunities in the local area and/or another area to which the individual is willing to relocate.
- WIOA funds will assist the individual with obligations beyond other grant and/or scholarship assistance. Job center staff and training providers must coordinate funding available to pay for training.
- The selected training course must be approved through the Eligible Training Provider System (ETPS) prior to authorization of WIOA funds.
- Functional Leaders must review the file to ensure accuracy and approve or deny requests for funding.

J. TITLE II: ADULT EDUCATION AND LITERACY (AEL)—*Provide a description of how the Board will coordinate workforce development activities with the Missouri Department of Elementary and Secondary Education (DESE) Title II provider(s) of AEL in the LWDA. Include a description of the alignment-review process for DESE Title II applications as required by WIOA section 108(b)(13).*

CWIB has developed a strong working relationship with Missouri Department of Elementary and Secondary Education (DESE) Title II providers of Adult Education and Literacy (AEL) providers that is based on coordination through the Job Centers. A local AEL Director serves on the regional WIB board. Some of the efforts being made to coordinate activities are:

1. Setting a date and time to enroll AEL students in Job Center programs;
2. Job Center staff will attend AEL programs on a quarterly basis to provide in-classroom enrollment to jobs.mo.gov;
3. AEL staff will arrange field trips to the Job Center for an introduction of services and possible enrollment;
4. Introduction of Job Center workshops into the AEL curriculum;
5. AEL and Job Center staff will attend each other's staff meetings.
6. Individuals in need of remediation or the earning of a high school equivalency are referred to AEL.
7. AEL will refer individuals to the Job Center for workshops, job seeking assistance, and eligibility for other assistance.

Applications to provide adult education and literacy activities under Title II for the region will be reviewed to determine if the applications are consistent with the local plan, including: enrollment in Title I programs, serving those most in need, including, individuals with low literacy skills, English language Learners, and individuals with disabilities.

K. TITLE IV: VOCATIONAL REHABILITATION/REHABILITATIVE SERVICES FOR THE BLIND (VR/RSB)—

Title IV of the Rehabilitation Act includes both VR/RSB programs. *Describe how the Board will coordinate workforce development activities with these programs. Boards are encouraged to develop a subcommittee on disability services. Describe the partnership with these agencies as this subcommittee is developed.*

The board has developed a subcommittee to improve service to customers with disabilities through the strengthening of partnerships and braiding of services. Representatives from Vocational Rehabilitation, Rehabilitation Services for the Blind, Experience Works, and Independent Living Resource Centers are a part of this committee. The committee met as part of the development of this plan and will continue to provide guidance on how disabled customers can best be assisted in overcoming their barriers and gaining employment.

The region is coordinating workforce development activities through: - the development of an enhanced referral system;

- presentations at agency staff meetings;
- a closer day-to day working relationship;
- partner staff being involved in Job Center workshops.

A referral form has been developed for use with Vocational Rehabilitation and may be utilized with other agencies. However, the committee feels that the best method of referral is for the staff person to ask the customer if a referral can be made at that time. If the customer agrees, the staff person will call the respective partner agency and make arrangements for the customer to meet with them.

The partner's common goal is to ensure that our customers have the best experience when visiting our centers.

L. APPRENTICESHIPS—*Describe the Board's policy on providing apprenticeships.*

The board supports the US Department of Labor's belief that registered apprenticeship is an effective training tool, and is working to create opportunities for Adults, Dislocated Workers, and Youth, through contact with employers, community colleges, and representatives of organized labor. Apprenticeship representatives serve on the board and promote the benefits of work-based learning. Outreach to businesses and training institutions will be conducted to advance the use of apprenticeship training.

Utilizing apprenticeship training as a workforce strategy will lead to a higher skilled workforce that will provide workers with higher earnings and businesses with the workforce they need.

IX. Integration of One-Stop Service Delivery

Describe the One-Stop Delivery System in the LWDA, including:

A. ASSESSMENT OF ONE-STOP PROGRAM AND PARTNERS—*A description of how the 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 region strives to provide a high level of service to all business and job seeker customers. Program and Job Center monitoring, ongoing training, and close contact with functional leaders and service provider leadership are some of the tools used to ensure quality services are being delivered. Feedback from customers and workforce system partners is sought. Efforts are made to identify deficiencies and correct them quickly. The regional board is informed of the performance of service providers through several reporting methods. A competitive bid process is used to procure One-Stop operators and Youth service providers.

CWIB will utilize One-Stop Certification criteria guidance and the RFP process to review and evaluate the delivery of services. Subcontractor performance is monitored throughout the year to ensure they are meeting all performance goals.

B. ALIGNMENT AND DATA INTEGRATION—*Describe how all partner agencies will strengthen their integration of services so that it provides a more seamless system; and include:*

The integration of services between Job Center staff and partner agencies is being strengthened through increased presence in the Job Centers, participation in weekly staff meetings and workshops, and overall communication. Functional leaders are turning the centers into hubs of partner services and activities, and the region is reaching out to partners in order to strengthen relationships and serve our mutual customers.

The network of one-stop system partners will sign Memorandums of Understanding and be committed to the ongoing improvement of the regional workforce system. Partner agencies will be linked either physically or electronically to ensure customers have access to all relevant services.

Data is being shared and integrated whenever possible; however, the data collection systems used by each agency are not fully integrated.

1. MEMORANDUMS OF UNDERSTANDING (MOU)—*A copy of each MOU between the Board and each of the One-Stop partners (or one “umbrella” MOU for the same purpose) concerning the operation of the One-Stop Delivery System in the LWDA. Include as **Attachment 3** an updated copy of the MOU with*

current signatures and dates; if available for Plan submission (DWD requires the MOU to be submitted to the State by July 1, 2016). Missouri Job Centers must ensure that equal access to employment and training services are provided to the farm workers and agricultural employers in their LWDAAs. See DWD Issuance 12-2015

https://jobs.mo.gov/sites/jobs/files/dwdissuance12-2015_12232015.pdf.

Memorandums of Understanding are included as Attachment 3.

2. MIGRANT AND SEASONAL FARM WORKERS / AGRICULTURAL EMPLOYMENT SERVICES WIOA section 167 provides the framework for agricultural services delivery. National Farmworkers Jobs Program (NFJP) services and grants are implemented at 20 CFR Part 685, as proposed. The current Section 167 Grantee, UMOS—United Migrant Opportunity Services, must be included in the MOU as the NFJP partner. The Plan should address how the LWDB will cooperate with UMOS and the State Agricultural Employment Services office to provide employment and training services to this population.

The Division of Workforce Development is producing a cooperative agreement between the 167 Grantee (UMOS), and the state’s workforce boards. The region will cooperate with UMOS and the State Agricultural Employment Services in the UMOS National Farmworker Jobs Program (E&T) in the provision of Career Services, Training Services, and Youth Services to farmworkers. Collaboration with UMOS and the state program will address the needs of the Migrant Seasonal Farm Worker through referral for services and the sharing of resources.

Although Agriculture is one of the lowest ranking industries in the region, the Job Centers are striving to provide unduplicated/integrated services across all programs with accommodations being made whenever possible to engage agricultural workers and business owners in value-added services. The Job Centers provide a full range of employment services, benefits and protections to include the full range of counseling, testing, job and training referral services to the populations served by these two programs.

3. COST-SHARING AGREEMENT - Include as **Attachment 4** the negotiated cost-sharing worksheet agreement for each Missouri Job Center that includes the line items’ dollar amounts and percentage rates for DWD and the Board. **(Note: Although the WIOA statutory deadline for finalized infrastructure cost-sharing agreements is July 1, 2016, DOL has used its administrative authority to extend that deadline to July 1, 2017, Nevertheless, an interim infrastructure cost agreement, which may be short of specificity, is still a required component of the LWDB One-Stop MOUs due to DWD on July 1, 2016.)**

The interim cost sharing component of the plan is included as Attachment 4. The final agreement will be in place by July 1, 2017.

C. PLANNING PROCESS AND PARTNERS—The expectation is that the Board will involve business, organized labor, local public officials, community-based organizations, WIOA 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 MOU.

The plan was developed through the involvement of a wide range of workforce system partners and the board. A series of meetings was attended by one-stop partners, public officials, and representatives of business. Ongoing input was provided through the plan development process. Memorandums of Understanding will be signed by members of the one-stop system.

The following committees were formed as part of the planning process: Disability, One-Stop System, Youth, and Employer Engagement/Sector Strategies. The committees, composed of a broad spectrum of workforce partners, businesses, and community agencies, met to provide input in the planning process and had ongoing involvement throughout the development of the plan and directly contributed to the plan content.

Public Notice of the draft plan was posted in the WIB office and on the region's website. The plan is available for review at the WIB office and on the website for a period of thirty (30) days to allow for public comment prior to submission.

X. Administration and Oversight of the Local Workforce Development System

A. *Identify the One-Stop Operator(s) for the comprehensive One-Stop Centers and affiliates in the LWDA, and state the method used to designate and certify the One-Stop Operator(s).*

The local board, with the agreement of the chief elected official, designates and certifies one-stop operators. A competitive procurement process is used to procure the operators. The region has two one-stop operators: Central Ozarks Private Industry Council, Inc. who is the one-stop operator for the Job Center located in Rolla, and Gamm, Inc., who operates the centers in Columbia, Jefferson City, Lebanon, and Linn Creek.

The region will utilize the Missouri Job Center Certification Review Form developed by DWD and comply with DWD policy regarding Job Center certification.

See Attachment 1 for the list of One-Stop Operators, comprehensive One-Stop Centers, and affiliates.

B. *Identify the members of the Board, the organization or business they represent, and the category (i.e., business, labor, adult education and literacy, vocational rehabilitation, Wagner-Peyser DWD, higher education, economic development, TANF, Other) in **Attachment 5** to the Plan. The certification/recertification form submitted for the certification process may be used.*

See Attachment 5.

C. The Board must review its by-laws annually and complete the "Local Workforce Development Board's ATTESTATION FOR REVIEW OF BY-LAWS" form included near the end of this document. *Include the Board's current by-laws and the completed attestation form (copy is included in this guidance) as **Attachment 6** to the Plan.*

Note: Attachment 6 is not included with this draft version of the plan. It will be included with the final plan submitted to the Division of Workforce Development.

D. *If the LWDA includes more than one unit of local government, the Chief Elected Officials (CEO) may develop a CEO agreement; however, it is not mandatory under WIOA law. If the LWDA is including a CEO agreement, please specify the respective roles of the individual CEOs and include the agreement as **Attachment 7**. Also, include any CEO by-laws that are in effect. (The CEO membership should be reviewed after each county and/or municipal election, as applicable, for any changes. If there are changes in the CEO membership, or leadership, a new CEO agreement will need to be signed and submitted to DWD by the first day of June following the election.)*

E. Include as **Attachment 8** to the Plan, the Conflict of Interest Policy for Board members, staff, and contracted staff to follow (reference [DWD Issuance 15-2011](#), “Transparency and Integrity in Local Workforce Investment Board Decisions” or successive issuances).

Please see Attachment 8.

F. Include the sub-state monitoring plan, as defined in [DWD Issuance 15-2010](#), as **Attachment 9** to the Plan.

Please see Attachment 8.

XI. Service Delivery

A. One-Stop Service Delivery Strategies

Describe how the LWDA 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 Board's Products & Services Box to assist in the provision of these services.

Customers are introduced and provided "Products & Services" (P&S) from their first initial Job Center visit until employment goals are attained.

Productions & Services

All customers' complete registration in "Membership" and the Missouri's job matching system (jobs.mo.gov). Registration documents the customer's existing education history, work history and transferrable job related skills. Information reported in the system's registration is utilized to connect and match the customer to current job postings throughout the State of Missouri.

All customers receive Job Center Orientation during their first visit. This orientation provides a detailed description of all available Products & Services (P&S).

Labor Market Orientation provided increases the customer's knowledge of the current job market. Occupational demand including qualifications, skill requirements and wage potential is valuable in selecting appropriate employment goals.

Basic assessment tools i.e. Career Ready 101, O*Net, Missouri Connections, TALIF and Workkeys allow the customer to self-assess basic academic skills, identify high demand occupations and determine if their interest and qualifications match job requirements or if additional training is needed. Results obtained from these assessments are utilized by the customer to make informed choices in their attempts to connect to employment offering the best wages available at their current skill capacity.

LWDA staff in the Central Region receive continuous education through required participation in ongoing training sessions (webinars) provided by Division of Workforce Development. Weekly team meetings are facilitated by Functional Leadership and often include representatives from local agency partners as guest speakers. This approach to "continuous training" ensures staff knowledge and awareness of WIOA and non-WIOA resources are current. Referral quality is improved as well as program and service design to better assist customers in making informed choices to advance to Training services when needed to increase

employment potential, access needed education, or training leading to jobs with higher wages and increased benefits.

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 LWDA. Please include how the Board uses products and services, such as workshops, assessment products (KeyTrain, WorkKeys/National Career Readiness Certificate [NCRC], Talify, etc.) and jobseeker skills products (such as Optimal Résumé, etc.), to engage customers and assist with their re-employment efforts.*

Workshops: Central Region workshops are available through group instruction designed to enhance the customer's "Job Seeking Skills", "Interviewing Skills", and ensure the customer has a competitive resume highlighting their employment potential.

Customer's lacking technological skills are referred to workshops to develop or advance their technical capability. Workshops for "1st Time Computer Users" provide instruction in basic computer operation. Customer's progress to utilization of the Internet and Email usage needed for on-line job search. Additional workshops include Microsoft Windows and Office; Internet Applications and life skills instruction, i.e. Personal Finance, Re-entry to Employment (ex-offenders) and Job Search for the Experienced Worker.

Assessment: Results obtained from basic and comprehensive assessment are utilized in directing the development of an appropriate plan of action to connect the customer to jobs requiring their existing skills and/or connect to potential training need to advance career development to obtain better jobs with high wages and benefits. Central Region staff utilize a variety of assessment tools, including:

Career Ready 101: All customers receive screening of basic reading, math and locating information skills during the initial registration. Results are utilized for referral to remediation to increase skills when needed or referral to comprehensive WorkKeys assessment for attainment of National Career Readiness Certification (NCRC). This assessment process enables customers in their efforts to determine the best plan of action for achieving their career goals.

WorkKeys: Comprehensive assessment of reading, math and locating information with WorkKeys is utilized when current skills are above average (Career Ready 101 score: 3). Successful completion of WorkKeys assessment certifies customers competency levels at:

Bronze: Entry Level

Silver: Intermediate Level

Gold: Advanced Level

Platinum: Highly Skilled Level

Significant efforts have been made during Program Years 2014 and 2015 to certify counties throughout Central Region as “Work Ready”. Certification is highly beneficial to employers currently located in the region and greatly enhances economic development efforts when attempting to recruit new employers to the region. All customers are encouraged to prepare for and participation in WorkKeys assessment to obtain the NCRC as a valuable tool for current and future job search.

Central Region continues to emphasize the importance of the NCRC with individuals “emerging” into the Central Region labor market. Testing continue with high schools, post-secondary schools, community groups etc. by proctoring the testing with youth (18 and over) and (adult students) during educational training. This process is beneficial to local communities in their efforts to become Work Ready Certified and provides a nationally recognized credential to the customer for their future job search and job advancement.

Central Region “Profilers” assist employers in the skill identification process to ensure job descriptions are posted to recruit applicants with skill sets matching the available position. Effective job matching reduces turnover, increases productivity and helps stabilize the employer’s labor pool.

Customers (job seekers and employers) are encouraged to utilize Missouri’s website (jobs.mo.gov) to enhance job search and workforce recruitment quality. Registration in the system allows job seekers to “log-in” and access P&S from any location that has Internet.

Quick Access to Information: Registered customers receive a description of the Missouri Workforce Development System; Contact information including Missouri Job Center locations, phone numbers, hours of operation and information describing the local labor market and business community within their chosen geographic location.

Career Planning: Information is beneficial to first time job seekers (youth, displaced homemakers, military dependants, recently separated military members and dislocated workers in their efforts to research and plan new career development.

Self-Assessment and Career Exploration: Free on-line learning modules, i.e. career planning, remedial services, on-line assessment and training opportunities are available. Results obtained through self-access are utilized during staff assisted services and included in development of employment planning:

TALIFY: Can be used to assess personality scales and aptitudes as it relates to workforce atmospheres. Results strengthen awareness of suitable work environments that lend the most positive results and good job retention. For example: results confirm ability to work as a strong team member submissive to leadership or independent worker not conducive to team environment. Employers can utilize TALIFY results when considering job promotions or increasing their labor pool.

ONET Work Values, Interest Profile and Skills Profiler: Often used as a self-administered assessment but can also be used when assisting customers in developing appropriate plans for continued education and training needed for career advancement or career changes. Results include identification of work values, interests, skill requirements and connection to demand occupations.

Optimal Resume: Customers with advanced computer skills are encouraged to utilize “Optimal Resume” to create professional resumes to be used for job search.

Exploration, Wage Trends and Self-Sufficiency: Tools utilized to establish job goals, increase awareness of occupational demand and wage trends utilized for self-sufficiency planning.

Job Search: Access to job postings that are updated daily throughout the State of Missouri.

Community information and Resources: Labor Market Information (local and statewide), business sectors strategies, and Equal Opportunity Information are accessible.

2. *Include a description of the local ITA system and the procedures for ensuring that exceptions to the use of ITAs, if any, are justified.*

The Central Region utilizes Individual Training Accounts (ITA) to assist WIOA low income youth, adults and dislocated workers to obtain Training provided by an “approved” post-secondary school to obtain occupational certification, licenses, or degrees needed for career development and/or advancement.

The screening process for ITA development and implementation is based on systematic service delivery:

1. Membership and Registration current and complete;
2. Documented citizenship;
3. Documented eligibility for participation in a WIOA service beyond the Career Services level;
4. Failure to find employment after participation in Career level services;
5. Meets all regulations as specified in the DWD Technical Assistance Guide;
6. Hard-copy documents provided for hard-file;
7. Eligibility status documented in Toolbox including Veteran status.

Orientation to Training Services

A detailed description of the Training programs requirements, reporting policies, expectations and successful completion of objectives is provided prior to development of the Employment Plan and creation of the ITA. The region has developed automated orientation systems that can be provided in conjunction with written systems or as a stand along orientation.

Appropriate for Training

1. Customer does not have adequate skills to be successful in achieving employment goal;
2. Needs training to develop job related skills and has the potential to successfully complete training;
3. The employment goal is associated with a “high demand occupation” to increase employment immediately following completion of training;
4. Financial assistance is available to pay tuition and all related expenses;
5. The training provided selected is approved (both facility and course of study) on the “Eligible Training Provider” state listing;

Assessment Requirements

Prior to the development of the ITA, staff assisted services are provided to ensure the customer:

1. Has a high school diploma or equivalency;
2. Has academic skills at 10 grade level;
3. Has selected occupational and training goal based on assessment results (self-assessment results or with staff assistance);
4. Has good financial plan in place including completion of FAFSA to access PELL and/or grant assistance;
5. Has dependable transportation, child care and access to all available resources to assist with personal needs while attending training.
6. Has researched the school to select an approved location that is within reasonable driving distance and is based on reasonable competitive tuition rates;
7. The school and chosen course of study are listed on the ETP list.
8. The Training to be provided is complete within two years lending a credential to connect the customer to available employment immediately following completion of Training.
9. Projected wages and benefits are within the customer’s goal for self-sufficiency.
10. The dollar amount needed to pay Tuition, fees and books required for Training.
11. The dollar amount of PELL Grant, Missouri Grant and all other financial assistance (excluding student loans) to assist with payment of expenses.

Development of ITA

Customers who meet all requirements stated above are given an ITA form to take to the school selected as the Training Provider. The school must provide evidence of “acceptance” of the customer in the course of study. If the school has accepted the student and is proceeding with enrollment, the school completes the ITA form documenting the training start date, ending date and pending graduation date at end of second year.

Local approval of the ITA typically requires a meeting with the customer to review the school’s acceptance and completed ITA information. Financial Aid is considered along with review of the customer’s Financial Needs and personal support system to ensure successful completion of Training. The customer must be

able to demonstrate how they can pay all required expenses (Training and personal expenses). The customer must ensure they have researched and accessed all non-WIOA resources and applied all available financial assistance to the training expense prior to being approved for a WIOA funding allocation.

Notification of WIOA Funding

Central Region staff inform schools of the ITA approval with a written “Notification” that states the training start date, applicable ending date and the amount of WIOA funding allocated to assist the customer with expenses. e WIOA funding can be approved by quarter, semester or one annual amount.

Case Management Services

Attendance and progress are documented in services notes monthly. Information is based on monthly contact with the customer, the school and monthly progress reports received from the school.

An updated ITA must be completed for the first and second year of Training. Schools are required to invoice to receive payments based on the dollar amounts stated on the ITA form for each expense (tuition, fees, and books). Changes to the ITA form must be approved by the Functional Leader.

3. Provide a description of how Unemployment Insurance claimants will be provided reemployment services, including how Worker Profiling and Re-employment Services (WPRS) will be delivered on a weekly basis between the DWD and partner staff.

Unemployment insurance claimants, including those in Worker Profiling and Re-employment services, will be provided with services from the Job Center. DWD and Partner staff serve on these teams and work together to ensure seamless and competent delivery of services. Job Center staff coordinate services for these customers during weekly staff meetings.

Customers will be provided an initial assessment; job search activities and assistance; resume and/or interview assistance; computer tutorials and shall have access to all workshops and job center services to include Talify and Labor Market Information through O’Net and MERIC. WorkKeys assessments will be provided to individuals so they can obtain the National Career Readiness Certificate and make themselves more marketable in the community.

When job center customers are unsuccessful in securing employment after receiving basic career center services, it is recommended they explore WIOA Individualized Career Level Services. Once eligibilities for WIOA services is established, customers have the full-array of services available under this federal program including training services if appropriate.

4. *Describe the Board's strategies for promoting and increasing the number of participants in work-based learning and On-the-Job Training (OJT).*

The Central Region has an OJT Marketing Specialist and an OJT Coordinator dedicated to promoting OJTs in the Central Region. In addition, one staff member from each Job Center is designated as a point of contact for OJT services; they coordinate services with the OJT Coordinator. An informational OJT brochure for both the employer and prospective employees is available within all RJS, UI Profiling, REA, and METP packets given to customers seeking the services. An OJT packet is distributed when presenting the OJT program to prospective customers and employers, including those attending job fairs. Coordination of services with Business Service Veteran Representative is important for non-duplication of effort. Cross referrals are made between veteran representatives, the OJT Coordinator and Job Center staff.

The Division of Workforce Development has recently employed an Employment Service Representative who will be housed in the Jefferson City Job Center; fifty percent of this individual's time will be dedicated to business outreach, to include marketing the services of all job centers.

Functional managers conduct weekly team meetings with all Job Center staff. A key component of these meetings is to review coordination between DWD, Veterans Services, Youth Services and WIOA Adult & Dislocated Services to ensure customers in need of work based learning and/or training are receiving access to enhance employment potential. The Functional Leader is responsible for budget management and sends weekly updates to team members to update funding availability. The number of enrollments is based on budget availability. Promotion of work based learning is conducted by Skills/Jobs Team Members and coordinated with the LVER. Promotion efforts include job development with private employers; information is distributed to employers attending Job Fairs and during Chamber of Commerce meetings.

Identification of the need for employer based learning and or training can occur at any point in service (Welcome/Skills/Jobs Team). WIOA eligibility must be established prior to comprehensive assessments and development of an Employment Plan that includes WIOA Training funds. All assessments results are utilized to develop the Employment Plan and referrals are made to resolve barriers prior to placement.

Depending on the customer's assessed needs and prior employment history, the WIOA Internship may be recommended to provide the customer an opportunity to experience employment hands-on. Progress is monitored bi-weekly to ensure positive results. The participant is not on the employer's payroll during this assignment; payment is issued by the CWIB. At the successful completion of Internship, an OJT Contract may be written to provide the participant additional training needed for full-time employment. All required OJT criteria must be met prior to writing the OJT contract.

Individuals participating in a work experience opportunity must be compensated at the same rates, including periodic increases, as trainees or employees who are similarly situated in similar occupations by the same employer and who have similar training, experience, and skills. The rates may not be lower than the higher of the federal or state minimum wage.

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.

5. *Explain the Board’s strategies for increasing the attainment of credentials, degrees, and certificates by participants in your LWDA and any accommodations you have made to make attainment easier (i.e., collocation of AEL centers, extended hours, etc.). In addition, please describe the Board’s approach to ensuring every Missouri Job Center customer has the opportunity to take the WorkKeys assessments and obtain a NCRC.*

This should include how the Board collaborates with the local community college(s) in the LWDA to provide space and/or proctoring services for WorkKeys assessments on an as-needed basis.

The region has made the attainment of credentials, degrees, and certificates by Job Center customers a priority. Customers are informed of the opportunity to earn a certificate through community colleges, career and technical education providers, proprietary schools and other institutions listed on the Eligible Training Provider list. Short-term training that provides stackable credentials/degrees in high-demand fields are used to assist job seekers in gaining entry level positions that will lead to advancement on their chosen career path.

Functional leaders are responsible for establishing coordination with Adult Education & Literacy Programs (AEL). Memorandums of Understanding are established with AEL providers. Referrals of Adults, Dislocated Workers, and Youth are generated by staff to access AEL services when assessed necessary. Staff visit classes to present information describing Missouri Job Center Programs as a viable source of service for additional training or job placement services as needed to further career development.

Priority for enrollment in Training is given to low income, including Food Stamp recipients, TANF recipients and Veterans. Customers are referred to approved schools included in the “Eligible Training Provider System” listing. These training providers have been approved by Missouri Division of Workforce Development.

Job Center Staff attend orientation at schools during mass enrollment and provide information describing the WIOA (OST) program and Support Services. Staff maintain communication with teachers, financial aid staff and school counselors during OST participation. Training participation is monitored with monthly reports received from the school to report monthly attendance and training progress. Case management is provided monthly (minimum) and more frequently if needed to ensure participant resources are adequate during training. Referral to non-WIOA resources and WIOA Support Services are provided throughout the course of training and as needed to assist with employment.

Every person who registers for WIOA services takes the Career Ready assessment which is based on WorkKeys questions to determine if they are at least at level 3 on math, reading and locating information. This shows they are ready to take the WorkKeys test and are not basic skills deficient. WorkKeys is available for all registered customers who passed the Career Ready assessment or have completed remediation until they have reached at least level 3 skills.

Those entering training take the TABE assessment on Reading, Math Computation, Applied Math, and Language, and must achieve grade level 9.9.

The region has provided community colleges space and proctoring services for WorkKeys assessments. Job Center functional leaders meet with school administrators to offer assistance with WorkKeys testing and have administered many assessments for the community college system. The board partners with area community colleges and other community based organizations to increase NCRC access across the region by allowing partners access to the region's Toolbox system and WorkKeys testing realms.

C. Employment Transition Team

Describe how the Board coordinates with the LWDA's Employment Transition Team Coordinators to ensure that information and services are delivered in a seamless fashion, including how pre-layoff services are coordinated and provided. In addition, please provide a description of the proactive measures that are taken to identify potential layoffs in the LWDA, how information is shared with LWDA's Employment Transition Team Coordinators and how layoff aversion strategies are coordinated. See DWD Issuance 07-2015, "Statewide Employment Transition Team Policy," Oct. 21, 2015.

The Employment Transition Team (ETT) program is a function of the Division of Workforce Development in coordination with the local board. Workforce Coordinators coordinate and oversee ETT services within the region; on-site services are available for any layoff affecting twenty-five (25) or more employees.

The board contacts the appropriate Workforce Coordinator at the first evidence or word that a lay-off is being contemplated by any employer in the LWDA. The Workforce Coordinator first will utilize all elements of resources to prevent the layoff such as (but not limited to) Shared Work—Layoff Alternative. When the Workforce Coordinator has determined with the employer that no other measures can be employed to avoid laying off workers, the Employment Transition Team services are provided.

The Employment Transition Team (ETT) is available at no cost to businesses and affected workers. As part of the ETT, a Regional Workforce Coordinator and local workforce system staff are available to provide guidance to the employer and reemployment services for the affected employees.

ETT staff will provide information services, including:

- Conducting employee assistance meetings
- Providing Trade Act and other training program information for lay-offs affected by foreign trade
- Presenting Unemployment Insurance information
- Connecting employees with current job openings
- Assisting with employer layoff obligations including providing information concerning legal requirements under the federal Worker Adjustment and Retraining Notification (WARN) Act. “

D. Youth

WIA Youth Councils are not continued under WIOA. WIOA allows for redesignation of an existing Youth Council as a Youth Standing Committees if its membership and expertise meets the WIOA requirements [(WIOA sec. 107(b)(4)(C)]. Please document whether the Board will designate a Youth Standing Committee. If a Youth Standing Committee is not designated, then the Plan needs to state that the Board is not using a Standing Youth Committee. Whether the Board retains responsibility and oversight of Youth services or a Standing Committee is established, the Board should describe how the Board or Youth Standing Committee will meet the requirements of 20 CFR 681.100–681.120, as proposed.

1. *Describe the composition of the Youth Standing Committee (if designated) and its participation in the design of Youth services in the LWDA; the development of the Plan relating to Youth services; its role in the procurement of Youth service providers and recommending eligible Youth providers to the Board, ensuring the 14 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. (See [DWD Issuance 16-2014, “WIOA Standing Youth Committees Requirements,” July 1, 2015.](#)) Also, provide information regarding the Youth Standing Committee 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.).*

The Central Region Youth Committee guides youth policy as directed under the Workforce Innovation and Opportunity Act. The committee is made up of representatives from private business, organized labor, vocational rehabilitation, education, the regional youth services providers, and other community organizations, all appointed by the local board. The committee is directly involved in the development of Youth Services. The committee was directly involved in the development of the plan, and was given the opportunity to review and make comment of the plan prior to submission to the Division of Workforce Development. The committee is involved in the procurement process for Youth providers by involvement in developing the RFP, reviewing responses, and recommending eligible Youth providers to the board. The CWDB will release a WIOA Youth Request for Proposals (RFP) to allow bidders to tell us how they plan to provide the 14 program elements. Bidders will address each of the 14 elements and indicate how they plan to make each element available to Youth customers. They provide oversight of the Youth program to ensure that the 14 elements are included in the services that are provided.

The committee meets as needed for planning, procurement, and program review. They are informed of the performance of the youth services provider in the provision of services to youth.

2. *Provide a description and assessment of the types and availability of Youth activities in the LWDA, including an identification of successful providers of such activities. This description should include:*
 - a. *How the Youth activities in the LWDA are developed to ensure the 14 program elements are available within the LWDA;*

The youth committee reviews regional programs to ensure that the 14 elements are provided. The CWDB will release a WIOA Youth Request for Proposals (RFP) to allow bidders to tell us how they plan to provide the 14 program elements. Bidders will address each of the 14 elements and indicate how they plan to make each element available to Youth customers. The Youth Committee is involved in the RFP process and selection of service providers, and the review of monitoring and performance reports. Youth programs are designed to provide customers with access to:

- Career exploration and guidance;
- Support for credential attainment and education;
- Occupational skills training;
- Employment in a field in their chosen career path.

b. *The actual services provided by the LWDA 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;*

See the chart below.

	Required Element WIOA Regulations 681.460	Toolbox Activity DWD Issuance 04-2014 change 1	Preferred Family Healthcare Program Service
1	Tutoring, study skills training, instruction and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized postsecondary credential;	601 – Dropout prevention and recovery	Scholars Program AEL attendance Tutoring Incentive for Grades/GPA Incentive for HSE/HSD
2	Alternative secondary school services, or dropout recovery services, as appropriate	602 - Alternative Secondary School Services	Scholars Program AEL attendance Workforce Skills 21 (HSE work) Incentive for grades, GPA, HSE, HSD Alternative High School
3	Paid and unpaid work experiences that have academic and occupational education as a component of the work experience, which may include the following types of work experiences:	*****	Work Experience may not exceed 999 hours as funding allows. *****
	Summer employment opportunities and other employment opportunities available throughout the school year;	603 - Summer employment opportunities and other employment opportunities available throughout the school year;	WEPS between June 1 and September 30 ONLY
	Pre-apprenticeship programs	615 – Pre-Apprenticeship Programs	Placement in a registered Pre-Apprenticeship program (DOL registers)
	Internships and job shadowing	617 – Internships and Job Shadow [Redacted]	WEP placement for soft skill development with Educational Component from Workforce Skills for the 21 st Century. Paid @ \$7.65/hour.
	On-the-job training opportunities	616 – On-the-Job Training Opportunities	Placement in a contracted OJT for up to 1040 hours, reimbursed to the employer at 50%
4	Occupational skill training, which includes priority consideration for training programs that lead to recognized post-secondary credentials that align with in-demand industry	605 – Occupational Skills Training	Placement in a bright outlook training, at a facility approved through ETPS – funding approved one semester at a time, up to 3500.00/year. 24 months maximum funding

	sectors or occupations in the local area		
5	Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster;	619 – Education for Workplace Preparation	<p>Participation in Workforce Skills for the 21st Century while participating in a WEP</p> <p>Educational training as part of employment (CNA, First Aid, ServeSafe, CPR, etc)</p> <p>Workshop attendance while participating in a WEP</p> <p>Incentives for participating in these events</p>
6	Leadership development opportunities, including community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors;	606 – Leadership Development Leadership	<p>Community service work, volunteer work, group leadership instruction (Job readiness Bootcamp, Laser Tag, Bell Ringing, community volunteering, library work, team building activities)</p> <p>Incentives for participating in these events</p>
7	Supportive services,	607 – Supportive Services	Financial assistance to provide items required for success in participation for work
8	Adult mentoring for a duration of at least 12 months, that may occur both during and after the program participation.	608 – Adult Mentoring	Partnership between a youth and adult mentor that lasts at least 12 months. Experience Works!
9	Follow-up services for not less than 12 months after the completion of participation	609 – Follow-Up Services	Any service provided after follow up enrollment begins
10	Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling, as well as referrals to counseling, as appropriate to the needs of the individual youth;	610 – Comprehensive Guidance and Counseling	Referrals to counseling, partner programs, both written, posted in service referrals and discussion
11	Financial literacy education	620 – Financial Literacy Education	<p>Attendance at Budgeting and money handling workshops, PFH and outside agency workshops addressing spending, credit, debt, student loans, credit cards, identity theft, financial stability.</p> <p>Incentive for attendance at these workshops.</p>
12	Entrepreneurial skills training	621 - Entrepreneurial Skills Training	<p>Workshops, one on one work or referrals to assist in starting and operating small business.</p> <p>Skill Development for business – (Quickbooks class, Child Care</p>

			requirements class, communication, marketing training, Instruction toward: Taking initiative, seeking business opportunities, budgets, resource development)
13	Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services;	622 – Labor Market Information	Research of LMI through – ONET, MERIC, Missouri Connections Career Exploration Discussion and research of careers
14	Activities that help youth prepare for and transition to post-secondary education and training.	613 – Preparation and transition to post secondary education and training	Preparation and Completion of OST paperwork, Application completion for trainings, FAFSA assistance, NCRC, Career Ready 101, Workforce Skills 21,

c. *The process for identification of Youth service providers;*

Youth service providers are selected through a competitive procurement process.

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; areas requiring improvement are addressed. The youth committee provides oversight of the youth program.

e. *The providers of the Youth services in the LWDA, including the areas and elements they provide;*

Preferred Family Healthcare is the youth service provider in the region.

f. *How year-round services are provided to Youth 14–24 years of age that are still in high school or out of school;*

Youth services are provided year round through the following:

- Incentives for grade attainment
- Leadership development
- Work readiness
- Adult mentoring
- Post-secondary preparation
- Referrals to other agencies
- Academic Support with use of Workforce Skills for 21st Century
- Financial Literacy
- Substance abuse programs
- Case management

g. *An example of the flow of services for a Youth in the LWDA (please include all aspects, including intake, objective assessment process, assessment, coordination of services, follow-up, etc.);*

Pre-enrollment activities, such as an informal assessment to determine if the participant meets program guidelines and has one or more of the identified barriers to employment, such as, homeless, pregnant/parenting, basic skills deficient, offender, school dropout, foster child, etc.

Completion of a jobs.mo.gov profile followed by an orientation of available services and a review of the documentation that they will need to provide.

Objective assessments will be used to determine the participant's service needs, academic level, goals, interests, skills levels, aptitudes, and supportive service needs. Basic and occupational skills, work experience, and any developmental needs will be reviewed.

The enrollment process will be finalized.

Assessment/test results will be reviewed and an Individual Service Strategy will be developed. Employment goals, educational objectives, and appropriate services will be identified.

Referrals may be made to partner agencies for additional resources.

Enrollment in an appropriate activity based upon the Individual Service Strategy.

Ongoing case management.

Upon completion of the activity, ongoing assistance to find employment, complete education enrollment, or other training opportunities.

Following completion of participation, the participant will receive follow-up services for 12 months to provide support and guidance to assist the youth in retaining employment and educational achievements.

h. *The procedures for serving Youth that are most in need (homeless, disabled, offenders, etc.); and*

The provision of services to Youth who are most in need is a high priority within the region. Special emphasis is placed on serving youth who have the following barriers: basic skills deficient, runaway, offender, homeless, pregnant/parenting, school dropout, foster child/aged out of foster care, individual with a disability, English language learner, subject to juvenile/adult justice system, children of incarcerated parents, etc.

Services are provided through coordination with partners of the One-Stop system and community organizations. Regional Job Centers are equipped with resource guides, and a wide range of partner services are available for this population.

i. *The identification of the partnerships and describe the coordination of services with other agencies within the LWDA.*

Partnerships and collaboration exist between the CWDB, WIOA partners, and over one hundred fifty organizations, including faith-based, education and training providers, and employers. The collaboration results in a comprehensive approach to service delivery, and partner involvement in program design. Staff from multiple agencies often meet together with a participant to provide blended services and resources.

Services are coordinated through referrals, local inter-agency meetings, presentations to community organizations, and regular contact with employers and education providers.

Partners are involved in program design and implementation through:

- Assisting in identifying disconnected youth to allow for early intervention;
- Developing career pathways for all youth, including high risk;
- Braiding resources to meet the needs of youth;
- Providing input to the CWDB on innovative service strategies;
- Developing training work sites;
- Attending regional partner meetings and Job Center staff meetings.

Provide a description of any innovative service-delivery projects for OSY currently operating in the LWDA or a project the Board is planning to implement. Describe the Board's involvement in the projects, and the Board's efforts to continue involvement and funding for the continuation of these projects.

The board is engaged in several innovative projects for OSY that are outlined below. The resources used to operate the programs are included with the program descriptions. Due to the use of combined partner resources, the ability to continue the operation of these programs appears favorable. The Youth Standing Committee and Board are involved in over-sight of these projects and are kept informed of their outcomes. They also provide feedback regarding the projects and identify additional resources to allow for growth and continuous improvement.

Academic Support with use of Workforce Skills for 21st Century

With advice on all the most important workplace skills, Learning Express offers a variety of interactive tutorials to assist participants in learning how to be strong and reliable employees. Users are given a variety of instruction including basic skills, computer skills, Career/Education placement tests, NCRC remediation, Hiset preparation, as well as workplace skills. These tutorials may be accessed online from any device. This program offers strong assistance to those preparing for the NCLEX, HISET, CDL and many other exams crucial to employment. Individual user's progress, including hours of use and modules accessed are tracked through an admin portal. Resources for this are provided through WIOA Youth funds and this valuable resource is a continued key component of PFH's service delivery model.

Financial Literacy Training

Preferred Family Healthcare, in collaboration with University Extension is offering "Taking Control of Your Finances" within the Job Center on a monthly basis. University Extension provides the instructor and the materials for this interactive training that addresses bill paying, budgeting, credit, and goal setting. Funding for this valuable program is provided through University of Missouri Extension Family Financial Education Program.

Substance Abuse Treatment Services

Preferred Family Healthcare offers inpatient and outpatient treatment services for adolescents and young adults at a variety of locations in the State of Missouri. WIOA Youth participants have access to these services, as needed, through internal referrals and collaboration between PFH's Workforce Partnerships and Treatment Services divisions. These services are funded in a variety of ways such as Medicaid, MO Dept. of Mental Health Purchase of Service (POS) and private insurance/pay funding options.

Tackling the Tough Skills

PFH has partnered with Missouri Ozarks Community Action Agency to provide a week long work readiness camp called "Tackling the Tough Skills". MOCA provides the instruction and materials, while PFH offers space and personnel supports, WIOA Youth attendees for the camp, and an attendance incentive funded through WIOA Youth for qualifying attendees.

Scholars @ Work

Scholars@Work provides an innovative approach in facilitating an increase in a youth's basic skills and embraces the mandate of WIOA to focus education and employment supports on "out-of-school" youth/young adults. Funded with WIOA Youth resources, this program blends those supports into one unique approach. Providing Scholars @ Work for youth/young adults whose education has been interrupted and who have an adult responsibility creates the opportunities for selected youth to complete their education while earning a paycheck. Too many of these youth face a nearly insurmountable barrier to success without this additional assistance. Earning a credential such as their HiSet while receiving an income can become the catalyst for propelling these young adults into a career pathway and self-sufficiency.

Incentives

WIOA youth participants are given the opportunity to earn WIOA Youth funded incentives for a variety of achievements, including: workshop completion, good grades, gaining/maintaining employment, increasing EFL, obtaining the NCRC, HiSET and Post-Secondary certificates or degrees.

Job Readiness Partnership with Tan-Tar-A

In collaboration with Tan- Tar- A resort and the Central Region WIOA Youth program, PFH has launched a unique paid internship program focused on participants who have completed the “Tackling the Tough Skills’ camp through MOCA, and have expressed an interest in the Hospitality Industry. This program includes multiple weeks of paid, on-site internships which provide training opportunities within Tan- Tar- A. Participants have the opportunity to be paired one-on-one with a trainer at Tan-Tar- A in a position of their choice. Youth will work one on one with a trainer for 80 hours before phasing into a shadowed, then supervised position. Funding is through WIOA Youth funds.

Camp Wonderland - (see below)

Integrated Supported Work Experience Pilot Program - (Job Coaching)

As promoted at the MAWD conference this past year, PFH has been recognized for our extensive collaborative providing WEP opportunities for youth with significant and most significant disabilities who may have traditionally been excluded from WIA/WIOA programming due to the level of on-site supports needs required for them to successfully participate. In partnership with VR, CWIB, and DWD, PFH has supported several individuals with most significant disabilities to successfully participate in and complete WEP activities. Resources for providing services in this project are from PFH using braided WIOA Youth and VR funding. This project also extended to include a unique paid internship program with these partners, DSS-FSD and Camp Wonderland. The Camp Wonderland opportunity uses Summer Jobs League funding, coupled with VR funding to provide a supportive internship experience for youth with significant and most significant disabilities.

E. Business Services

1. Describe how the Board coordinates and provides comprehensive and integrated workforce system services to businesses, including the development and delivery of innovative workforce services and strategies to meet the workforce needs of area employers. Explain the collaboration with Missouri Job Center Jobs Teams to facilitate recruitment and meet business demand. In addition, describe how the Board coordinates with economic development.

CWIB 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. The Business Services Team meets to discuss, coordinate, and develop strategies to serve the needs of businesses in the Central Region. The team collaborates with Job Center staff to ensure job postings are made on the state’s website, jobs.mo.gov. Members of the team participate in various marketing activities, including job fairs and community events. The team represents the Next Generation Career Center at Chambers of Commerce, Missouri Employer Committee (MEC), and Regional Planning Commission meetings.

The Business Services Team strives to know the pulse of the business community and ensures that the products and services offered through the Job 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.

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 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. Staff work throughout the region intensifying efforts to reemploy the long-term unemployed, and returning veterans.

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 Job Center partners. Recruitment assistance is available to all employers, including labor market information, writing effective job listings, pre-screening of applicants, and arranging for job fairs and interview space.

The Missouri Job 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.

2. Describe the Board's sector-strategy initiative. Missouri has partnered with the consulting firm Maher & Maher, a specialized change management and workforce development consulting firm, to provide guidance during the launch year and to establish a foundation to achieve transformative system change. Include a summary of the work the Board has conducted with Maher and Maher. Describe how the Board will be collaborating and aligning resources of all partners, public and private, toward developing a talent pipeline. Describe how that alignment will create meaningful career pathways for workers possessing skill levels serving important regional industries. Describe how system services will be framed by industry sectors that are data driven, regionally designed, and guided by employers and how these strategies will be sustained. Include the methods the Board will be using to inform and engage key public and private stakeholders in the development of sector-strategies.

The regional sector strategy team attended the state sector strategy conference facilitated by Maher and Maher. The team, consisting of representatives from workforce development, economic development, education, technical/community colleges, and private business began the process of analyzing growth industry sectors within the central region. Strategies were developed to collaborate on this project.

Extensive analysis led to the identification of Healthcare, Building Trades, Transportation and Logistics, and Advanced Manufacturing as the sectors with the most promising growth and sustainable employment; other sectors will be addressed following this first phase of the project. Sector strategy committee meetings have been held and business partnerships have been developed to advance this initiative. Meetings with employers are ongoing to determine their talent needs.

Partnerships with technical schools are being strengthened to develop training that will support the talent pipeline. Planning is ongoing to develop career pathways and align training resources and businesses needs in the development of the service delivery system.

The regional Job Centers will be key partners in informing job seekers of the opportunities for gainful employment in the chosen sectors, and staff will become subject matter experts in those sectors. Stakeholders are kept informed of the process through meetings, project updates, and the CWIB's bimonthly newsletter.

The region is in the early stages of the sector strategy initiative; action items are:

- 1) Create sector strategies through the analysis of economic, workforce, and education data;
Validation of sectors by leaders and stakeholders;
Self-assessment of readiness;
Industry engagement and launch meetings;
Begin implementation of sector strategies initiative.
- 2) Develop career pathways by focusing on job seekers and employers. Education and training are required to achieve a better career. Resources from regional partners will be utilized, especially from business and training providers.

3) Central WIB Business & Community Development Coordinators (BCDC) will bridge communication gap between economic development, chambers of commerce and business partners and workforce resource partners. BCDC's will host quarterly stakeholder meetings to identify current and emerging workforce needs.

CWIB BCDC's will convene Workforce partner agencies monthly to review immediate and emerging workforce needs and use asset mapping to identify strategies. Regional employment information, housing, quality of life, education providers, school resources, and other relevant information will be compiled and presented by county on the CWIB website for easy accessibility by all stakeholders and workforce partners.

3. Describe how the Board will identify and reach out to the Registered Apprenticeship training program sponsors within its LWDA. Boards must verify that the program is a Registered Apprenticeship sponsor with the DOL Office of Apprenticeship. Eligible Training Provider System guidance requires that Registered Apprenticeship training programs be contained in the state's system.

The Division of Workforce Development will initially identify the registered apprenticeships in the state and invite them to be on the Eligible Training Provider List (ETPL). The CWDB will monitor the ETPL and the Office of Apprenticeship (dol.gov/apprenticeship) website to stay apprised of apprenticeship opportunities.

The CWDB will promote the use of apprenticeships by:

1. Promoting work-based learning to meet employer needs for skilled workers and supporting the program through OJT and incumbent worker training funds;
2. Supporting career pathways for youth through apprenticeships;

3. Using the apprenticeship model as a key strategy in meeting the needs of business and integrating apprenticeships into the business services plan;
4. Integrating apprenticeship into sector strategies and career pathways, and developing industry engagement;
- 5) Working close with representatives of apprenticeship programs who serve on the local board.

4. *Boards shall maintain a Business Services Plan, outlining team members, including WIOA core partners, and the marketing and outreach roles and expectations of team members. The Business Services Plan also should outline the team's purpose, goals, and policies and procedures to ensure seamless delivery of services, avoid duplication, and ensure feedback to the Board's Job centers. Include the Business Services Plan as **Attachment 10**.*

Please see Attachment 10.

F. Innovative Service Delivery Strategies

Describe how the Board will support the Missouri Re-entry Process ex-offender initiative. Include the services to

1.

be provided for ex-offenders and the process to be used to identify employers willing to hire ex-offenders.

The regional Job Centers support the Missouri Re-entry Process (MRP) ex-offender initiative. The Functional Leader, DVOP and LVER attend quarterly meetings with Missouri Re-employment Committee. This opportunity for info-share keeps the Job Center involved with other partner agencies in a unified effort to assist ex-offenders.

The survey form given to Veterans identifies ex-offenders as they initiate services at the Job Center. Services are provided in collaborative effort by the DVOP, WIOA Job Placement Specialist and LVER.

The Functional Leader contacts Probation & Parole offices to recruit referrals to the Job Center. Career Consultants meet monthly with staff from the Prosecuting Attorney's office. Referrals of ex-offenders and victims of domestic violence are received at the Job Center as a result.

The Functional Leader, DVOPs and LVERs have attended annual conferences provided by DOC. Information regarding services is presented to all staff at weekly team meetings.

NGCC services are provided to all customers including ex-offenders. Staffing at Missouri Job Centers provide Welcome Team Services to:

- Identify and survey Veterans.
 - Veterans with barriers are referred to DVOP to provide services beyond Membership and Registration.
- Survey disability status for referral to Vocational Rehabilitation.
- Ensure Membership and Registration is complete.
- Ensure Career Ready 101 is conducted as part of the registration process to assess basic skills.
 - Referrals for Work Keys testing are made with Career Ready 101 score is 3 or higher.
- Ensure ex-offender receives Job Center Orientation of all programs and services available.
- Staff provide instruction of proper use of jobs.gov.mo for job search.
- A list of local employers interested in hiring ex-offenders is provided. This list is updated as needed with new employers.
- Referrals to non-WIOA resources may be provided to resolve barriers.
Seated interviews conducted with the ex-offenders further assess needs. Seated interviews may occur at first or following appointments depending on customer's need and request for assistance:

- Referrals may be issued when assessed necessary to obtain basic skills remediation (referral to Adult Education & Literacy or Career Ready 101 modules).
- Work history, education, skills, job goals are reviewed.
- Identify barriers and provide referrals to potential resources.
- Refer to Job Center workshops available to increase skills and abilities.
 - Referrals at minimum include: Resume & Interviewing Workshop; Ex-Offender Workshop and all others that benefit the ex-offender's potential for employment.

Ex-offenders assessed to need more in depth assessment and/or WIOA Training Services are referred to Skills Team to document WIOA Eligibility. Toolbox assessment is conducted to determine strengths and barriers as they relate to employment. Assessment includes TABE and Career Assessment: ONET, TALIF or Work Keys. All assessment results are reviewed to assist the ex-offender in selection of job goal(s) and or education and training goals if needed. Ex-offenders lacking work history may be placed in WIOA funded Internship with private employers to experience work and increase awareness of employer's expectations. Agreements are signed with employers that stipulate components of the Internship program.

Ex-offenders in need of training receive WIOA Training Orientation. Employment Plans are developed based on "appropriateness" and "need for training". Individual Training Accounts are developed to document the course of training and the facility for classroom training. Employer based training is documented with On-The-Job Training Contracts.

Ex-offenders who are Veterans are assisted by DVOPS to assess needs, identify barriers and initiate resources. If the Veteran needs training, the DVOP refers to the WIOA Job Placement Specialist. WIOA Eligibility is completed and the Veteran is referred to the LVER for job development services. The LVER contacts employer's to develop job opportunities. Coordination may be needed with the WIOA Job Placement Specialist if OJT is part of the re-employment plan.

If the Veteran is assessed to not need training, the DVOP refers to the LVER for job development and direct job placement.

The LVER and the WIOA Job Placement Specialist coordinate employer contacts to identify employers throughout the sub-regions that are willing to hire ex-offenders. This process keeps the list of employers willing to hire ex-offenders up-to-date.

2. Describe the Board's strategies for promoting and increasing enrollments in the work-based learning programs, such as WorkReadyMissouri and Transitional Jobs, including processes to target and encourage employer participation.

The WorkReady Missouri program is promoted through an integrated effort of Job 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 WorkReady Missouri 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 Board's strategies for promoting Show-me Heroes and the OJT component for participating employers.*

Show Me Heroes is a program that encourages employers to hire veterans. Employers are asked to sign a pledge that they will consider hiring a veteran if a position becomes available. The region has extensively promoted the Show Me Heroes program within all job centers, working with the Division of Business Service Veteran Representatives. This partnership is coordinated to prevent duplication of services, although the primary responsibility for Show Me Heroes marketing does fall on the Business Service Veteran Representatives.

Regional OJT Coordinators provide materials for Show Me Heroes during all business contacts. Marketing materials for the Show Me Heroes program is located in all RJS, UI, REA, and METP packets.

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

Significant efforts have been made during Program Years 2014 and 2015 to certify counties throughout Central Region as "Work Ready". Certification is highly beneficial to employers currently located in the region and greatly enhances economic development efforts when attempting to recruit new employers to the region. All customers are encouraged to prepare for and participation in WorkKeys assessment to obtain the NCRC as a valuable tool for current and future job search.

The Central Region continues to emphasize the importance of the NCRC with individuals emerging into the Central Region labor market. CWDB partners with high schools, technical schools, community colleges and other community organizations by granting access to CWDB WorkKeys testing realms to increase NCRC testing capacity and NCRC attainment in the Central Region.

Testing continues with high schools, post-secondary schools, community groups etc. by proctoring the testing with youth (18 and over) and (adult students) during educational training. This process is beneficial to local communities in their efforts to become Work Ready Certified and provides a nationally recognized credential to the customer for their future job search and job advancement.

Maries and Washington counties have been certified as Work Ready Communities; the remaining counties in the region are at varying stages of reaching certification.

5. *Describe how the Board will coordinate with the local community colleges. This should include any coordination of training services for all customers, the participation in the Trade Adjustment Assistance Community College and Career Training (TAACCCT) grants, Certified Work Ready Communities initiatives and any other local activities. The TAACCCT grants target 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 Job 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 MOU indicating the collaborations listed above between the Board and Community Colleges as **Attachment 11** to the Plan.*

The board coordinates with Community Colleges by allowing Toolbox membership (NGCC eligibility) services to be provided by and available at some community college locations. Students in need of Individualized Career or Training services are referred to the appropriate MO Job Center for services and are scheduled an appointment to meet with Job Center staff. Classroom space has been made available at some job centers to increase TAACCCT training capacity in the region.

Memorandums of Understanding with community colleges will be included as Attachment 3. The MOU with State Technical College for the MoStemWins program is attached as Attachment 11.

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 LWDA. Outline efforts for conducting outreach campaigns to educate faith-based and community organizations about the attributes and objectives of the demand-driven workforce development system. Indicate how these resources can be strategically and effectively leveraged in the LWDA to help meet the objectives of WIOA. (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.*)*

The region is working to strengthen relationships with faith-based organizations. The CWIB distributes a quarterly newsletter with information on WIOA programs to faith-based and community-based organizations in the region.

Faith based organizations are listed in Job Center resource directories and are utilized to provide assistance to participants. Referrals are made between Job Centers and faith-based organizations to combine resources in serving customers.

XII. Regional Planning Guidance

Describe the Regional Plan.

The Central Region Strategic Plan describes the process for delivering workforce development programs and services throughout the nineteen counties of the Central Region. Partner agencies were involved in the development of the plan and are key components of the workforce development network of resources.

PERFORMANCE MANAGEMENT / CONTRACTS / BUDGET

XIII. Local Administration

A. *Identify the local levels of performance negotiated with the Governor and CEO to be used to measure the performance of the Board and to be used by the Board for measuring the performance of the Local Fiscal Agent (where appropriate), eligible providers, and the One-Stop Delivery System in the LWDA. (Instructions for this planning item will be sent after the PY 2016 locally negotiated performance goals are finalized.)*

The State has completed state level proposed performance negotiations for PY 16; the region will negotiate performance levels with the Division of Workforce Development in the near future. Performance goals for PY 15 are shown below:

WIA	PY 15
Adult Entered Employment	65%
Adult Six Month Retention	81%
Adult Average Earnings	\$11,000
Dislocated Worker Entered Employment	68%
Dislocated Worker Six Month Retention	90%
Dislocated Worker Average Earnings	\$12,500
Youth Placement in Employment or Education	66%
Youth Attainment of Degree or Certificate	74%
Youth Literacy and Numeracy Gains	50%
Wagner-Peyser	
WP Entered Employment	66%
WP Six Month Retention	81%
WP Average Earnings	\$12,000

B. *Identify the Local Fiscal Agent, if one is designated by the CEO.*

The Central Region Workforce 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 LWDA for activities carried out under subtitle I of WIOA, including the process to procure training services for Youth and any that are made as exceptions to the ITA process. Include as **Attachment 12**, 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 Board's procurement guidelines that describe the competitive-procurement process and the process to procure Youth training providers.*

DWD Issuance 01-2012 is followed for the procurement of Youth Occupational Skills Training providers. The region places a public notice in local newspapers and sends a letter to all the occupational skills training providers in the area, as well as WIOA eligible and non-WIOA eligible providers stating that funds are available to serve WIOA Youth in skill training. It is preferred that they be on the WIOA Eligible Training Provider List. After reviewing costs, location, performance etc., the best option for training is selected.

Exceptions to the use of ITAs may be made in the following instances: When the training provided is an On-the-Job training or Customized Training program, the training is less than 40 hours as described in Missouri's Eligible Training Provider Certification, a vendor relationship exists, and short term training is available to the general public and is purchased by the WDB for specific training.

See Attachment 12

D. *Describe how the Board is working toward eliminating duplicative administrative costs to enable increased training investments.*

The Central Region is using the Next Generation Career Center model which was designed to reduce administrative and other operational costs to enable increased funds for training and direct client services. This type of "cost sharing" has allowed us to reduce the amount of equipment needed in the Job Centers, since all equipment is now shared. Functional leaders supervise all WIOA and Wagner Peyser staff, order all supplies, and deal with all day to day activities; this has allowed us to reduce the duplication of management staff.

B. *Identify how the Board ensures that services are not duplicated. In particular, explain how the NGCC model affects this process.*

With the NGCC service delivery model, the Region has worked with the Division of Workforce Development to streamline the service delivery process by removing bureaucratic silos and duplicative services.

All Job 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 services is avoided through an enrollment process that results in all individuals being enrolled in Wagner-Peyser and WIOA Adult services. Strengthened partnerships and enhanced communication with core and other partners has led to the coordination of services when serving common customers.

C. *Include the Planning Budget Summaries for Program Year 2016 and Fiscal Year 2017 in **Attachment 13** to the Plan.*

Complete and sign the "Statement of Assurances Certification" form located in this guidance and include this as **Attachment 14** to the Plan.

D. *Establish and define the local policy and procedure for Complaint and Grievance Implementation of the Nondiscrimination and Equal Opportunity Provisions of WIOA. Both policies should be incorporated into the MOU and disseminated throughout the LWDA 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, WIOA Grievance and Complaint Resolution Policy) –Include either a statement that the Board will follow the state policy or develop a local policy and include a copy as **Attachment 15** to the Plan.*

In accordance with the Missouri Complaint and Grievance Policy and Missouri Methods of Administration, the Central Region follows the nondiscrimination and equal opportunity provisions of the Workforce Innovation and Opportunity Act (WIOA). The Board will follow Missouri's Grievance and Complaint Policies and Procedures Plan. Discrimination against applicants, beneficiaries, and employees on the basis of race, color, national origin, age, disability, sex, religion, and political affiliation or belief, and for beneficiaries only, citizenship or participation in financially assisted programs or activities is prohibited. The region follows the state policy and procedure for Complaint and Grievance Implementation of the Nondiscrimination and Equal Opportunity Provisions of WIOA.

ATTACHMENTS

List of Attachments to the Plan

1. List of Comprehensive One-Stop Centers and Affiliate Sites
2. Local Supportive Services Policy
3. Memorandums of Understanding
4. Cost-Sharing Agreement between the Local Workforce Development Board and DWD
Interim agreement is attached. The final agreement will take effect July 1, 2017.
5. Local Workforce Development Board Membership List
6. Local Workforce Development Board By-Laws and Attestation Form
7. Chief Elected Officials' membership and By-Laws
8. Conflict of Interest Policy
9. Sub-State Monitoring Plan
10. Business Services Plan
11. MOU between the Local Workforce Development Board and the Community Colleges
12. Local Competitive Procurement Process
13. Planning Budget Summaries for Program Year 2016 and Fiscal Year 2017
14. Statement of Assurances Certification
15. **Complaint and Grievance Policy**
16. **Incumbent Worker Policy**

Central Workforce Development Board

Comprehensive Career Centers

**And
Affiliated Sites**

Missouri Career Center

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

Gamm, Incorporated

WIOA Services: Adult, Dislocated Worker Missouri Work Assistance Program, Job Placement Assistance, Training Information, Tuition Assistance

Preferred Family Health Care

WIOA Services: Youth

Division of Workforce Development

Wagner-Peyser Act Services

Job Corps

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 Program

Services provided through the Adult Education and Literacy program:

Adult education, literacy; Integrated English literacy and civics education; Workforce preparation activities; Integrated education and training; Workplace adult education and literacy; English language acquisition; Referrals to other appropriate services.

Vocational Rehabilitation

Vocational Rehabilitation is a program designed to help individuals with physical or mental impairments prepare for, engage in and retain competitive, integrated employment.

An array of individualized services are provided:

Guidance and Counseling Transition Youth Services

Job Placement and Retention Services

Job Coaching

Post-Secondary Training

Proprietary Schools

On the Job Training

Skills Training Program

Family Support Division

The Family Support Division offers the following programs: food stamps/SNAP, health care, temporary assistance and child care.

The food stamp/SNAP program helps low-income individuals purchase food; those participants receiving food stamp benefits can receive support through the SkillUp Program which provides participants opportunities to increase employment and training levels through vocational training opportunities and provides job-focused employment and training services;

The MO HealthNet program and can assist with covering qualified health care expenses for people with disabilities, blind & visually impaired, seniors, pregnant women & newborns, uninsured women, families, children and women with breast or cervical cancer;

The Temporary Assistance for Needy Families (TA) provides cash benefits for low-income families to care for their children. With the TA program participants 18 or older and teen parents also receive help through the Missouri Work Assistance Program (MWA) which can assist participants in employment and training activities such as help with job and skills training, work experience, help with setting career goals, barrier removal, and assist with work transportation and work related expenses;

The child care program assists TA participants and children of low income families with child care expenses to allow the parent(s) to work or attend school or training programs.

Experience Works

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

Missouri Career Center

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

Gamm, Incorporated

WIOA Services: Adult, Dislocated Worker, Missouri Work Assistance Program, Job Placement Assistance, Training Information, Tuition Assistance

Preferred Family Healthcare

WIOA Services: Youth

Division of Workforce Development

Wagner-Peyser Act Services
Job Corps
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

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Job Coaching
Post-Secondary Training
Proprietary Schools
On the Job Training
Skills Training Program

<http://dese.mo.gov/adult-learning-rehabilitation-services/vocational-rehabilitation/vr-offices>

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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

Gamm, Incorporated

WIOA Services: Adult, Dislocated Worker Missouri Works Assistance Program, Job Placement Assistance, Resource Room, Interactive Video Classroom

Preferred Family Healthcare

WIOA 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 (A T A A)

Labor Market Information

Post Job Openings

Information on Filing UI Claims Missouri Employment and Training Program (METP)

Work Ready Missouri

Missouri Re-Entry Process

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Adult education, literacy; Integrated English literacy and civics education; Workforce preparation activities; Integrated education and training; Workplace adult education and literacy; English language acquisition; Referrals to other appropriate services.

Vocational Rehabilitation

Vocational Rehabilitation is a program designed to help individuals with physical or mental impairments prepare for, engage in and retain competitive, integrated employment.

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Job Placement and Retention Services

Job Coaching

Post-Secondary Training

Proprietary Schools

On the Job Training

Skills Training Program

<http://dese.mo.gov/adult-learning-rehabilitation-services/vocational-rehabilitation/vr-offices>

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The child care program assists TA participants and children of low income families with child care expenses to allow the parent(s) to work or attend school or training programs.

Experience Works

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

Missouri Career Center - Linn Creek

204 Business Park Rd
Linn, Creek, MO 65052
Phone: (573) 346-1766
Fax: (573) 346-2007

Gamm, Incorporated

WIOA Services: Adult, Dislocated Worker
Missouri Works Assistance Program, Job Placement Assistance, Resource Room

Preferred Family Healthcare

WIOA Services: Youth

Division of Workforce Development

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) 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

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Job Placement and Retention Services
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Post-Secondary Training
Proprietary Schools
On the Job Training
Skills Training Program

<http://dese.mo.gov/adult-learning-rehabilitation-services/vocational-rehabilitation/vr-offices>

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The child care program assists TA participants and children of low income families with child care expenses to allow the parent(s) to work or attend school or training programs.

Experience Works

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

Missouri Career Center – Rolla

706 South Bishop Rolla, MO 65401-2562

Phone: (573) 364-7030

Fax: (573) 364-1865

Central Ozarks Private Industry Council (COPIC)

WIOA Services: Adult, Dislocated Worker, Missouri Works Assistance Program, Job Placement Assistance, Resource Room

Preferred Family Healthcare

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

Adult Education and Literacy Program

Services provided through the Adult Education and Literacy program:

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On the Job Training

Skills Training Program

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The child care program assists TA participants and children of low income families with child care expenses to allow the parent(s) to work or attend school or training programs.

Experience Works

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

One-Stop Affiliate Sites

Audrain County

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

Gamm, Incorporated WIOA Services: Adult, Dislocated Worker, Missouri Works Assistance Program, Job Placement Assistance

Preferred Family Healthcare.

WIOA Services: Youth

Pulaski County

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

Gamm, Inc.

WIOA Services: Adult, Dislocated Worker Missouri Works Assistance Program, Job Placement Assistance, Resource Room,

Preferred Family Healthcare

WIOA Services: Youth

Fort Leonard Wood

140 Replacement Avenue
Bldg. 470, Suite 2202
(573) 596-0294

Division of Workforce Development
Wagner-Peyser Services

Waynesville R 4 School District

Adult Education and Literacy Program

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 WIOA Services: Adult, Dislocated Worker, Missouri Work Assistance Program

Preferred Family Healthcare

WIOA Services: Youth

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 which is incorporated in whole as part of the region's Supportive Services Policy and is included as an attachment to the policy.

Due to funding limitations, WIOA 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 WIOA funding must be documented in Toolbox Service Notes. Functional leaders have compiled community resource guides that list organizations, including faith-based groups that may provide assistance for participants. Referrals are made to these organizations prior to using WIOA funds for supportive services.

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 WIOA eligible low income adults, dislocated workers and low income youth with existing barriers to employment. Typically, WIOA 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 WIOA 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.

- Food assistance, if the participant is not eligible for other non-WIOA resources, i.e. Food Stamps, Community Action Agencies, Salvation Army, or when Food Pantry services are not available.
- Housing related expenses including a one-time house or rental payment and/or deposit, 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 during 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. The participant's portion of childcare costs may be paid up to \$140 per week, per child. Childcare enrollment fees are allowable under this category and do not count toward the weekly cap amount.

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

Documentation required for requesting service:

Job seekers must meet WIOA 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-WIOA 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 time frame that is being requested; if so, services will be denied. If Support Services have been provided from another region for a different time frame, 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. 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 as follows:

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.

Note: If at any time the mileage reimbursement amount meets the full IRS allowable amount, no automobile repairs will be paid for.

In the event that supportive services beyond the maximum amount are requested, the participant must submit a written justification of need to the CWIB executive director and the respective functional leader. The CWIB executive director will make the final decision regarding the request.

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 WIOA 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 WIOA Adult program in order to receive the payments. Out-of-school youth ages 18-24 may receive Needs-Related Payments as allowed by WIOA regulations.

Eligibility requirements for Adults:

- Must be unemployed;
- Not qualify for, or ceased qualifying for Unemployment Insurance (UI) compensation; and
- Be enrolled in an eligible WIOA 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 WIOA training service by:
 - The end of the thirteenth (13th) week after the most recent layoff that resulted in unemployment; or
 - After the thirteenth (13th) week, but by the end of the eighth (8th) 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 WIOA funding. If the customer needs resources not covered by Trade Act, local policy will be followed to provide needed services.

National Dislocated Worker Grant (DWGs)

National Dislocated Worker Grants 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 **DWGs** serve a specific layoff or group of related layoffs, only one Supportive Service Policy is allowed per **DWG**. Therefore, if there are multiple regions within the same **DWG**, 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 **DWG**.

Pell Grant

DWD Issuance 12-1999 addresses the "Coordination of all Workforce Investment Act (WIOA) 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.

Note:

- Duplicate payments must be avoided when the customer is eligible for both WIOA 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 WIOA funds by the amount of Pell Grant funds is not permitted.

Classroom Training Time and Attendance Report

Participant Name: _____ APP ID# _____

Address _____

Week/Month Ending _____ Training Facility _____

(Circle One)

Is student mastering course work? Yes _____ No _____

Is student's attendance satisfactory? Yes _____ No _____

Student's Weekly Class Schedule:

Mon _____ Tues _____ Wed _____ Thurs _____ Fri _____

Weekly/Monthly Hours Scheduled _____

Weekly/Monthly Hours Attended _____

Pell Grant Amount _____

Instructor Signature and Date _____

Student Signature and Date _____

For Office Use Only

Needs Related and Supportive Service Payments

Career Center Approval – Staff Signature _____

Funding Source: Adult _____ DW _____

Eligible Amount _____ Amount Paid _____ Date Paid _____ Check # _____

Type of Support: Child Care _____ Transportation _____ Other _____ Needs Related _____

Authorized Personnel Approval _____

Signature

Date

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 (WIOA).
2. Background: The WIOA defines Supportive Services as those services necessary to enable an individual to participate in activities authorized under WIOA, Title I. Local Supportive Service policies are developed by the Workforce Development Board (WDB) 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.
6. Reference: 20 CFR 663.800 et al.
7. Rescissions: None
8. Attachments: Statewide Supportive Services Policy



Julie Gibson Director

DWD Issuance 12-2010 Issued: May 20, 2011

Page 2 of 2 Effective: May 20, 2011

STATEWIDE SUPPORTIVE SERVICES POLICY

Description

This Policy applies to:

- Adult and Dislocated Worker programs;
- Youth program;
- National Dislocated Worker Grant (DWG); 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 WIOA 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-WIOA activities or for items that are not necessary for participation in the WIOA 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 WIOA 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.)

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 WIOA 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 WIOA training service by:
 - The end of the thirteenth (13th) week after the most recent layoff that resulted in unemployment; or
 - After the thirteenth (13th) week, but by the end of the eighth (8th) 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 WIOA 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 WIOA 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 WIOA 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 WIOA. 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 WIOA funding is not used since Trade Act already reimbursed the full mileage.

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

National Dislocated Worker Grant (DWG)

DWGs 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 DWGs serve a specific layoff or group of related layoffs, only one Supportive Service Policy is allowed per DWG. Therefore, if there are multiple regions within the same DWG, 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 DWG.

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 WIOA 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 Development Board (WDB)** 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 WIOA 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 WIOA Services that are eligible for Supportive Services.
- Information on how the region is utilizing community resources including faith-based organizations prior to using WIOA funding.
- Reference to this Policy or incorporate this Policy within the local policy.



Central Region Workforce Board

One-Stop Delivery System

Memorandum of Understanding

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CENTRAL REGION WORKFORCE DEVELOPMENT BOARD
One-Stop Delivery System
Memorandum of Understanding

I. Introduction

This agreement is entered into on July 1, 2016 and shall terminate on June 30, 2019.

This MOU is entered into in the spirit of cooperation and collaboration by the Central Region Workforce Development Board, hereinafter referred to as “CWIB” and the One-Stop Delivery System Signatory Partners, hereinafter referred to as “the One-Stop Partners.” It describes how various funding streams and resources will be utilized to better serve mutual customers, both job seekers and businesses, through an integrated system of service delivery operated at five (5) comprehensive sites and three (3) affiliate sites. It is understood that the development and implementation of this MOU will require mutual trust and teamwork among the One-Stop Partner agencies, all working together to accomplish the shared goals.

The contributing partners include: Veterans programs; Job Corps; Department of Elementary and Secondary Education (DESE)/Division of Vocational Rehabilitation; Adult Education and Literacy; Trade Act; Wagner-Peyser (WP); Unemployment Compensation; Experience Works; Migrant and Seasonal Farm Workers (Missouri Agriculture Employment Services) Program; Workforce Innovation and Opportunity Act (WIOA) Title I (Adult, Dislocated Worker and Youth) Programs; Carl Perkins Act; Community Services Block Grant; Missouri Work Assistance/TANF (MWA) Program; Housing and Urban Development (HUD); and the Missouri Reentry Program.

The comprehensive and affiliate Missouri Job Centers have been established to meet the need for high quality services to Missouri’s job seekers and businesses. The Next Generation Career Centers (NGCCs)/Job Centers in Central Missouri use an integrated service delivery model which consists of partner teams and referral processes devoted to meet business and job-seeker customers’ needs.

The Centers serve as a conduit between businesses and job seekers; through a variety of avenues, customer needs are captured and addressed. Job Center and partner staff work with public and private businesses and educational institutions to meet the region’s needs.

Our vision:

The Central Region Workforce Investment Board (CWIB) strives to provide an integrated, seamless, demand-driven workforce system that identifies the employer’s needs for sustaining a productive workforce and opportunities for job seekers to increase skills and attain self-sufficiency. The board serves as a strategic convener to promote and broker effective relationships between Local Elected Officials, and economic, education, and workforce partners.

II. Central Region Strategic Vision of Next Generation Job Center

The Next Generation Job Centers in Central Missouri are comprised of dedicated individuals working to provide high quality services to the region’s job seekers and businesses.

Businesses utilize the centers to find talented, skilled, and capable employees. The One-Stop Partners provide many products and services to the workforce to access continuing education and skills training to meet the employment needs of businesses.

The regional service delivery system enables all customers, including UI claimants, to evaluate and improve their skills to get the best job possible. Customers take part in a first visit, which includes initial skills assessments and paths to a wide range of skill development services to improve their employment opportunities through skill upgrading, skill validation, and credentialing.

Skill Development and Training Services

The primary objective of the Central Region One-Stop System is to supply businesses with skilled, qualified employees to increase their success in today's economy. Regional workforce partners listen to what businesses need and work together to meet those needs.

Our vision for the system is that our Centers will be known as comprehensive employment sites, providing job seekers and businesses with access to the best employment opportunities and the best employees. Services include access to technology, skill development to maximize the use of technology, and training for the workplace on a variety of subjects. These services may be provided on site, but will also be accessible anywhere the business or job seeker is located. In addition to technological skill development, opportunities to obtain and develop other skills needed to meet business demands are available through workforce training funds. The Central Region's Job Centers continuously improve, and actively promote a wide range of skill development opportunities through multiple service delivery methods.

Integrate Services to Better Assist Customers

Comprehensive services are offered to job seekers at the Job Centers or by referral to partners. As part of our customer flow, staff meet individually with each customer to assess their needs. Customers are directed to products and services to help them meet their employment and skill development goals. Staff receive cross training on programs offered through the centers and throughout the community so they can make appropriate and meaningful referrals.

Customers are the focus of all strategies. This underlying premise results in staff and partner organizations working toward comprehensive, integrated customer service. Whenever there is a discussion regarding who is responsible for a service, whether traffic flow is efficient, if there is a need to change a process or how a situation should be handled, the first and foremost question asked is, "What is best for the customer?"

III. Services Provided via the One-Stop Job Center System

During the planning process for the Workforce Innovation and Opportunity Act (WIOA), the Central Region partners have worked diligently to map services provided to job seekers and business customers as a system. Workforce partners have identified comprehensive services to support job seekers either at the Job Centers or by meaningful referral to partner organizations.

Services provided to job seekers (at the One-Stop Job Center and/or via referral to a partner organization) include: career assistance; childcare assistance; children's advocacy/support; clothing assistance; disability resources; education services/assistance; employment assistance; English language learner services; ex-offender services; food assistance; housing assistance; labor market information; probation/parole support; educational remediation; senior services programs; training support; transition case management; transportation assistance; reading assistance; unemployment work testing; utility assistance; and veterans assistance/support.

Emergency Grants), Department of Labor WIOA Adult, Dislocated Workers, and Youth, Department of Social
These services are funded by various entities, including: Department of Labor (Rapid Response and National

Services (METP, MWA,) , Department of Labor (Job Corps), Department of Elementary and Secondary Education (Vocational Rehabilitation), Federal and State Department of Education funds, Community Services Block Grant, and the Department of Health and Human Services (Title V of the Older Americans Act).

Services provided to businesses (at the One-Stop Job Center and/or via referral to a partner organization) include: assistive technology; disability services; Federal and State labor law information; interview space; job coaching; job fairs; job postings; job readiness classes; job shadowing; labor force demographics; labor market information; low-income seniors services; objective assessments; on-the-job training; recruitment support; retention support; shared work program; Show-Me Heroes program; skills development; interpretive services; supported employment; Trade Act services; Work Opportunity Tax Credit program; Work Ready Missouri program; and worker readiness development. The state's management information system is used for tracking any interaction with or services provided to businesses. If updated correctly, this system is a good tool to ensure efforts are not duplicated, at least for partners using the state's management information system.

When an employer contacts the Job Center requesting information, the greeter directs the business customer to the appropriate staff, who offers service or refers them to a resource where they can be served. As new job orders are placed, staff are made aware so that qualified job seekers are aware of the opportunity.

A Business Services Outreach Team will consist of representatives from Veteran's Services, WIOA Title I programs, One-Stop System Team partners, regional economic development, chambers of commerce, DWD, and the CWIB. The Job Center functional leaders will also serve on the Business Services Team as representatives of the Job Center. The Business Services Team will be guided by a Business Services plan. With the WIOA focus on business services, the team will conduct a thorough evaluation and revision of the plan. As the new plan is developed, it will outline data, partners, coordination, dissemination, services, evaluation, and modification processes to best serve regional businesses and industries. The plan will address any deficiencies in the current delivery system, including defining customer satisfaction standards; describing customer flow; and outlining the single point of contact system. The plan will be a functional guide for service implementation by all partners and a map of connectivity for services focused on business customer needs.

IV. Shared Funding of Infrastructure

Per the US Department of Labor Employment and Training Administration:

"The specific requirements for the local funding agreements, which are related to how the shared and infrastructure costs of the one-stop service delivery system will be paid by the one-stop partners, need not be satisfied in the funding agreements for PY 2016. States and local areas may continue to negotiate local funding agreements as they have been doing under WIA for purposes of PY 2016. However, the local funding agreements must satisfy the requirements of section 121(h) of WIOA for purposes of funding the one-stop system in PY 2017."

Formal cost sharing agreements will be in place on or before June 30, 2017 to identify the costs for each of the Job Centers in which DWD, WIOA and partner staff is located. Currently, Job Center costs associated with the integrated service delivery model are shared among the partners based on a ratio of DWD staff to WIOA staff. In addition, Job Center costs for other partners located in the Job Center are shared based on costs per square footage used and percentage of time the partner occupies that square footage in the Job Center.

V. Shared Funding of Services

All Job Center costs will be allocated to the program receiving the benefit whenever possible. Any costs associated with the integrated service delivery model that cannot be directly charged will be allocated to the WIOA Adult/WIOA Dislocated Worker/Wagner-Peyser funding based on the proportionate share of customers accessing services in the Job Center. This data will be collected at the end of each calendar quarter and used to allocate costs for the remaining calendar quarter.

VI. Systematic Referral Process for Job Center Customers

We agree that the Partners will conduct referral for services in the following manner:

1. Whenever possible a referral will be made by phone in the presence of the customer. All customers referred for services (via the One-Stop Partners) will receive a written referral form with the name, address, and phone number of the Partner organization receiving the customer referral. A copy of the referral form will be given to the customer and to the referring organization (via fax or email). In the event that the referral was not made by phone, the following steps will be taken.
2. The organization receiving the referral will make a good faith effort to contact the customer within 3 business days of date on the referral form.
3. The receiving organization will schedule an appointment with the customer within 10 business days of date on the referral form and confirm such with the referring organization.

Referrals do not imply automatic eligibility; the result of the referral is dependent on eligibility determination by each partner based on their unique program guidelines and fund availability.

VII. Human Resources Management

Respect and trust of each other as we serve mutual customers is expected. Further, we agree that management and staff engagement with customers will meet a high standard. In the event disagreements arise, the proper chain of command will be followed and staff member's employer of record will be called upon to help resolve issues. The formal Complaint and Grievance policy will be used if resolution is not reached.

All partners will agree to the confidentiality policy set forth by the Division of Workforce Development and the policy of the CWIB. Authorized staff will receive training and sign the confidentiality statement. All correspondence sent by email and fax will adhere to the confidentiality statement as set forth in the DWD Issuance 01-2008, Change 2 (see https://jobs.mo.gov/sites/jobs/files/workforce-development-system-confidentiality-information_dwd_issuance2008-01_c2_rev2011-09-15.pdf).

VIII. One-Stop Delivery System Quality Standards

We agree that the One-Stop Delivery System will strive to achieve these standards of quality service for its customers, employees, and partners:

1. All customers will receive prompt and courteous service from the staff.
2. All customers will receive the services designed to assist customers in achieving their educational and/or job placement goals.
3. All employees can expect to work in a safe and professional environment.

4. All employees can expect to receive the best tools to achieve the desired outcome for their customers.
5. All partners will deliver high-quality services.

IX. Governance of the One-Stop Delivery System

The CWIB serves 19 counties in Central Missouri. They are an appointed body representing business and industry and core partners in the region. The ultimate accountability and responsibility for the One-Stop System organizational processes, services, and accomplishments will rest with the Board, the One-Stop operator, and the Partners.

The CWIB's administrative office is located at 604 Black Street, Rolla, MO 65401. Phone: 573-426-6030

The Board's responsibilities

1. Develop and execute Memorandum of Understanding (MOU) with One-Stop Partners.
2. Direct the disbursement of funds for workforce development activities pursuant to the requirements of WIOA.
3. Develop the local plan including policies, standards and operational priorities for the local area; update the plan as required by Division of Workforce Development and Department of Labor.
4. Designate or certify the One-Stop Operator(s) and/or terminate a One-Stop Operator for cause, with the agreement of the CLEOs.
5. Conduct oversight of the local One-Stop delivery system, including all Adult, Dislocated Worker and Youth activities, jointly or on behalf of the CLEOs.
6. Recommend grants or contracts for program activities as appropriate.
7. Coordinate workforce investment activities with economic development strategies and other employer linkages.

The One-Stop Operator responsibilities are carried out through a network of service providers. The One-Stop Operators coordinate services within the Job Centers and across the one-stop system, being the primary provider of services within the Job Center and coordinating service delivery in a multi-center area.

The One-Stop Operators' responsibilities

1. Promote inclusion of partners and integration of services. Consistent with the principles of universal access, customer choice, increased accountability and strong private sector involvement, the One-Stop Operators will also advance quality improvement methods, customer satisfaction measures and staff development.

2. Examine the organizations' processes of developing strategic objectives, as well as creating action plans and related human resource plans to support system direction.
3. Examine how the system determines customer/market requirements; expectations and preferences.
4. Examine how the system enables job seekers to develop and utilize their full potential in alignment with the system's objectives.
5. Examine key aspects of process management, including customer-focused design of products and service delivery, as well as support, supplier and partnering processes involving all partners.
6. Examine the system's performance and improvement in business service areas – customer satisfaction, financial and marketplace performance, product and service performance, human resources results, supplier and partner results and operational performance.

The Workforce Innovation and Opportunity Act (WIOA) establishes core (mandatory) partners in each workforce development region. Those core partners are joined by representatives of other service organizations in Central Missouri to provide the most comprehensive and integrated service possible.

The One-Stop Partners' responsibilities

1. Provide access to programs and services through the one-stop delivery system, including appropriate career services.
2. Support development and implementation of one-stop policies and processes and an integrated customer-centered service delivery design.
3. Share customers and infrastructure costs.
4. Connect grant funds to ensure customers receive the full benefit of services provided by each partner organization.
5. Engage employers and provide integrated business services.
6. Increase and integrate customer services.
7. Share performance data regarding shared customers.
8. Participate in a high quality referral system.

X. Duration and Modification

This Memorandum of Understanding will be reviewed annually and must be updated not less than every two (2) years to reflect any changes in signatory official of the Board, One-Stop Partners, CLEOs, or one-stop infrastructure funding. All Partners retain the right to request a modification to this Memorandum or its related agreements. Requests for modification must be made in writing to the CWIB, whose decision is final. Partners may terminate their agreement to abide by all terms and conditions of this agreement with 60 days written notice.

By signature hereto, the Central Region Workforce Development One-Stop Partners attest to participation in development of the plan and agree to abide by all terms and conditions of the Missouri Job Center Memorandum of Understanding.

XXXXXXXXXX

Organization/Agency

Authorized Signature

Title

Date

Central Region Workforce Board

Organization/Agency

Authorized Signature

Title

Date

Central Region Missouri Job Centers	Affiliate Sites	One-Stop Operator
Missouri Job Center - Columbia 1500 Vandiver Drive, Ste. 115 Columbia, MO 65202-1921 Phone: (573) 441-6361 Fax: (573) 884-2007	Mexico 109 E. Promenade Mexico, MO 65265 Phone: (573) - 581-2661 Fax: (573) -581-2669	Gamm, Inc.
Missouri Job Center – Jefferson City 1716 Four Seasons Drive, Ste. 101 Jefferson City, MO 65101-1815 Phone: (573) 526-8115 Fax: (573) 526-3494		Gamm, Inc.
Missouri Job Center - Lebanon 2639 South Jefferson Avenue, Ste. 1 Lebanon, MO 65536-5205 Phone: (417) 532-6146 Fax: (417) 532-6013	St. Robert 194 Eastlawn Drive, Ste. G St. Robert, MO 65584 Phone: (573) 451-3109 Fax: (573) 336-3108 Fort Leonard Wood 140 Replacement Avenue Bldg. 470, Suite 2202 (573) 596-0294	Gamm, Inc.
Missouri Job Center – Linn Creek 204 Business Park Rd. Linn Creek, MO 65052 Phone: (573) 346-1766 Fax: (573) 346-2007		Gamm, Inc.
Missouri Job Center - Rolla 706 South Bishop, Ste. A & B Rolla, MO 65401-2562 Phone: (573) 364-7030 Fax: (573) 364-1865	Potosi 10231 W. State Hwy E, Ste. C Potosi, MO 63664 Phone: (573) 438-4414 Fax: (573) 438-0264	Central Ozarks Private Industry Council

Central Region WIOA-required partners

All signatures and documents listed are on file at the CWIB office.

	The Local Board's WIOA-required partner	MOU signed by:	Name of : Authorized Representative Signing MOU and Local Agency
1	WIOA Adult Program (Title I)	LWDB Board Chair	Name: Kathy Groves Agency: Central Region Workforce Board Date Signed: 5-16-16
2	WIOA Dislocated Worker Program (Title I)	LWDB Board Chair	Name: Kathy Groves Agency: Central Region Workforce Board Date Signed: 5-16-16
3	WIOA Youth Program (Title I)	LWDB Board Chair	Name: Kathy Groves Agency: Central Region Workforce Board Date Signed: 5-16-16
4	Job Corps (WIOA Title I)	Determined by Local WDB. If the local WDB has a Job Corps Center or Representative, the signatory is determined by the LWDB.	Name: Chris Story Agency: Job Corps Date Signed: 6-29-16:
5	YouthBuild (WIOA Title I)	Determined by Local WDB. If the local WDB has a Youth Build program, the signatory is determined by the LWDB.	Name: Steven A. Smith Agency: Job Point Date Signed: 4-22-16
6	WIOA Indian and Native American (INA) programs	INA program grantee if applicable to the region. See page 6 of MOU Guidelines in DWD Issuance 12-2015.	Name: N/A in this region Agency: Date Signed:
7	WIOA Migrant and Seasonal Farmworker Programs	DWD is producing a cooperative agreement that will be signed by each region and the 167 Grantee (UMOS). Please contact Robert Ruble at: 573-751-3754 robert.ruble@ded.mo.gov to acquire a copy.	Name: Agreement will be prepared by DWD Agency: Date Signed: Will be submitted when received
8	Wagner-Peyser labor-exchange/employment services	DWD – WP Local WDB Member	Name: Amy Sublett Agency: DWD Date Signed:
9	Adult Education and Literacy (AEL) (Title II)	The number of AEL programs in each region will vary. The Local Director of each of the program(s) partnering in the MOU should sign the MOU.	Name: Alice Whalen Agency: East Central College Date Signed: 4-29-16

	Adult Education and Literacy (AEL) (Title II)		<p>Name: Kathy Hueste Agency: Lake Career and Technical Center Date Signed: 6-14-16</p> <p>Name: Barbara Banks Agency: Columbia Adult Learning Center Date Signed: 4-25-16</p> <p>Name: Tina Woody Agency: Waynesville R-VI School District Date Signed: 5-3-16</p> <p>Name: Larry Linthacum Agency: Jefferson Public Schools Adult Learning Center Date: 6-14-16</p>
10	Vocational Rehabilitation (VR)	The local Vocational Rehabilitation WDB representative serving on the board.	<p>Name: Elizabeth Perkins Agency: Missouri Vocational Rehabilitation Date Signed: 4-15-16</p>
11	The Senior Community Service Program	Determined by Local WDB	<p>Name: Diane Chambers Agency: Experience Works Date Signed: 5-5-16</p>
12	Perkins Career and Technical Education	Local Career and Tech Ed Director	<p>Name: Joel Doepker Agency: East Central College Date Signed: 5-2-16</p> <p>Name: Jackie Jenkins Agency: Lake Career and Technical Center Date: 6-14-16</p> <p>Name: Keith Davis Agency: Lebanon Technology and Career Center Date Signed: 5-24-16</p> <p>Name: Matt Duncan Agency: Rolla Technical Center Date Signed: 4-28-16</p> <p>Name: Donald Claycomb Agency: State Technical College of Missouri Date Signed: 4-25-16</p>
13	Trade Adjustment Assistance	DWD – WP Local WDB Member	<p>Name: Amy Sublett Agency: DWD Date Signed:</p>
14	Jobs for Veterans State Grants	DWD – WP Local WDB Member	<p>Name: Amy Sublett Agency: DWD Date Signed:</p>

15	Community Services Block Grant Activities	Contact - Jeriane Jaegers at Jeriane.jaegers@dss.mo.gov See attached Disclosure	Name: Awaiting Signature Agency: Family Support Divison Date Signed: Will be submitted when received
16	U.S. Dept. of Housing and Urban Development employment and training activities.	Determined by Local WDB	Name: Ann Smith Agency: South Central Missouri Community Action Agency Date Signed: 5-3-16 Name: Darin Preis Agency: Central Missouri Community Action Date Signed: 6-24-16 Name: David Miller Agency: Missouri Ozarks CommunityAction Inc. Date Signed: 6-29-16
17	State Unemployment Compensation Law activities	Contact - Chris Miller at DOLIR and copy Spencer Clark. chris.miller@labor.mo.gov , spencer.clark@labor.mo.gov	Name: Chris Miller Agency: Division of Employment Security Date Signed: 7-7-16:
18	Reintegration programs for eligible offenders		Name: George Lombardi Agency: Missouri Department of Corrections Date Signed: 6-28-16
19	Temporary Assistance for Needy Families (TANF)	Contact Jeriane Jaegers at Jeriane.jaegers@dss.mo.gov See attached Disclosure	Name: Awaiting Signature Agency: Family Support Division Date: Will be submitted when received
20	Chief Elected Official		Name: Kenneth E. Kunze Date Signed: 6-30-16
21	Workforce Board Executive Director		Name: Alexandra Blackwell Agency: Central Region Workforce Board Date Signed: 6-30-16



**Memorandum of Understanding (MOU)
Disclosure
Missouri Department of Social Services**

MOU Title: One-Stop Delivery System

1. Department of Social Services (DSS) and Family Support Division (FSD) is signing the Workforce Innovation and Opportunity Act (WIOA) Memorandum of Understanding (MOU) with the understanding that the WIOA regulations from the U.S. Department of Labor are not yet final rules. Until the WIOA regulations become final rules, it is understood that the MOU may need to be amended. Therefore, DSS/FSD is signing each WIOA MOU as it stands now, with revision pending the final rules; seek to clarify the conditions in which it signs them:
 - a. DSS/FSD will not agree to cost-sharing and data sharing unless approved by the Department.
 - b. The MOUs will be updated when the WIOA regulations become final.
 - c. DSS, its affiliates, successors, assignees, and contractors will continue to adhere to its confidentiality and security policies.
 - d. Termination of the MOUs: Any Partner to these MOUs may withdraw, giving written notice of its intent to withdraw as a Partner. All pertinent terms of the MOUs will continue in effect for the remaining Partners. Any party may cancel the MOU at any time for cause or without cause on a 30-day written notice.
 - e. In the event, there is a conflict of language between the MOU and this Disclosure statement, the language in this Disclosure statement shall govern.
 - f. In the event there is a conflict between law, regulations, and policy governing DSS and the WIOA MOU, then DSS law, regulations, and policies govern.

Julie Gibson
Family Support Division (FSD) Director

Temporary Assistance for Needy Families
Community Services Block Grant

Attachment 4 - Cost-Sharing Agreement

The interim cost-sharing agreement is included as Attachment 4.

The final agreement is due to the Division of Workforce Development by July 1, 2017.

Job Center Cost Share

Summary for Central

Job Center	Owed to DWD	Owed To WDB	Net Amount Owed To DWD	Paid: \$	0.00	Save and Submit
Columbia	\$0.00	\$6,874.42	(\$6,874.42)			
Jefferson	\$0.00	\$5,664.26	(\$5,664.26)			
City						
Lebanon	\$0.00	\$10,123.05	(\$10,123.05)			
Linn	\$0.00	\$13,339.36	(\$13,339.36)			
Creek						
Rolla	\$0.00	\$20,114.61	(\$20,114.61)			
Total:	\$0.00	\$56,115.70	(\$56,115.70)			

Job Center Cost Share

Columbia

Cost Sharing

Report For: May 2016

Percentages for April to June 2016

DWD: 58.00% WDB: 42.00%

	Budget	DWD Cumulative Expenditures	WDB Cumulative Expenditures	Remaining Budget	DWD Paid	WIB PAID
Copier-Office Furniture & Equip R&M	\$1,700.00	\$151.63	\$7,471.70	(\$5,923.33)	\$ 16.86	\$ 1,353.81
Insurance	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	\$ 0.00
Office Supplies-NGCC	\$3,000.00	\$273.31	\$1,242.63	\$1,484.06	\$ 85.00	\$ 384.67
Telecommunication Charge	\$6,700.00	\$5,130.30	\$1,442.16	\$127.54	\$ 0.00	\$ 718.81
Postage	\$650.00	\$781.94	\$0.00	(\$131.94)	\$ 33.57	\$ 0.00
Postage Meter Machine-Office Furn & Equip Rental	\$250.00	\$67.63	\$0.00	\$182.37	\$ 0.00	\$ 0.00
Organization Memberships	\$350.00	\$0.00	\$296.78	\$53.22	\$ 0.00	\$ 296.78
Rent/Utilities	\$88,000.00	\$80,410.56	\$0.00	\$7,589.44	\$ 5,771.45	\$ 0.00
Printing	\$2,000.00	\$0.00	\$0.00	\$2,000.00	\$ 0.00	\$ 0.00
Record Destruction-Other Business Services	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	\$ 0.00
Publications & Subscriptions	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	\$ 0.00
Interpretation Services-Other Professional Services	\$50.00	\$0.00	\$0.00	\$50.00	\$ 0.00	\$ 0.00
Functional Leader	\$50,000.00	\$0.00	\$47,304.33	\$2,695.67	\$ 0.00	\$ 12,888.17
TOTALS	\$152,700.00	\$86,815.37	\$57,757.60	\$8,127.03	\$5,906.88	\$15,642.24

NON-Job Center Cost Share

	DWD Paid	WIB PAID
Adjustment	\$ 0.00	\$ 0.00
Copier-GAMM	\$ 0.00	\$ 0.00
Copier-MERS	\$ 0.00	\$ 0.00
Copier-Office Furniture & Equip R&M	\$ 0.00	\$ 0.00

Copier-Youth	\$	0.00	\$	0.00
Personal Services	\$	0.00	\$	0.00
Postage-Admin	\$	0.00	\$	0.00
Postage-GAMM	\$	0.00	\$	0.00
Postage-MWA	\$	0.00	\$	0.00
Postage-NEG	\$	0.00	\$	0.00
Postage-Trade	\$	0.00	\$	0.00
Postage-Vets	\$	0.00	\$	0.00
Postage-WDB	\$	0.00	\$	0.00
Supplies-Vets	\$	0.00	\$	0.00
Telephone-Monett	\$	0.00	\$	0.00
Telephone-WDB	\$	0.00	\$	282.81
Trade Reimbursement	\$	0.00	\$	0.00
Postage-Youth	\$	0.00	\$	0.00
TOTALS		\$0.00		\$282.81

DWD		WDB	
Amount DWD owes of Cost	\$6,591.61	Amount WDB owes of Cost	\$0.00
Share expenditures:		Share expenditures:	
Amount DWD owes of Non-Cost	\$282.81	Amount WDB owes of Non-Cost	\$0.00
Share expenditures:		Share expenditures:	
DWD Reimbursement to WDB	\$6,874.42	WDB Reimbursement to DWD	\$0.00
Amount:		Amount:	
Running Total of Available Cash	\$21,473.50	Cumulative Amount WDB Owes	\$24,510.86
Requests:		to DWD:	

Job Center Cost Share

Jefferson City

Cost Sharing

Report For: May 2016

Percentages for April to June 2016

DWD: 50.00% WDB: 50.00%

	Budget	DWD Cumulative Expenditures	WDB Cumulative Expenditures	Remaining Budget	DWD Paid	WIB PAID
Copier-Office Furniture & Equip R&M	\$15,500.00	\$490.45	\$3,964.36	\$11,045.19	\$ 490.45	\$ 280.36
Insurance	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	\$ 0.00
Office Supplies-NGCC	\$4,000.00	\$1,136.60	\$2,161.10	\$702.30	\$ 232.82	\$ 514.89
Telecommunication Charge	\$7,800.00	\$4,666.92	\$1,463.72	\$1,669.36	\$ 0.00	\$ 655.28
Postage	\$0.00	\$1.94	\$0.00	(\$1.94)	\$ 0.54	\$ 0.00
Postage Meter Machine-Office Furn & Equip Rental	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	\$ 0.00
Organization Memberships	\$300.00	\$0.00	\$192.00	\$108.00	\$ 0.00	\$ 0.00
Rent/Utilities	\$43,000.00	\$36,157.52	\$0.00	\$6,842.48	\$ 2,159.87	\$ 0.00
Printing	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	\$ 0.00
Record Destruction-Other Business Services	\$150.00	\$20.00	\$0.00	\$130.00	\$ 0.00	\$ 0.00
Publications & Subscriptions	\$150.00	\$0.00	\$0.00	\$150.00	\$ 0.00	\$ 0.00
Interpretation Services-Other Professional Services	\$0.00	\$4.22	\$0.00	(\$4.22)	\$ 2.17	\$ 0.00
Functional Leader	\$50,000.00	\$0.00	\$47,180.03	\$2,819.97	\$ 0.00	\$ 12,763.86
TOTALS	\$120,900.00	\$42,477.65	\$54,961.21	\$23,461.14	\$2,885.85	\$14,214.37

NON-Job Center Cost Share

	DWD Paid	WIB PAID
Adjustment	\$ 0.00	\$ 0.00
Copier-GAMM	\$ 0.00	\$ 0.00
Copier-MERS	\$ 0.00	\$ 0.00
Copier-Office Furniture & Equip R&M	\$ 0.00	\$ 0.00

Copier-Youth	\$	0.00	\$	0.00
Personal Services	\$	0.00	\$	0.00
Postage-Admin	\$	0.00	\$	0.00
Postage-GAMM	\$	0.00	\$	0.00
Postage-MWA	\$	0.00	\$	0.00
Postage-NEG	\$	0.00	\$	0.00
Postage-Trade	\$	0.00	\$	0.00
Postage-Vets	\$	0.00	\$	0.00
Postage-WDB	\$	0.00	\$	0.00
Supplies-Vets	\$	0.00	\$	0.00
Telephone-Monett	\$	0.00	\$	0.00
Telephone-WDB	\$	0.00	\$	0.00
Trade Reimbursement	\$	0.00	\$	0.00
Postage-Youth	\$	0.00	\$	0.00
TOTALS		\$0.00		\$0.00

DWD		WDB	
Amount DWD owes of Cost	\$5,664.26	Amount WDB owes of Cost	\$0.00
Share expenditures:		Share expenditures:	
Amount DWD owes of Non-Cost	\$0.00	Amount WDB owes of Non-Cost	\$0.00
Share expenditures:		Share expenditures:	
JWD Reimbursement to WDB	\$5,664.26	WDB Reimbursement to DWD	\$0.00
Amount:		Amount:	
Running Total of Available Cash	\$20,123.26	Cumulative Amount WDB Owes	\$12,235.16
Requests:		to DWD:	

Job Center Cost Share

Lebanon

Cost Sharing

Report For: May 2016

Percentages for April to June 2016

DWD: 67.00% WDB: 33.00%

	Budget	DWD Cumulative Expenditures	WDB Cumulative Expenditures	Remaining Budget	DWD Paid	WIB PAID
Copier-Office Furniture & Equip R&M	\$3,000.00	\$1,508.24	\$1,096.60	\$395.16	\$ 180.82	\$ 305.45
Insurance	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	\$ 0.00
Office Supplies-NGCC	\$3,000.00	\$0.00	\$1,942.04	\$1,057.96	\$ 0.00	\$ 1,046.02
Telecommunication Charge	\$5,000.00	\$2,327.95	\$1,787.06	\$884.99	\$ 255.36	\$ 747.18
Postage	\$100.00	\$0.38	\$418.55	(\$318.93)	\$ 0.00	\$ 389.33
Postage Meter Machine-Office Furn & Equip Rental	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	\$ 0.00
Organization Memberships	\$0.00	\$0.00	\$129.29	(\$129.29)	\$ 0.00	\$ 0.00
Rent/Utilities	\$55,000.00	\$47,082.44	\$1,184.38	\$6,733.18	\$ 3,862.99	\$ 355.90
Printing	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	\$ 0.00
Record Destruction-Other Business Services	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	\$ 0.00
Publications & Subscriptions	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	\$ 0.00
Interpretation Services-Other Professional Services	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	\$ 0.00
Functional Leader	\$47,000.00	\$0.00	\$48,833.05	(\$1,833.05)	\$ 0.00	\$ 14,060.18
TOTALS	\$113,100.00	\$50,919.01	\$55,390.97	\$6,790.02	\$4,299.17	\$16,904.06

NON-Job Center Cost Share

	DWD Paid	WIB PAID
Adjustment	\$ 0.00	\$ 0.00
Copier-GAMM	\$ 0.00	\$ 0.00
Copier-MERS	\$ 0.00	\$ 0.00
Copier-Office Furniture & Equip R&M	\$ 0.00	\$ 0.00

Copier-Youth	\$	0.00	\$	0.00
Personal Services	\$	0.00	\$	0.00
Postage-Admin	\$	0.00	\$	0.00
Postage-GAMM	\$	0.00	\$	0.00
Postage-MWA	\$	0.00	\$	0.00
Postage-NEG	\$	0.00	\$	0.00
Postage-Trade	\$	0.00	\$	0.00
Postage-Vets	\$	0.00	\$	216.06
Postage-WDB	\$	0.00	\$	0.00
Supplies-Vets	\$	0.00	\$	0.00
Telephone-Monett	\$	0.00	\$	0.00
Telephone-WDB	\$	0.00	\$	0.00
Trade Reimbursement	\$	0.00	\$	0.00
Postage-Youth	\$	0.00	\$	0.00
TOTALS		\$0.00		\$216.06

DWD		WDB	
Amount DWD owes of Cost	\$9,906.99	Amount WDB owes of Cost	\$0.00
Share expenditures:		Share expenditures:	
Amount DWD owes of Non-Cost	\$216.06	Amount WDB owes of Non-Cost	\$0.00
Share expenditures:		Share expenditures:	
DWD Reimbursement to WDB	\$10,123.05	WDB Reimbursement to DWD	\$0.00
Amount:		Amount:	
Running Total of Available Cash	\$25,745.42	Cumulative Amount WDB Owes	\$13,248.22
Requests:		to DWD:	

Job Center Cost Share

Linn Creek

Cost Sharing

Report For: May 2016

Percentages for April to June 2016

DWD: 50.00% WDB: 50.00%

	Budget	DWD Cumulative Expenditures	WDB Cumulative Expenditures	Remaining Budget	DWD Paid	WIB PAID
Copier-Office Furniture & Equip R&M	\$5,000.00	\$0.00	\$8,248.52	(\$3,248.52)	\$ 0.00	\$ 1,677.24
Insurance	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	\$ 0.00
Office Supplies-NGCC	\$4,800.00	\$192.66	\$4,421.62	\$185.72	\$ 0.00	\$ 1,572.98
Telecommunication Charge	\$3,100.00	\$1,177.57	\$3,509.20	(\$1,586.77)	\$ 129.91	\$ 1,050.37
Postage	\$900.00	\$0.00	\$272.09	\$627.91	\$ 0.00	\$ 107.78
Postage Meter Machine-	\$100.00	\$0.00	\$0.00	\$100.00	\$ 0.00	\$ 0.00
Office Furn & Equip Rental						
Organization	\$250.00	\$0.00	\$443.92	(\$193.92)	\$ 0.00	\$ 209.46
Memberships						
Rent/Utilities	\$45,000.00	\$0.00	\$33,542.76	\$11,457.24	\$ 0.00	\$ 10,811.63
Printing	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	\$ 0.00
Record Destruction-	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	\$ 0.00
Other Business Services						
Publications & Subscriptions	\$550.00	\$0.00	\$0.00	\$550.00	\$ 0.00	\$ 0.00
Interpretation Services-	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	\$ 0.00
Other Professional Services						
Functional Leader	\$50,000.00	\$0.00	\$45,740.83	\$4,259.17	\$ 0.00	\$ 11,324.65
TOTALS	\$109,700.00	\$1,370.23	\$96,178.94	\$12,150.83	\$129.91	\$26,754.11

NON-Job Center Cost Share

	DWD Paid	WIB PAID
Adjustment	\$ 0.00	\$ 0.00
Copier-GAMM	\$ 0.00	\$ 0.00
Copier-MERS	\$ 0.00	\$ 0.00
Copier-Office Furniture & Equip R&M	\$ 0.00	\$ 0.00

Copier-Youth	\$	0.00	\$	0.00
Personal Services	\$	0.00	\$	0.00
Postage-Admin	\$	0.00	\$	0.00
Postage-GAMM	\$	0.00	\$	0.00
Postage-MWA	\$	0.00	\$	0.00
Postage-NEG	\$	0.00	\$	0.00
Postage-Trade	\$	0.00	\$	0.00
Postage-Vets	\$	0.00	\$	27.26
Postage-WDB	\$	0.00	\$	0.00
Supplies-Vets	\$	0.00	\$	0.00
Telephone-Monett	\$	0.00	\$	0.00
Telephone-WDB	\$	0.00	\$	0.00
Trade Reimbursement	\$	0.00	\$	0.00
Postage-Youth	\$	0.00	\$	0.00
TOTALS		\$0.00		\$27.26

DWD		WDB	
Amount DWD owes of Cost	\$13,312.10	Amount WDB owes of Cost	\$0.00
Share expenditures:		Share expenditures:	
Amount DWD owes of Non-Cost	\$27.26	Amount WDB owes of Non-Cost	\$0.00
Share expenditures:		Share expenditures:	
DWD Reimbursement to WDB	\$13,339.36	WDB Reimbursement to DWD	\$0.00
Amount:		Amount:	
Running Total of Available Cash	\$44,583.09	Cumulative Amount WDB Owes	\$337.05
Requests:		to DWD:	

Job Center Cost Share

Rolla

Cost Sharing

Report For: May 2016

Percentages for April to June 2016

DWD: 50.00% WDB: 50.00%

	Budget	DWD Cumulative Expenditures	WDB Cumulative Expenditures	Remaining Budget	DWD Paid	WIB PAID
Copier-Office Furniture & Equip R&M	\$4,800.00	\$1,867.34	\$2,588.49	\$344.17	\$ 197.22	\$ 1,613.32
Insurance	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	\$ 0.00
Office Supplies-NGCC	\$4,000.00	\$0.00	\$2,104.82	\$1,895.18	\$ 0.00	\$ 1,753.67
Telecommunication Charge	\$4,100.00	\$401.00	\$1,250.09	\$2,448.91	\$ 36.37	\$ 389.88
Postage	\$1,550.00	\$0.94	\$1,102.48	\$446.58	\$ 0.00	\$ 81.97
Postage Meter Machine-Office Furn & Equip Rental	\$750.00	\$0.00	\$0.00	\$750.00	\$ 0.00	\$ 0.00
Organization Memberships	\$500.00	\$0.00	\$265.39	\$234.61	\$ 0.00	\$ 0.00
Rent/Utilities	\$42,500.00	\$0.00	\$36,275.71	\$6,224.29	\$ 0.00	\$ 18,266.60
Printing	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	\$ 0.00
Record Destruction-Other Business Services	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	\$ 0.00
Publications & Subscriptions	\$750.00	\$0.00	\$0.00	\$750.00	\$ 0.00	\$ 0.00
Interpretation Services-Other Professional Services	\$50.00	\$0.00	\$0.00	\$50.00	\$ 0.00	\$ 0.00
Functional Leader	\$70,000.00	\$0.00	\$36,608.00	\$33,392.00	\$ 0.00	\$ 18,304.00
TOTALS	\$129,000.00	\$2,269.28	\$80,194.98	\$46,535.74	\$233.59	\$40,409.44

NON-Job Center Cost Share

	DWD Paid	WIB PAID
Adjustment	\$ 0.00	\$ 0.00
Copier-GAMM	\$ 0.00	\$ 0.00
Copier-MERS	\$ 0.00	\$ 0.00
Copier-Office Furniture & Equip R&M	\$ 0.00	\$ 0.00

Copier-Youth	\$	0.00	\$	0.00
Personal Services	\$	0.00	\$	0.00
Postage-Admin	\$	0.00	\$	0.00
Postage-GAMM	\$	0.00	\$	0.00
Postage-MWA	\$	0.00	\$	0.00
Postage-NEG	\$	0.00	\$	0.00
Postage-Trade	\$	0.00	\$	0.00
Postage-Vets	\$	0.00	\$	0.00
Postage-WDB	\$	0.00	\$	0.00
Supplies-Vets	\$	0.00	\$	26.68
Telephone-Monett	\$	0.00	\$	0.00
Telephone-WDB	\$	0.00	\$	0.00
Trade Reimbursement	\$	0.00	\$	0.00
Postage-Youth	\$	0.00	\$	0.00
TOTALS		\$0.00		\$26.68

DWD		WDB	
Amount DWD owes of Cost	\$20,087.93	Amount WDB owes of Cost	\$0.00
Share expenditures:		Share expenditures:	
Amount DWD owes of Non-Cost	\$26.68	Amount WDB owes of Non-Cost	\$0.00
Share expenditures:		Share expenditures:	
DWD Reimbursement to WDB	\$20,114.61	WDB Reimbursement to DWD	\$0.00
Amount:		Amount:	
Running Total of Available Cash	\$39,897.67	Cumulative Amount WDB Owes	\$827.62
Requests:		to DWD:	

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Attachment 5

CENTRAL REGION WORKFORCE INVESTMENT BOARD, INC.

MEMBERSHIP

Represents Private Business

Denise Boeckmann-Osage Accounting and Tax Service	Nancy Montgomery-Tacony Manufacturing
T.R. Dudley-Chamber of Commerce	Vicki Nelson- Mid America Bank
Sharon Gibson-Country Corner Florist & Antiques	Betty Jo Sydenstricker-RE/MAX On The Move
Kathy Groves-Williams Woods University	Brian Johnson-Johnson Construction Company
Windy Johnson-Cargil Turkey Products	Ray Crouch-MO-SCI Corporation
Patrick Kelly-Missouri American Water Company	Tammy Walker-Heartland Metal Finishing
Christina Edwards-Tan-Tar-A Resort	Matt McCormick-Columbia Area Chamber of Commerce
Mark Maasen-Hydro Systems, Poly Lift Boat Lifts	

Other Partners

Represents

Dewey Thompson	Higher Education
Susan Streit	Experience Works (Older Worker Program)
David Miller	Community Based Organization (CBO), Community Service Block Grant, HUD, MOCA
Russ Unger	Organized Labor-Sheet Metal Workers Local #36
Matt Hurley	Organized Labor-Carpenters District Council Local #945
Curtis Koelling	Organized Labor-Painters Local Union #1185
Elizabeth Perkins	Vocational Rehab (VR)
Amy Sublett	Wagner Peyser, Veterans/Core & Intensive Srv Provider Director of Division of Workforce Development (DWD)
Kathy Hueste	Adult, Education & Literacy (AEL)
Melody Nichols	Temporary Assistance for Needy Families (TANF)

September 30, 2015

Attachment 5

The Honorable Kenneth Kunze, Presiding Commissioner Moniteau County Courthouse
200 East Main Street California, MO 65018

Kathy Groves, Chair
Central Region Workforce Investment Board William Woods University
One University Ave. Fulton, MO 65251

Dear Commissioner Kunze and Ms. Groves:

The Division of Workforce Development has reviewed and considered, on behalf of the Governor, your request that your workforce investment area be designated as a workforce development area under the Workforce Innovation and Opportunity Act (WIOA). As proposed, this regional service area would contain all local governments within the same counties formerly comprising your area under the Workforce Investment Act, as follows:

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

In compliance with Section 106(b)(2) of the WIOA, your Central Workforce Investment Area, is hereby acknowledged as the newly recognized Central Workforce Development Board region.

In addition, under WIOA [Section 106(c)(1) and (2)] we look forward to engaging your area in a regional planning process in collaboration with other areas to innovate and improve sector strategies, employer engagement and economic well being of your area and our state as a whole.

Sincerely,



Amy Sublett Director

421 E. Dunklin Street • P.O. Box 1087 • Jefferson City, MO 65102-1087

(573) 751-3999 • Fax (573) 751-8162

jobs.mo.gov

Missouri Division of Workforce Development is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. Missouri TTY Users can call (800) 735-2966 or dial 7-1-1.

August 20, 2015

The Honorable Kenneth Kunze, Presiding Commissioner Moniteau County Courthouse
200 East Main Street
California, MO 65018

Kathy Groves, Chair
Central Region Workforce Investment Board William Woods University
One University Avenue Fulton, MO 65251

Dear Commissioner Kunze and Ms. Groves:

I am pleased to inform you that the member/nominee list submitted by the Central Region Workforce Development Board, received July 29, 2015, meets local Workforce Development Board requirements for certification/recertification. The Central Region Workforce Development Board is officially certified according to the criteria under WIOA law. Please inform us of changes to your board over time and we will be happy to maintain records of contact information.

Should you have questions or comments on this process, please feel free to contact me at {573}751-3349 or Clinton Flowers, DWD - Performance Research Manager at {573} 526-8261.

We look forward to working with you.

Sincerely,



Amy Sublett Director

c: Jan Vaughn

Linda Gray

Clinton Flowers Debra Lee

421 E. Dunklin Street • P.O. Box 1087 • Jefferson City, MO 65102-1087 (573) 751-3999 • Fax (573) 751-8162
jobs.mo.gov

BY-LAWS

CENTRAL REGION WORKFORCE INVESTMENT BOARD INC.

CENTRAL WORKFORCE BOARD

MISSION STATEMENT

The mission of the Central Workforce Board (CWB) is to accomplish the following in the nineteen counties of the Central Region Workforce Investment Area:

- Support the alignment of workforce investment, education, and economic development activities in support of a comprehensive, accessible, and high-quality workforce development system;
- Increase for individuals, particularly those with barriers to employment, access to and opportunities for the employment, education, training, and support services they need to succeed in the labor market;
- Improve the quality and labor market relevance of workforce investment, education, and economic development efforts to provide workers with the skills and credentials necessary to secure and advance employment with family-sustaining wages and to provide employers with the skilled workers the employers need to succeed in a global economy;
- To promote improvement in the structure of and delivery of services through the workforce development system to better address the employment and skill needs of workers, jobseekers, and employers.

ARTICLE I

Name and Location of the Principle Office

- 1.1** The Board shall be known as the Central Region Workforce Investment Board (C-WIB), dba Central Workforce Board (CWB).
- 1.2** The Board maintains its principle office at 604 Black Street, Rolla , Missouri, and has established field offices at such other places as it has deemed 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
LOCAL WORKFORCE DEVELOPMENT BOARDS**

2.1 APPOINTMENT AND CERTIFICATION OF BOARD.—

APPOINTMENT OF BOARD MEMBERS AND ASSIGNMENT OF RESPONSIBILITIES.— The chief elected official in a local area is authorized to appoint the members of the local board for such area, in accordance with the State criteria established under subsection (b).

2.2 Section 107 (b)(2) COMPOSITION.—Such criteria shall require that, at a minimum—

Minimum Required Membership	
Section 107 (2) A.	<i>a majority shall be representatives of business in local area;</i>
	Private
Section 107 (2) B.	<i>Not less than 20% represent workforce of local area, who</i>
	<i>(i) shall include representatives of labor organizations</i>
	<i>(ii) shall include a representative, who shall be a member of a labor organization or a training director, from a joint labor-management apprenticeship program, or if no such joint program exists in the area, such a representative of an apprenticeship program in the area, if such a program exists</i>
	<i>(iii) may include representatives of <u>community based organizations</u> that have demonstrated experience and expertise in addressing the employment needs of individuals with barriers to employment, including organizations that serve <u>veterans</u> or that provide or support competitive integrated employment for <u>individuals with disabilities</u>; and</i>
	<i>(iv) may include representatives of <u>organizations</u> that have demonstrated experience and expertise in addressing the employment, training, or <u>education needs of eligible youth</u>, including representatives of <u>organizations that serve out-of-school youth</u></i>
Section 107 (2) C.	<i>shall include representatives of entities administering education and training activities in the local area, who</i>
1	<i>(i) shall include a representative of eligible providers administering adult education and literacy activities under title II</i>
1	<i>(ii) shall include a representative of institutions of higher education providing workforce investment activities (including community colleges)</i>
	<i>(iii) <u>may</u> include representatives of local educational agencies, and of community-based</i>

	<i>organizations with demonstrated experience and expertise in addressing the education or training needs of individuals with barriers to employment;</i>
Section 107 (2) D.	<i>each local board shall include representatives of governmental and economic and community development entities serving the local area, who</i>
1	<i>(i) shall include a representative of economic and community development entities</i>
1	<i>(ii) shall include an appropriate representative from the State employment service office under the Wagner-Peyser Act</i>
1	<i>(iii) shall include an appropriate representative of the programs carried out under title I of the Rehabilitation Act</i>
1	<i>(iv) <u>may</u> include representatives of agencies or entities administering programs serving the local area relating to transportation, housing, and public assistance</i>
0	<i>(v) may include representatives of philanthropic organizations serving the local area</i>
Total Minimum Members	<i>*WIOA provides that the Temporary Assistance for Needy Families (TANF) program is a mandatory local "one-stop" partner, whereas the Governor will not expressly opt-out of this provision. Thus the local board must include a TANF representative.</i>

ARTICLE III
Committees

3.1 STANDING COMMITTEES:

IN GENERAL.—The local board may designate and direct the activities of standing committees to provide information and to assist the local board in carrying out activities under this section.

Such standing committees shall;

- be appointed by the Chair and approved by the Board,
- be chaired by a member of the local board,
- shall include other individuals appointed by the local board who are not members of the local board and
- may include other members of the local board.

At a minimum, the local board may designate each of the following:

a. One-Stop/Workforce System Committee:

- (i) A standing committee to provide information and assist with operational and other issues relating to the one-stop delivery system, which may include as members representatives of the one-stop partners.

b. Youth Committee:

(ii) A standing committee to provide information and to assist with planning, operational, and other issues relating to the provision of services to youth, which shall include (ii) A standing committee to provide information and to assist with planning, community-based organizations with a demonstrated record of success in serving eligible youth.

c. Disabilities Committee:

(iii) A standing committee to provide information and to assist with operational and other issues relating to the provision of services to individuals with disabilities, regarding providing programmatic and physical access to the services, programs, and activities of the one-stop delivery system, as well as appropriate training for staff on providing supports for or accommodations to, and finding employment opportunities for, individuals with disabilities.

d. Employer Engagement/Sector Strategies Committee: The committee shall consist of a minimum of 5 members and will meet as needed to promote business representation from employers whose employment opportunities reflect existing and emerging employment opportunities in the region on the local board; to develop effective linkages with employers in the region to support employer utilization of the local workforce development system and to support local workforce investment activities; to ensure that workforce investment activities meet the needs of employers and support economic growth in the region, by enhancing communication, coordination, and collaboration among employers, economic development entities, and service providers; and to develop and implement proven or promising strategies for meeting the employment and skill needs of workers and employers (such as the establishment of industry and sector partnerships), that provide the skilled workforce needed by employers in the region, and that expand employment and career advancement opportunities for workforce development system participants in in-demand industry sectors or occupations.

e. Executive Committee: The Executive Committee shall consist of the officers. The only power the Executive Committee shall have is what is empowered to them by the full Board or by-laws, i.e, Local Plan Modifications required by the state may be "signed off" by the Chairperson who has authority to sign the approval letter without a special called meeting or conference call.

3.2 ADDITIONAL COMMITTEES:

The local board may designate additional committees in addition to the standing committees specified in Article 3.1.

a. By-Laws Committee: The Committee shall consist of a minimum of 5 members and will meet as needed; however, any recommendations for change must be presented to the full Board ten (10) calendar days prior to voting on the proposed changes.

b. Personnel Committee: The Personnel Committee shall consist of a minimum of 5 members and will meet as needed. The committee shall have primary responsibility to hire, evaluate, and prepare salary recommendations of the Executive Director to the Board and perform duties of the Board as described in the Board Personnel Manual. The Executive Director reports to the Chairperson.

c. Evaluation Committee: The RFP Evaluation Committee shall consist of a minimum of five members and will meet as needed to evaluate and recommend to the board proposed agency(ies) to contract with for provision of Workforce Innovation and Opportunity Act (WIOA) services. Contracts will be awarded for a one year period with the

possibility of two- one year extensions. The Board may extend contracts beyond the two-one year extensions. Any extension beyond one additional year requires board approval. The Evaluation Committee will evaluate proposals following CWB procurement policies.

There may be other committees of the Board designated as needed.

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 in order to remain in compliance with the Act and operating as a Workforce Board. 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.

ARTICLE IV

Functions of the Board

Consistent with Section 107(d), as authorized by Public Law 113-128, the functions of the local board shall include the following:

4.1 LOCAL PLAN.—The local board, in partnership with the chief elected official for the local area involved, shall develop and submit a local plan to the Governor that meets the requirements in Section 108. If the local area is part of a planning region that includes other local areas, the local board shall collaborate with the other local boards and chief elected officials from such other local areas in the preparation and submission of a regional plan as described in Section 106(c)(2).

4.2 WORKFORCE RESEARCH AND REGIONAL LABOR MARKET ANALYSIS.—In order to assist in the development and implementation of the local plan, the local board shall—(A) carry out analyses of the economic conditions in the region, the needed knowledge and skills for the region, the workforce in the region, and workforce development activities (including education and training) in the region described in Section 108(b)(1)(D), and regularly update such information; (B) assist the Governor in developing the statewide workforce and labor market information system described in Section 15(e) of the Wagner-Peyser Act (29 U.S.C. 491–2(e)), specifically in the collection, analysis, and utilization of workforce and labor market information for the region; and (C) conduct such other research, data collection, and analysis related to the workforce needs of the regional economy as the board, after receiving input from a wide H. R. 803—37 array of stakeholders, determines to be necessary to carry out its functions.

4.3 CONVENING, BROKERING, LEVERAGING.—The local board shall convene local workforce development system stakeholders, assist in the development of the local plan under Section 108 and in identifying non-Federal expertise and resources to leverage support for workforce development activities. The local board, including standing committees, may engage such stakeholders in carrying out the functions described in this subsection.

4.4 EMPLOYER ENGAGEMENT.—The local board shall lead efforts to engage with a diverse range of employers and with entities in the region involved—(A) to promote business representation (particularly representatives with optimal policymaking or hiring authority from employers whose employment opportunities reflect existing and emerging employment opportunities in the region) on the local board; (B) to develop effective linkages (including the use of intermediaries) with employers in the region to support employer utilization of the local workforce development system and to support local workforce investment activities; (C) to ensure that workforce investment activities meet the needs of employers and support economic growth in the region, by enhancing communication, coordination, and collaboration among employers, economic development entities, and service providers;

and (D) to develop and implement proven or promising strategies for meeting the employment and skill needs of workers and employers (such as the establishment of industry and sector partnerships), that provide the skilled workforce needed by employers in the region, and that expand employment and career advancement opportunities for workforce development system participants in in-demand industry sectors or occupations.

4.5 CAREER PATHWAYS DEVELOPMENT.—The local board, with representatives of secondary and postsecondary education programs, shall lead efforts in the local area to develop and implement career pathways within the local area by aligning the employment, training, education, and supportive services that are needed by adults and youth, particularly individuals with barriers to employment.

4.6 PROVEN AND PROMISING PRACTICES.—The local board shall lead efforts in the local area to—(A) identify and promote proven and promising strategies and initiatives for meeting the needs of employers, and workers and jobseekers (including individuals with barriers to employment) in the local workforce development system, including providing physical and programmatic accessibility, in accordance with Section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.), to the one-stop delivery system; and (B) identify and disseminate information on proven and promising practices carried out in other local areas for meeting such needs. H. R. 803—38

4.7 TECHNOLOGY.—The local board shall develop strategies for using technology to maximize the accessibility and effectiveness of the local workforce development system for employers, and workers and jobseekers, by—(A) facilitating connections among the intake and case management information systems of the one-stop partner programs to support a comprehensive workforce development system in the local area; (B) facilitating access to services provided through the one-stop delivery system involved, including facilitating the access in remote areas; (C) identifying strategies for better meeting the needs of individuals with barriers to employment, including strategies that augment traditional service delivery, and increase access to services and programs of the one-stop delivery system, such as improving digital literacy skills; and (D) leveraging resources and capacity within the local workforce development system, including resources and capacity for services for individuals with barriers to employment.

4.8 PROGRAM OVERSIGHT.—The local board, in partnership with the chief elected official for the local area, shall—(A)(i) conduct oversight for local youth workforce investment activities authorized under Section 129(c), local employment and training activities authorized under subsections (c) and (d) of Section 134, and the one-stop delivery system in the local area; and (ii) ensure the appropriate use and management of the funds provided under subtitle B for the activities and system described in clause (i); and (B) for workforce development activities, ensure the appropriate use, management, and investment of funds to maximize performance outcomes under Section 116.

4.9 NEGOTIATION OF LOCAL PERFORMANCE ACCOUNTABILITY

MEASURES.—The local board, the chief elected official, and the Governor shall negotiate and ch agreement on local performance accountability measures as described in Section 116(c).

4.10 SELECTION OF OPERATORS AND PROVIDERS.—(A) **SELECTION OF ONE-STOP OPERATORS.**—Consistent with Section 121(d), the local board, with the agreement of the chief elected official for the local area—(i) shall designate or certify one-stop operators as described in Section 121(d)(2)(A); and (ii) may terminate for cause the eligibility of such operators. (B) **SELECTION OF YOUTH PROVIDERS.**—Consistent with Section 123, the local board—(i) shall identify eligible providers of youth workforce investment activities in the local area by awarding grants or contracts on a competitive basis (except as provided in Section 123(b)), based on the recommendations of the youth standing committee, if such a committee is established for the local area under subsection (b)(4); and (ii) may

terminate for cause the eligibility of such providers. H. R. 803—39 (C) IDENTIFICATION OF ELIGIBLE PROVIDERS OF TRAINING SERVICES.—Consistent with Section 122, the local board shall identify eligible providers of training services in the local area. (D) IDENTIFICATION OF ELIGIBLE PROVIDERS OF CAREER SERVICES.—If the one-stop operator does not provide career services described in Section 134(c)(2) in a local area, the local board shall identify eligible providers of those career services in the local area by awarding contracts. (E) CONSUMER CHOICE REQUIREMENTS.—Consistent with Section 122 and paragraphs (2) and (3) of Section 134(c), the local board shall work with the State to ensure there are sufficient numbers and types of providers of career services and training services (including eligible providers with expertise in assisting individuals with disabilities and eligible providers with expertise in assisting adults in need of adult education and literacy activities) serving the local area and providing the services involved in a manner that maximizes consumer choice, as well as providing opportunities that lead to competitive integrated employment for individuals with disabilities.

4.11 COORDINATION WITH EDUCATION PROVIDERS.—(A) IN GENERAL.—The local board shall coordinate activities with education and training providers in the local area, including providers of workforce investment activities, providers of adult education and literacy activities under title II, providers of career and technical education (as defined in Section 3 of the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2302)) and local agencies administering plans under title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.), other than Section 112 or part C of that title (29 U.S.C. 732, 741). **(B) APPLICATIONS AND AGREEMENTS.—**The coordination described in subparagraph (A) shall include—(i) consistent with Section 232—(I) reviewing the applications to provide adult education and literacy activities under title II for the local area, submitted under such section to the eligible agency by eligible providers, to determine whether such applications are consistent with the local plan; and (II) making recommendations to the eligible agency to promote alignment with such plan; and (ii) replicating cooperative agreements in accordance with subparagraph (B) of Section 101(a)(11) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)), and implementing cooperative agreements in accordance with that section with the local agencies administering plans under title I of that Act (29 U.S.C. 720 et seq.) (other than Section 112 or part C of that title (29 U.S.C. 732, 741) and subject to Section 121(f)), with respect to efforts that will enhance the provision of services to individuals with disabilities and other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative H. R. 803—40 efforts with employers, and other efforts at cooperation, collaboration, and coordination.

4.12 BUDGET AND ADMINISTRATION.—(A) BUDGET.—The local board shall develop a budget for the activities of the local board in the local area, consistent with the local plan and the duties of the local board under this section, subject to the approval of the chief elected official.

(B) ADMINISTRATION.—(i) GRANT RECIPIENT.—(I) IN GENERAL.—The chief elected official in a local area shall serve as the local grant recipient for, and shall be liable for any misuse of, the grant funds allocated to the local area under Sections 128 and 133, unless the chief elected official reaches an agreement with the Governor for the Governor to act as the local grant recipient and bear such liability.

4.13 ACCESSIBILITY FOR INDIVIDUALS WITH DISABILITIES.—The local board shall annually assess the physical and programmatic accessibility, in accordance with Section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.), of all one-stop centers in the local area. H. R. 803—41.

ARTICLE V

Meetings

5.1 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.

5.2 Meetings of the Board shall be held quarterly during the months of February, June, August and November.

5.3 Members of the Central Missouri Chief Local Elected Officials will be welcome to attend all Board meetings but will only be able to participate in their (CLEO) bi-annual meetings or during special meetings called according to the by-laws of the Chief Local Elected Officials and the by-laws of the Board.

5.4 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.

5.5 Special meetings of the Board may also be called by the Chairperson at such time and place and for such purpose that the Chairperson shall designate. The business conducted at any special meeting shall be limited to the stated purposes of that meeting.

5.6 Written notice of regular and special meetings of the Board shall be mailed, emailed or faxed 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.

5.7 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.

5.8 A quorum shall be deemed to be present when at least a simple majority of the membership is present at a meeting or present by telephone connection and at least 51% of the attendees are Private Sector members. 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.

5.9 If the aforementioned quorum is not met and there is less than a simple majority of the members present, the Chairperson shall adjourn without any action or deliberations being entered into.

5.10 The minutes of each meeting shall be prepared and distributed to the Board at least ten (10) calendar 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 VI

Officers

6.1 The officers of the Board, to be chosen by the members of the Board, shall be a Chairperson, Vice Chairperson and Treasurer. The Chairperson and Vice Chairperson must be private sector members of the Board. The Treasurer may be any member of the Board, however, if from the public sector, they may not assume the responsibilities of Chairperson or Vice Chairperson in their absence. None of the Officers so chosen shall be a resident of the same county as another officer.

6.2 All officers of the Board shall be elected every two years in the even years, and shall serve for a two-year period. Nominations may be taken from the floor for any of the officer positions in February and shall be presented to the Board and voted upon in June. Officers will be elected by a simple majority of the votes present at the meeting and shall assume their respective office on July 1, following the election.

6.3 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 Chairperson, with the simple majority approval of the Board, shall fill any vacancy occurring in any office for the unexpired term. If the Chairperson's position should become vacant, the Vice Chairperson would fill the unexpired term. The Board will elect a private sector member to fill the vacant Vice Chairperson position for the unexpired term.

6.4 Officers are not limited to terms in office with the exception of the Chairperson who is limited to two full consecutive terms. The Chairperson will be eligible for reelection after one full term has occurred.

6.5 Duties of the Chairperson: The Chairperson shall preside at all meetings of the Board, be designated as an authorized signatory on instruments for and on behalf of the Board, and perform all duties as may be prescribed by the Board from time to time. The Chairperson shall be entitled to vote on all matters coming before the Board, and any committee providing there is not a conflict of interest.

6.6 Duties of the Vice Chairperson: The Vice Chairperson shall act in place of the Chairperson and preside at meetings when the Chairperson temporarily vacates the Chair. In the absence of the Chairperson, the Vice Chairperson shall have all the powers and be subject to all the restrictions of the Chairperson. The Vice Chairperson shall be designated as an authorized signatory on the instruments for and on behalf of the Board.

6.8 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.

6.9 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.

6.10 Any officer and/or the Executive Director may sign checks. The Treasurer will review all transactions and approve by initialing and dating the document.

6.11 In the event that the Chairperson and Vice Chairperson are unable to attend and conduct the Board meeting and if the Treasurer is not from the private business sector then the group meeting that day will by majority vote select a temporary Chairperson from the private members attending for that day only.

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 Committee.

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 Board is advised by legal counsel 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 Board is authorized to issue Requests for Proposals for appropriate insurance coverage's to protect the members against liability claims including action in tort. 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 Board.

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 preliminary budget will be used until final budget is approved. The proposed budget will be presented to the Board and the Chief Local Elected Officials for final approval prior to implementation.

7.5 Dissolution Clause: In the event of dissolution of the Central Workforce Board (CWB) 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 Chairperson. The Board shall adhere to the federal 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 Board.

8.4 The Central Workforce Board (CWB) shall negotiate, subject to ratification of the Board, a working agreement with the Central Region Chief Local Elected Officials to operate and execute the duties and responsibilities under Public Law.

8.5 In recognition of potential "Conflict of Interest", no Board member will vote on issues or budgets 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 Central Workforce Board (CWB) shall be conducted according to the procedures contained in Robert's Rules of Order. Revised and in accordance with the Missouri Sunshine Law.

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 the Board on this 24th day of June, 2015, attested by the Officer signature below.



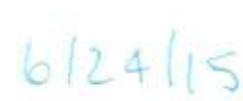
Chairperson, Central Workforce Board



Date



Vice Chairperson, Central Workforce Board



Date



Treasurer, Central Workforce Board



Date

**Local Workforce Investment Board
ATTESTATION FOR REVIEW OF BY-LAWS**

The following form must be completed and submitted to the Division of Workforce Development annually. The purpose of the form is to assure that all certified members of the Local Workforce Development Board have reviewed and understand their current by-laws. The form must be signed and dated by at least a quorum of the membership. Please include the printed name of the member on the line below their signature. If additional signature/date lines are needed, please add them accordingly.

Name of Local Workforce Development Board: Central Region Workforce Development Board

The following local board members attest by their signatures that they have reviewed and understand the board's current by-laws:

Kathy Groves 7/22/16
(Kathy Groves) Date

Patrick Kelly 6/22/16
(Patrick Kelly) Date

Thomas R. Dudley 06.22.2016
(T.R. Dudley) Date

(David Miller) Date

Vicki Nelson 6-22-16
(Vicki Nelson) Date

(Nancy Montgomery) Date

Ray Crouch 6-22-16
(Ray Crouch) Date

Melody Nichols 6-22-16
(Melody Nichols) Date

Denise Boeckmann 6/22/16
(Denise Boeckmann) Date

Elizabeth Perkins 6-22-16
(Elizabeth Perkins) Date

Betty Jo Brooks 6-22-16
(Betty Jo Brooks) Date

Susan Streit 6-22-16
(Susan Streit) Date

Sharon Gibson 6-22-16
(Sharon Gibson) Date

Amy Sublett 6/22/16
(Amy Sublett) Date

Matt Hurley 6/22/16
(Matt Hurley) Date

(Dewey Thompson) Date

Brian Johnson 6-22-16
(Brian Johnson) Date

Signature on File
(Mark Maasen) Date

signature attached
(Curtis Koelling) Date

Russ Unger 6-22-16
(Russ Unger) Date

(Windy Johnson) Date

(Tammy Walker) Date

Christina Edwards 6/22/2016
(Christina Edwards) Date

Matt McCormick 6-22-16
(Matt McCormick) Date

**LOCAL WORKFORCE DEVELOPMENT BOARD
ATTESTATION FOR REVIEW OF BY-LAWS**

Attachment 6

Note: This attestation form will be completed at the June 22, 2016 CWIB meeting.

The following form must be completed and submitted to the Division of Workforce Development annually. The purpose of the form is to assure that all certified members of the Local Workforce Development Board have reviewed and understand their current by-laws. The form must be signed and dated by at least a quorum of the membership. Please include the printed name of the member on the line below their signature. If additional signature/date lines are needed, please add them accordingly.

Name of Local Workforce Development Board: Central Region Workforce Board

The following local board members attest by their signatures that they have reviewed and understand the board's current by-laws:

(Insert name of Chair) Date	(Insert name of member) Date
(Insert name of member) Date	(Insert name of member) Date
(Insert name of member) Date	(Insert name of member) Date
(Insert name of member) Date	(Insert name of member) Date
(Insert name of member) Date	(Insert name of member) Date
(Insert name of member) Date	(Insert name of member) Date
(Insert name of member) Date	(Insert name of member) Date
(Insert name of member) Date	(Insert name of member) Date
(Insert name of member) Date	(Insert name of member) Date
(Insert name of member) Date	(Insert name of member) Date

Central Region Chief Local Elected Officials

Kenneth Kunze	Caucus Chairman, Moniteau County
Ray Schwartze	Vice Chairman, Maries County
Steve Hobbs	Audrain County
Daniel Atwill	Boone County
Gary Jungermann	Callaway County
Greg Hasty	Camden County
Sam Bushman	Cole County
Don Baragary	Cooper County
Leo Sanders	Crawford County
Darrell Skiles	Dent County
Larry Miskel	Gasconade County
Sam Stroup	Howard County
Danny Rhoades	Laclede County
Tom Wright	Miller County
James Bryant	Morgan County
Dave Dudenhoeffer	Osage County
Randy Verkamp	Phelps County
Gene Newkirk	Pulaski County
Marvin Wright	Washington County

**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

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.
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

The Caucus may create other committees and authorize the Chairperson to appoint same. All committees shall consist only of Caucus members. 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 became effective upon approval on September 22, 2010.

Central Region Workforce Investment Board, Inc.
Conflict of Interest Policy
July 01, 2016

The Central Region Workforce Investment Board must abide by the Workforce Innovation and Opportunity Act of 2014, the WIOA 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 WIOA 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 have 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 therefore 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 recipients/vendors or operators of the Workforce Innovation system. No officer or member shall receive any bonus or additional wages due to the cost savings for the company by using the WIOA program and saving the member's 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 have 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(s) concerned.

- 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 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:

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

Central Workforce Development Board Sub-State Monitoring Policy

The region will conduct substate monitoring in accordance with DWD Issuance 16-2015, *Statewide Sub-State Monitoring Policy*. Subrecipients and programs will be monitored a minimum of once per year. Program monitoring may be conducted more often as needed to assure compliance with all rules and regulations.

Responsible Representative: The region's program manager will perform the oversight functions; program staff with knowledge of the program being monitored will be involved in the monitoring process. Financial Monitoring will be conducted by the fiscal officer, and may involve other fiscal staff. Staff conducting the monitoring are employed directly by the Board and have complete independence from the subrecipients and report directly to the CWDB executive director.

Accountability: An annual fiscal and program monitoring report will be submitted each Program Year to the Board and the Chief Elected Official.

Compliance and Performance: Annual reports to the Board and Chief Elected Official will include information on compliance with the terms and conditions of each scope of work. Monitors will also provide subcontractor and regional performance reviews to the Board and Chief Elected Official on an annual basis. Monitoring reports will also address the adequacy of assessment, planning of activities and services, and coordination with One-Stop System partners to meet the needs of customers. When problems are identified, prompt and appropriate action will be taken to correct the situation.

Compatibility: Programmatic and operational oversight will assess compliance with WIOA regulations and DWD policies.

Quality Assurance: The quality of regional programs is of paramount importance. Programs will be monitored to ensure they are of high quality and that the delivery process is effective. Continuous improvement will be the standard; compliance issues cited in prior federal, State, and local reviews will be monitored. Written determinations will state whether corrective measures taken to address prior issues have been effective.

Methodology and Target Universe: Random sampling techniques will be used in participant files reviews to test eligibility in every funding stream for which there is a contract with DWD.

When reviewing WIOA Adult and Dislocated Worker participant records, the two funding streams will be combined then sampled by service. Each Program Year, the region will monitor a separate statistically valid sample of Adult and Dislocated Worker participants enrolled in each of the following services:

WIOA Career-level-only enrollments (Membership)

Classroom Training

On-the-Job Training

Work Experience/Internship

Supportive Services/Needs-related payments

Any other services that result in a direct payment being made to, or on behalf of, a participant.

The following sample sizes will be completed for each universe reviewed.

Universe	Sample Size
1-200	69
201-300	78
301-400	84
401-500	87
501-1,000	96
1,001-2,000	100
2,001-10,000	105

Participant records will be reviewed for:

1. Participant eligibility and priority for program and services received.
2. Orientation to services.
3. Complaint and grievance rights and responsibilities.
4. Justification for Individualized Career Services or Training services.
5. Method of assessment
6. Employment planning
7. Individual Training Accounts.
8. Appropriateness and accuracy of participant payments.
9. Appropriate data entry.
10. Posting of outcomes, including attainment of a degree or certificate and any supplemental data.

Youth monitoring procedures will include the following changes based upon WIOA:

Out-of School Youth 75% expenditure requirement

20% work-based learning with educational component requirement

5% limit on In-School Youth enrolled with "Requires additional assistance" barrier

5% over-income exception, and

New eligibility criteria barriers

Financial Monitoring Review (FMR): The Board will conduct an annual on-site Financial Monitoring Review of subrecipients to ensure fiscal integrity, in compliance with WIOA section 184(a)(4) [29 U.S.C. 3244(a)(4)], annual DWD agreements, and 2 CFR Part 200 and Part 2900. The review will assess the adequacy of internal controls and the reliability of the subrecipient's financial management system. The meeting of the subrecipient's terms and conditions of the subaward and the fiscal goal or requirements will be monitored. Monitoring will ensure that amounts reported are accurate, allowable, supported by documentation, and properly allocated. A written report will be given to the Board identifying areas of noncompliance and recommendations to remedy the situation.

The Financial Monitoring Review will include, but not be limited to, reviews of the following:

1. Audit Resolution/Management Decision

2. Financial Reports
3. Internal Controls
4. Source Documentation
5. Cost Allocation
6. Cash Management
7. Procurement
8. Inventory

Additional financial and programmatic monitoring will be completed to review special initiatives and stand-alone summer youth programs are administered in accordance with the project's scope of work.



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 Job Center partners so they will consult the Job 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 Job Center.
- Enter all job orders received in Missouri Career Source 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 employer's 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

There are currently staff members who conduct Veteran outreach to businesses

FUNCTIONAL RESPONSIBILITIES:

- Provide and facilitate a full range of employment and training services to veterans, with the primary focus of meeting the needs of those who are unable to obtain employment through core (basic) services.
- Maintain regular contact with community leaders, employers, labor unions, training programs, and veterans' organizations for the purpose of keeping them advised of eligible veterans and eligible persons available for employment and training and keeping eligible veterans and eligible persons advised of opportunities for employment and training.
- Provide directly, or facilitate the provision of, labor exchange services by local employment service staff to eligible veterans and eligible persons, including scheduling individual interviews with veterans for the purpose of intake and assessment, counseling, testing, job-search assistance, and referral and placement.
- Encourage employers and labor unions to employ eligible veterans and eligible persons and conduct on-the-job training and apprenticeship programs for veterans.
- Promote and monitor the participation of veterans in federally funded employment and training programs, monitor the listing of vacant positions with State employment agencies by Federal agencies, and report to the Director for Veterans' Employment and Training for the State concerned any evidence of failure to provide priority or other special consideration in the provision of services to veterans as is required by law or regulation
- Work closely with appropriate Department of Veterans Affairs personnel engaged in providing counseling or rehabilitation services and cooperate with employers in identifying disabled veterans who have completed or are participating in a vocational rehabilitation-training program and who are in need of employment.
- Refer eligible veterans and eligible persons to training, supportive services, and educational opportunities, as appropriate.
- When requested by a Federal or State agency, a private employer, or a service connected disabled veteran, assist such agency, employer, or veteran in identifying and acquiring prosthetic and sensory aids and devices needed to enhance the employability of disabled veterans; and
- Responsible for providing quarterly reports to the manager of the office and to the Director for Veterans' Employment and Training for the State regarding compliance with Federal law and regulations with respect to special services and priorities for eligible veterans and eligible persons.
- Assist other Labor Exchange staff in the Job Center in providing services to veterans.

- Provide workshops and training to veterans, employers, and Job Center staff.
- Document all services and activities.
- Perform other related work as assigned.

QUALIFICATIONS:

- One year of experience as a Workforce Development Deputy or four years of experience as an Administrative Office Support Assistant with the Department of Economic Development OR
- Graduation from an accredited four-year college or university with major specialization (24 semester hours) in psychology, sociology, social work, labor economics, education, business, personnel or public administration, or closely related areas. (Experience in the areas described below may be substituted on a year-for-year basis for deficiencies in the stated education.)
- Technical or professional work in the fields of social service, education, job placement, community organization or related areas, or in business, personnel or public administration involving responsible public contact.
- Military experience, at the E-5 level, or above, in recruiting or personnel administration involving interviewing, selection, classification, placement or counseling.
- Working knowledge of state and federal laws pertaining to Veterans outreach programs to include various services and benefits available to veterans.
- Knowledge of methods of enrolling or registering veterans for benefits available from service organizations.
- Working knowledge of principles and techniques of vocational guidance and counseling.
- Ability to exercise good judgment in appraising situations and making informed decisions.
- Ability to communicate effectively and maintain working relationships with other employees, applicants, employers, veteran services, training institutions and community organizations.
- Ability to give presentations.
- Ability to travel periodically for training/conferences/seminars as needed.
- Ability to travel up to 50% with occasional overnight travel required
- Ability to demonstrate regular and predictable attendance.

JOB DEVELOPERS

There are currently two youth job developers who work with area business create and facilitate linkages between the Job 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 with WIOA core partners to avoid duplication and ensure that comprehensive services are provided to businesses throughout the Region. Coordination with core partner agencies is essential to having an effective approach to serving businesses.

To ensure coordination with WIOA core partners, the following individuals serve on the Business Services Team:

Vocational Rehabilitation	Elizabeth Perkins
Adult Education and Literacy	Kathy Hueste
Adult and Dislocated Worker Program	Michael Retke
Youth Program	Courtney Lent
TANF	Melody Nichols
Wagner-Peyser	Regional Veteran's Representatives

COMMUNICATION

The Business Service Team will collaborate and work as a team to provide Job 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 Job Center. This will 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 Job Center job fairs, Veteran Fairs, and informational presentations. 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 Job Center.

OUTREACH

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

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 (WRM) is a program exclusively for WIOA eligible Dislocated Workers. WRM allows eligible Dislocated Workers to be voluntarily placed in paid training site occupational work experience. Work experience through WRM is limited to a minimum of 32 hours per week. The total length of training cannot exceed 240 hours. The program allows employers to receive pre-screened eligible trainees to train in their company at no cost to them. The employer will decide at the end if the training of the individual would be a good candidate to hire as their employee.

WEP

The Work Experience Program is a 240 hour 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 Job Centers. Services include:

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

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

APPLICATION SCREENING

Job 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 Job Centers provide testing services for area business and individual 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.

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

INCREASING SKILLS OF WORKERS

The Region seeks funding opportunities and partnerships with area businesses to provide opportunities to increase the skills of current employees.

INFORMATION

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.

TAX INCENTIVES

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

FEDERAL BONDING

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

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 gage 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 Job 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 Job 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 Job 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 and informational sessions. We have proposed offering two job fairs per year—one in the spring and one in the fall—focusing on a cross sector 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 Job 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 Job 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 Job 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.

Memorandum Of Understanding between
State Technical College of Missouri and
Central Region Workforce Investment Board, Inc.

State Technical College of Missouri, as a sub-grant recipient for the Missouri Science Technology Engineering and Math Workforce Innovation Networks (MoSTEMWINS), has been awarded federal funds from the *Trade Adjustment Assistance Community College and Career Training (TAACCCT) Grants Program* (CFDA # 17.282) through the U.S. Department of Labor's Employment and Training Administration. The Period of Performance is October 2014 through September 30, 2018

This 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 State Technical College of Missouri, hereafter referred to as the Consortium College.

For the purpose of clarity, potential enrollees of the Missouri Science Technology Engineering and Math Workforce Innovation Networks grant, hereafter referred to as MoSTEMWINS 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 MoSTEMWINS grant initiative.

This MOU will serve as the agreement ensuring an integrated workforce delivery system to serve potential Grant Participants. Three major strategies will be implemented to serve Trade Act Assistance eligible workers, the long-term unemployed and dislocated workers, under-employed adults, and low-skilled adults. The strategies are:

- 1) Accelerate entry into career programs;
- 2) Create clear pathways to STEM fields;
- 3) Improve employment attainment;

Goal and Priorities

MoSTEMWINS supports the development of innovative approaches to address current and future workforce needs in the areas of science, technology, engineering, and mathematics. The Consortium College plans to train over 150 participants over the life of the grant in the information technology sector.

The Consortium College will:

1. Design new curriculum and courses as needed to meet the needs of Grant Participants;
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 need for STEM talent;

The Consortium College will introduce significant changes in the way they support adult student success by focusing on the follow four priorities:

1. Accelerate progress for Low-Skilled and Other Workers.
Strategies: MoSTEMWINS will develop a portal that will assess and develop participants' skills, restructure courses into modular formats, and enhance relationships between the college and the public workforce system.
2. Improve Retention and Achievement Rates and/or Reduce Time to Completion.
Strategies: MoSTEMWINS will integrate basic academics into contextualized modules and provide supplemental instruction, retention and employment services, and will support articulation of credit for coursework eligible through credit for prior learning, as the Computer Concept program is a non- credit program.
3. Strengthen Online and Technology-Enabled Learning.
Strategies: MoSTEMWINS 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.

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 MoSTEMWIN s grant as well as outreach to targeted populations to offer skills enhancement opportunities.

The Consortium College will set up program advisory boards for each of the programs; the CWIB will be a member of these 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 practice s and improvements outlined in the MoSTEMWIN s 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 MoSTEMWINs grant and training opportunity.

CWIB will determine Grant Participant's Workforce Innovation and Opportunity Act (WIOA) eligibility.

CWIB will ensure TAA recipients, low-skilled unemployed, and underemployed WIOA participants expressing interest in the MoSTEMWINs occupations are referred to the college for enrollment consideration.

The Consortium College is the fiscal agent for MoSTEMWINs grant funding and therefore responsible for tuition payments.

Grant Participants attending MoSTEMWINs courses will be responsible for general fees and textbooks.

WIOA Support Services may considered as an option for payment providing the Grant Participant has met WIOA eligibility and funding is available.

Intake Process

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 MoSTEMWINs information at the Consortium College or at a Central Region: Missouri Job 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 enroll the participant at www.jobs.mo.gov and complete the MoSTEMWINs application. If the participant is interested in Career Services or requires Supportive Set-vices, the Consortium College will refer the participant to the Missouri Job Center.

If the first point of contact is the Missouri Job Center, staff at the Job Center will provide WIOA services to complete Job Center Membership and determine WIOA eligibility. Staff will complete applicable information 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 Job 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 MoSTEMWINS grant participation.

Access to WIOA Set-vices

The referral process described above ensures Grant Participants access to WIOA Career Services prior to the first date of participation in MoSTEMWINS grant course of study. Completion of the ITA form will document receipt of WIOA Career Services.

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 Job Center. This signed form will be retained in the Grant Participant's documentation file at the Missouri Job 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 Job Center staff will provide orientation to WIOA eligible Grant Participants explaining 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.

MoSTEMWINS 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 Job Center no later than the 15th of each month.

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

Information reported by the MoSTEMWINs 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, Missouri Job 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 Missouri Job Center staff in an effort to resolve the barrier. There may be a referral to additional resources, which may include WIOA Supportive Services.

Referrals to resources will be documented in the Missouri Job Center Toolbox system, which will be used to track compliance and document services provided. Toolbox documentation will be accomplished as follows:

Grant Participants meeting WIOA eligibility will be enrolled in Toolbox, where services will be documented in the Individual Employment Plan. The type of referral, the resource and any applicable Supportive Services provided will be noted. Hard copy documentation will be retained in the Grant Participant's file at the Missouri Job Center.

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. Services may include;

WIOA 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

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

Support Services:

CWIB has a Supportive Services policy that outlines how Support Services may be delivered. Grant Participants in need of Support Services will be assisted by Missouri Job Center staff. 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 their expenses or are within a deficit range of meeting expenses may be considered for Supportive Services. Staff will assist the Grant Participant in completing a Support Set-vices 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-WIOA resources that may be available to assist with this need and the total dollar amount of all previous WIOA Support Set-vices

provided, if applicable. The functional leader at the Missouri Job Center must authorize payment of Supportive 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; this will be attached to the Supportive Service Request form. A Map Quest printout confirming the travel distance must be attached to the travel form.

Grant Participants requesting child care assistance must provide the name, address, and contact information of the childcare provider. The provider must agree to submit monthly invoices to the Missouri Job Center with daily attendance records attached. Payment will only be issued for days the Grant Participant was in attendance at the Consortium College.

WIOA Supportive Services are limited to budget availability and are not guaranteed. Supportive Services will only be considered as a last resort; all other non-WIOA resources must be exhausted or unavailable prior to authorization of payment.

Both entities will provide services to participants as listed below.

The Consortium College has a full time program support specialist to assist participants with barriers or needs that might affect their successful participation in the grant.

Assessments (WorkKeys/NCRC's) may be administered through the Missouri Job Centers as well as the Consortium College. Those applicants who score below acceptable levels will be offered remediation services using Career Ready 101 which is available at the Consortium College or the Missouri Job Center. Once remediation is complete, participants may retake the WorkKeys assessments.

Enrolling Participants

Missouri Job Center staff will be responsible for participant enrollment in the WIOA program. The Consortium College will be responsible for participant enrollment in MoSTEMWINS.

Veteran's priority is a requirement in all programs funded wholly or in part by the Department of Labor. Veteran's Priority of Service applies to both veterans and certain eligible spouses.

The following groups will be a priority for enrollment in MoSTEMWINS : Trade Adjustment Assistance (TAA)

An individual who has lost their job, through no fault of their own (due to lack of work), as a result of foreign trade. State merit staff (DOLR & DWD) administers this program and determines individual Trade eligibility.

Unemployed

An individual who has been terminated or laid off, or has received a notice of termination or layoff; employed at a facility at which the employer has made a general announcement the facility will close within 180 days; self-

employed (including employment as a farmer, a rancher, or a fisherman) but unemployed as a result of general economic conditions or natural disasters; and a displaced homemaker.

Underemployed

An individual who is working part-time but desires full time employment, or is working in employment not commensurate with the individual's demonstrated level of educational and/ or skill achievement. The local Workforce Investment Board negotiated average earnings target wage should be referenced to aid in eligibility determination.

An individual will be required to demonstrate college readiness for placement into college level coursework, (typically coursework numbered 100 level or above) as defined in the chart on page 2 of this guidance. Individuals scoring below the designated cut-off score for any area will be defined as Low- Skilled for the purposes of MoSTEMWINS eligibility.

Low Skilled

All MoSTEMWINS participants will be assessed through the use of WorkKeys/NCRC assessment in each of the following areas: Applied Mathematics, Locating Information, and Reading for Information. Individuals scoring below a level 5 for any NCRC/WorkKeys area will be defined as Low-Skilled for the purposes of MoSTEMWINS eligibility.

For the noncredit MoSTEMWINS programs, WorkKeys will be the assessment instrument for Low Skilled eligibility determination.

The Consortium College has established a set of common cut-off scores to serve as the starting point for the definition of "Low Skilled" for credit seeking participants. An entering student who is deficient in one or more areas will be defined as Low Skilled.

The information below applies to MoSTEMWINS credit programs only: Missouri Community College Readiness Standards

Missouri community colleges have developed a common standard for college readiness. All Missouri community college students will be required to demonstrate college readiness for placement into college level coursework (typically coursework numbered 100 level or above) as defined in the chart below using ACT scores as noted. Concordant scores in other placement tests, as indicated below, may also be used for students who do not present an ACT score.

Points considered when determining common placement scores included:

The adopted college readiness standard must be based on research and best practice. The standard must align with other placement testing tools.

Consideration should be given to the approach other states took in adopting a statewide standard.

In its review of ACT based college readiness materials and publications, and in consultation with ACT staff and researchers, community colleges believe these common core standards will promote student success, provide access to college and support student learning.

Counselors located at the Consortium College providing direct service to Grant Participants will collaborate with Missouri Job 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 Job 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 Job 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.

Coordination of Participant Reports and Updates

The "Confidentiality Waiver" described above will allow Missouri Job Center staff to discuss the Grant Participant's performance with the Consortium College. Details of these discussions will be entered in Toolbox by Missouri Job Center staff.

Grant Participants will be required to complete monthly Progress and Attendance forms 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 Job Center by the 15th of each month. Missouri Job Center staff will review the P&A form to determine if the participant is meeting the attendance policy and if the evaluation is positive. If there is evidence of deficiency, Missouri Job 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 Participants will be requested to attend a meeting at the Consortium College to discuss the deficiency with representatives of the Consortium College and the Missouri Job Center staff. All resources will be considered including non-WIOA resources, WIOA Supportive Services, tutoring and MoSTEMWINs grant resources to assist the Grant Participant in overcoming the deficiency.

Missouri Job 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 MoSTEMWINS grant will be completed by the Consortium College. Information will be provided by the Missouri Job Center as needed for the report; within compliance of the Consent Waiver signed by the Grant Participant, and maintained in the participant's documentation file.

CWIB will leverage business services, job placement, and training assistance, such as OJT, VOTC tax credits, job orders, etc., through Missouri Job Centers for the benefit of the training participants and targeted industry sectors where the training in Information Technology may be applied.

CWIB will provide workforce intelligence through Missouri Job Centers 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 Missouri Job Centers will be directed to communicate and share information via email, which will be kept as source documentation 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 Job 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 Job Center staff will assist Grant Participants in enhancing these skills to enable them to successfully secure employment in a training related position.

All Grant Participants will have access to WIOA Career Services which include access to jobs posted in jobs.mo.gov and workshops available at the Missouri Job Center. Grant participants may be considered for a short-term internship with a training related employer and/ or On-the-Job training. Placement in Internship or OJT is contingent on WIOA budget availability. Missouri Job Center staff will collaborate with Consortium College placement staff to ensure MoSTEMWINS Grant Participants have access to 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 Job Center will allow employment information to be gathered (wage, date of employment, benefits, name of employer) and entered in the Toolbox system by Missouri Job Center staff. The two entities (Consortium

and CWIB) agree to share information as needed to document WIOA performance and MoSTEMWINS grant performance.

Participant Completer/Exit Process

The Consortium College will provide the Missouri Job Center a copy of the Grant Participant's credential, which is issued to the Grant Participant upon graduation. Missouri Job Center staff will enter the completion date and type of credential issued in Toolbox's Outcome section to document WIOA performance.

Employer Engagement Process

Jobs.mo.gov is the web portal for information and on-line services provided by the Division of Workforce Development (DWD). The system allows employers throughout the state of Missouri to post job openings for public viewing. Missouri Job Center staff will assist Grant Participants as needed to update their personal profile to reflect the attained credential from the MoSTEMWINS course of study. Grant Participants will be referred to all jobs matching their updated skills.

Both entities (Missouri Job Center and Consortium College) will provide information regarding additional websites benefiting the Grant Participant's job search. Grant Participants will have access to office equipment at Missouri Job Centers for updating resumes, faxing resumes and submitting on-line applications.

Prior to exit from the WIOA program, Grant Participants will be offered WIOA Follow-up Services. This allows the participant to receive additional WIOA services for 12 months 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 the Consortium College and Missouri Job Center staff to share information in order to assist the Grant Participant. 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. Information covered by the Consent Waiver includes but is not limited to:

'Transcripts

Comprehensive Assessment Results

Criminal Background information (prior to enrollment in MoSTEMWINS or after)

Personal information that may affect the participant's ability to successfully complete the MoSTEMWINS course of study and enter employment.

Mutual Respect of Organizational Practices

The CWIB and the Consortium College 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 WIOA programmatic policies to ensure positive performance and full achievement of the goals and objectives of the WIOA Program and the MoSTEMWINs grant.

Indemnification and Liability

By executing this MOU, each party agrees to work together to deliver workforce services for employer partners and the MoSTEMWINs 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.

Duration of the Agreement

This agreement will take effect July 7, 2015 and will remain in effect for the duration of the grant.

Each Party shall have the right to terminate the Memorandum of Understanding by giving 90 days written notice to the other Party at any time. If the Memorandum of Understanding is terminated by either Party, steps shall be taken to ensure that the termination does not affect any prior obligation, project or activity already in progress.

Modification Process

This Memorandum of Understanding, together with attachments, constitutes the entire agreement between the Consortium College and the CWIB and supersedes all prior written or oral understandings. This agreement and attachments may only be amended, supplemented, modified, or canceled by a written notification. Both parties may agree to develop standardized forms and applications and/ or technology supported systems specific to meet the services described above:

Compliance with Regulations

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.

Both parties assure that they will comply fully with the nondiscrimination and equal opportunity provisions of WIOA Section 188, 20 CFR 667.200(e), 29 CFR Part 37.

This is an agreement made as of July 7, 2015 between State Technical College of Missouri and the Central Region Workforce Investment Board, Inc.

State Technical College of Missouri

Central Region Workforce Investment Board, Inc.

Signed by Donald Claycomb

Signed by Janet Vaughn

Date 7-20-15

Date 7-7-15

Central Region Workforce Investment Board

Financial Policy Manual – July 2015

Procurement Policy

Needs Assessment – A documented, written assessment shall be made to determine need. This could be as simple as a purchase order request to a research study. This item is required of all procurements, including contract extensions or modifications and proposals. The needs assessment document should indicate who prepared the assessment, when it is done, how it was prepared, and research a logical conclusion. The approval process (if any) should also be supported by either written approval or initials affixed to the assessment.

Cost Estimate and Evaluation Resources – A documented, written estimate of the cost shall be done to determine if resources are available to initiate every purchase and to determine which procurement options are appropriate. The written cost estimate should show who prepared it, when, and what sources were used. The evaluation of resources should show who determined that the resources were available, date the evaluation was made, and how it was made.

Procurement Process – Based upon the estimated cost the agency shall determine, by written documentation, what procurement options are allowable and select the appropriate option. Procurement options are based on meeting 2 CFR Part 200 minimum requirements plus any more restrictive local requirements.

Splitting purchases for the purpose of circumventing this process is prohibited.

Contract extensions are not required to re-procure if allowed by the original Request for Proposal and contract agreement. Contracts may be extended beyond the original term date under extraordinary circumstances (such as changes in legislation, etc.). Any special extension will be at the discretion of the Workforce Development Board and will not exceed one year in duration. Such extension shall be executed by formal contract amendment. Budgets, as applicable may be increased/decreased as deemed appropriate.

A. Purchase Less than \$3,000.00

This type of purchase may be made from any local vendor without solicitation of bids. The agency is required to utilize the best know price. The purchase order, needs assessment, cost estimate, and invoice are the only documentation required.

B. Purchase of \$3,001.00 up to \$24,999.99

This type of purchase requires three written bids from separate vendors. The agency shall prepare a written description of the item(s) or services(s) and give it to all prospective bidders. Request for Bids shall be sent to an adequate number of offerors exceeding three to ensure receipt of at least three bids. Each written response shall be analyzed to ensure that it meets the description. Those that meet the descriptions are considered bids. "Lowest and Best" may be utilized for awarding services contracts. However, prior to award, all bidders must be aware of the analysis that will be used to establish this award. The person making the analysis shall prepare a written price analysis of each bidder to determine cost reasonableness and the methodology for selection. The written description and all responses shall be retained. Each shall be noted as bids or not bids and the person making that determination shall sign or initial each response. The written analysis of each bidder and the methodology for selection shall be signed and retained.

C. Purchase of \$25,000.00 or More

This type of purchase requires a formal advertised Competitive Bid Process unless exempted. The following items must be included in that process:

1. Advertisements – The need for an item or service must be presented to the public in at least two newspapers of general circulation, which should be selected to provide the best coverage of an area. Additionally, written notification of request for bids shall be made to an adequate number of offerors exceeding three to ensure receipt of three bids. Advertisements are to be documented by a tearsheet (a copy of the actual ad) and certification of publication (a notarized statement confirming publication). All bids of this nature will be listed on the C-WIB website.
1. Preparation of RFP – Either a Request for Proposal (RFP) or an Invitation for Bid (IFB) must be prepared to tell prospective bidders what they must know to submit their bids. An RFP is a solicitation procedure and a document that indicates what is to be accomplished and requests the bidder to indicate how it will be accomplished and the cost. A copy of the original RFP or IFB and any amendment thereto shall be retained. A list shall be maintained of who received RFP(s) or IFB(s). The RFP is not used when there is a "standard" associated with the requirement. In using an RFP, the contracting agency may elect to award the contract by using one of several proposal evaluation methods.

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.

An IFB is a type of procurement and a document used in a formal competitive bidding process. The documentation contains a precise statement and complete specification of what will be purchased. Because it allows no choice in how the work will be performed, it essentially requests only a cost from the bidder. The IFB is appropriate for use in purchasing services for which there is a known industry/professional or other mandated standard governing the quality and test for acceptability for the work to be performed. The IFB states contractor

qualifications, terms, conditions, and task/requirements, allowing only one interpretation. Therefore, each bidder is bidding on exactly the same thing. It is this characteristic that permits bid comparison and contractor selection solely on the basis of price.

1. Distribute the RFP/IFB – The RFP or IFB shall be sent to anyone responding to the advertisement. Additionally, the agency shall also send it to know vendors exceeding three in an attempt to get as many bids as possible.
1. Form an Evaluation Committee – An evaluation committee must be formed with at least three members. The number of members and the makeup of the committee should be such that there is no appearance of impropriety. The appointment of the evaluation committee shall be done in writing and retained.
1. Hold a Pre-Bid Conference – It is advisable to hold a meeting with prospective bidders to answer questions and clarify issues. This conference may disclose the need for written amendments to correct or clarify the original RFP or IFB. A list should be maintained of those attending the pre-bid conference.
1. Receive and Log Bids – Bids received shall be time stamped, logged, and placed under lock until the bid opening. Bids received after the closing time should be returned, unopened to the bidder and a note shall be made for any bids returned to be filed with the log. One copy of each bid, including the envelope it was sent in, should be retained with the log of bids received.
1. Open Bids – Bids shall not be opened prior to the stated closing time and date. The bids should be opened by at least two people and a note shall be made of those attending the bid opening. The bids are then forwarded to the members of the evaluation committee.
1. Evaluate the Bids – Committee members should read all bids before meeting as a group. The committee shall schedule a meeting to evaluate the bids. The first item of business is to determine if each bid is responsive. Responsive bids are those that conform to the essential elements of the solicitation. Non-responsive bids may be omitted from further analysis. A written report deeming each bidder either responsive or non-responsive must be prepared with adequate documentation of the reasoning for any bid deemed non-responsive.
 - a. Second, the responsive proposals should be analyzed in accordance with the evaluation criteria.
 - b. Third, the committee must make the contract award(s) decision based upon their evaluation. The committee will either make the award, if empowered to do so, or make a recommendation to the appropriate authority for award. The committee may also recommend that no award be made, if there are reasons why the award is not in the best interest of the program.
 - c. Fourth, the committee shall prepare a formal report on the award, recommendation for aware of lack thereof.
 - d. Competitive-Formal Advertised Competitive Bid Process does not have a minimum number of proposals required; however, should only one be received or deemed responsive, it is imperative that reasonableness of cost and price analysis is completed.

1. Debarred and Suspended Parties – No agency or its sub-recipients shall make any sub-grants or permit any contract or sub-contract at any tier to any party that is debarred or suspended or is otherwise excluded from or ineligible for participation in Federal assistance programs.

1. Award – Either the committee or the appropriate authority shall issue an award notice to the successful bidder. The appropriate authority may take the committee recommendation; reevaluate the bids based on all applicable requirements included in the procurement system guidelines or throw out all the bids. If the committee recommendation is not taken, the appropriate authority shall prepare a formal report on the award of lack thereof.

1. Three Bids Unavailable Waiver – The three bid requirement of above may be waived when the service region has determined that there is only a single feasible source for the supplies and/or services. A single feasible source exists when:
 - a. Supplies are proprietary and only available from the manufacturer or a single distributor;
 - b. Based on past procurement experience, it is determined that only one distributor services the region in which the supplies are needed; or
 - c. Supplies are available at a discount from a single distributor for a limited period of time.

CPR

Data Entry for the month of

April 2016

Central

Funding: WIOA Adult Funding

Grant:

Project:

CFDA: 17.258

DWD Contract: 10-09-09-17

Formula Funds

PY16

Start Date: 7/1/2016

End Date: 6/30/2018

PY16	FY17		
Adult - PY16/FY17		Total Budget:	\$ 173,243.00
Admin			
		Admin Salary/Fringe	\$ 10,500.00
		Admin Other	\$ 6,824.00
		Subtotal:	\$17,324.00
Program			
		Program Sal/Frng	\$ 50,500.00
		Program Other Staffing Costs	\$ 23,300.00
		Individual Training Account	\$ 67,119.00
		On the Job Training	\$ 5,000.00
		Pre-Apprenticeship	\$ 1,000.00
		Registered Apprenticeship	\$ 2,500.00
		Transitional Jobs	\$ 1,000.00
		Incumbent Worker Training	\$ 500.00
		Work Experience or Internship	\$ 2,500.00
		Supportive Services	\$ 2,500.00
		Subtotal:	\$155,919.00
		Transitional Jobs: 0.64%	
		Incumbent Worker Training: 0.32%	
		Total:	\$173,243.00

CPR

Data Entry for the month of

April 2016

Central

Funding: WIOA Adult Funding

Grant:

Project:

CFDA: 17.258

DWD Contract: 10-09-09-17

Formula Funds

FY17

Start Date: 10/1/2016

End Date: 6/30/2018

PY16	FY17		
		Adult - PY16/FY17	Total Budget: \$ 1,187,253.00
		Admin	
		Admin Salary/Fringe	\$ 89,000.00
		Admin Other	\$ 29,725.00
		Subtotal:	\$118,725.00
		Program	
		Program Sal/Frng	\$ 450,000.00
		Program Other Staffing Costs	\$ 125,000.00
		Individual Training Account	\$ 400,000.00
		On the Job Training	\$ 35,000.00
		Pre-Apprenticeship	\$ 5,000.00
		Registered Apprenticeship	\$ 7,500.00
		Transitional Jobs	\$ 5,000.00
		Incumbent Worker Training	\$ 5,000.00
		Work Experience or Internship	\$ 7,528.00
		Supportive Services	\$ 28,500.00
		Subtotal:	\$1,068,528.00
		Transitional Jobs: 0.47%	
		Incumbent Worker Training: 0.47%	
		Total:	\$1,187,253.00

CPR

Data Entry for the month of

April 2016

Central

Funding: WIOA Dislocated Worker

Grant:

Project:

CFDA: 17.278

Formula Funds

DWD Contract: 10-09-09-17

PY16

Start Date: 7/1/2016

End Date: 6/30/2018

PY16	FY17		
Dislocated Worker - PY16/FY17		Total Budget:	\$ 156,801.00
Admin			
		Admin Salary/Fringe	\$ 9,408.00
		Admin Other	\$ 6,272.00
		Subtotal:	\$15,680.00
Program			
		Program Sal/Frng	\$ 49,000.00
		Program Other Staffing Costs	\$ 21,000.00
		Individual Training Account	\$ 56,121.00
		On the Job Training	\$ 5,000.00
		Pre-Apprenticeship	\$ 1,000.00
		Registered Apprenticeship	\$ 2,500.00
		Transitional Jobs	\$ 1,000.00
		Incumbent Worker Training	\$ 500.00
		Work Experience or Internship	\$ 2,500.00
		Supportive Services	\$ 2,500.00
		Subtotal:	\$141,121.00
		Transitional Jobs: 0.71%	
		Incumbent Worker Training: 0.35%	
		Total:	\$156,801.00

CPR

Data Entry for the month of

April 2016

Central

Funding: WIOA Dislocated Worker

Grant:

Project:

CFDA: 17.278

Formula Funds

DWD Contract: 10-09-09-17

FY17

Start Date: 10/1/2016

End Date: 6/30/2018

PY16	FY17		
Dislocated Worker - PY16/FY17		Total Budget:	\$ 835,469.00
Admin			
	Admin Salary/Fringe	\$	62,660.00
	Admin Other	\$	20,886.00
	Subtotal:		\$83,546.00
Program			
	Program Sal/Frng	\$	300,000.00
	Program Other Staffing Costs	\$	75,000.00
	Individual Training Account	\$	275,000.00
	On the Job Training	\$	35,000.00
	Pre-Apprenticeship	\$	5,000.00
	Registered Apprenticeship	\$	7,500.00
	Transitional Jobs	\$	5,000.00
	Incumbent Worker Training	\$	5,000.00
	Work Experience or Internship	\$	19,423.00
	Supportive Services	\$	25,000.00
	Subtotal:		\$751,923.00
	Transitional Jobs: 0.66%		
	Incumbent Worker Training: 0.66%		
	Total:		\$835,469.00

CPR

Data Entry for the month of

April 2016

Central

Funding: WIOA Youth

Grant:

Project:

CFDA: 17.259

Formula Funds

DWD Contract: 10-09-09-17

PY16

Start Date: 4/1/2016

End Date: 6/30/2018

PY16

Youth - PY16

Total Budget: \$ 1,658,674.00

Admin

Admin Salary/Fringe \$ 107,815.00

Admin Other \$ 58,052.00

Subtotal: \$165,867.00

In-School

IS Salary/Fringe \$ 75,000.00

IS Other Staffing/Oper Costs \$ 20,000.00

IS Occup Skills Trng \$ 15,000.00

IS Work Experience \$ 25,000.00

IS Work Experience Staffing \$ 15,000.00

IS On the Job Training \$ 5,000.00

IS Supportive Services \$ 10,000.00

IS Pre-Apprenticeship Programs \$ 10,000.00

IS Internships \$ 15,000.00

IS Financial Literacy Education \$ 2,500.00

IS Dropout Prevention and Recovery \$ 2,500.00

IS Alternative Secondary School Services \$ 2,500.00

IS Other Direct Part Cost \$ 2,500.00

Subtotal: \$200,000.00

In-School Summer

ISS Salary/Fringe \$ 30,000.00

ISS Other Staffing/Oper	\$ 15,000.00
ISS Work Experience	\$ 31,907.00
ISS Supportive Services	\$ 5,000.00
Subtotal:	\$81,907.00

Out-School

OS Salary/Fringe	\$ 400,000.00
OS Other Staffing/Oper	\$ 95,000.00
OS Occup Skills Trng	\$ 100,000.00
OS Older Youth Individual Training Account	\$ 125,000.00
OS Work Experience	\$ 95,000.00
OS Work Experience Staffing	\$ 130,000.00
OS On the Job Training	\$ 50,000.00
OS Supportive Services	\$ 10,000.00
OS Pre-Apprenticeship Programs	\$ 10,000.00
OS Internships	\$ 10,000.00
OS-Financial Literacy Education	\$ 5,000.00
OS Dropout Prevention and Recovery	\$ 5,000.00
OS Adult Education and Literacy Activities	\$ 5,000.00
OS Other Direct Part Cost	\$ 5,000.00
Subtotal:	\$1,045,000.00

Out-School Summer

OSS Salary/Fringe	\$ 65,000.00
OSS Other Staffing/Oper	\$ 25,000.00
OSS Work Experience	\$ 65,900.00
OSS Supportive Services	\$ 10,000.00
Subtotal:	\$165,900.00

OS Budget: 81.12%

Work Experience Budget: 0%

Total: \$1,658,674.00

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Issued: January 3, 2013

Revised: July 1, 2016

Effective: Immediately

**Reference: MO Div. of Workforce Development -
DWD Issuance 09-2012**

**Subject: Workforce Innovation and Opportunity Act Complaint
Resolution Policies**

1. Purpose: This Issuance is written to define the procedures that Central Region Workforce Investment Board (CWIB) will use when individuals file complaints or grievances. CWIB follows the same procedures as noted in the DWD Issuance 09-2012. This Issuance includes separate policies for general grievances and discrimination complaints.

2. Background:

Section 188 of the Workforce Innovation and Opportunity Act (WIOA) provides that no individual will be excluded from participation in, denied the benefits of, subjected to discrimination under, or denied employment in the administration of or in connection with, any WIOA-funded program or activity because of race, color, religion, sex, national origin, age, disability, or political affiliation or belief or, for any beneficiary, because of the beneficiary's citizenship status as a lawfully admitted immigrant authorized to work in the United States or for participation in any WIOA Title I financially assisted program or activity. Federal implementing regulations that codify WIOA's nondiscrimination and equal opportunity (EO) provisions provide that each WIOA recipient must establish a discrimination complaint process that meets certain requirements. *See* 29 C.F.R. Part 38.

Additionally, every recipient of funds under Title I of WIOA must maintain a procedure for general grievances and complaints that do not allege violations of WIOA's nondiscrimination and EO provisions, in accordance with 20 CFR 667.600, *et seq.*

Finally, 20 CFR 667.630 and TEGL 2-12 set forth procedures for notifying the appropriate administrators of known or suspected cases of criminal and other illegal or improper activities involving grantees and other recipients or sub-recipients of federal funds from the United States Department of Labor's Employment and Training Administration.

3. Substance: To establish the procedures that CWIB will use to process complaints and grievances, as mandated by the WIOA and its implementing regulations. These procedures apply to all levels of DWD, CWIB and their One-Stop partners. The policies implemented by this Issuance cover:
 - 1) WIOA EO complaints
 - 2) WIOA general complaints and grievances; and
 - 3) WIOA complaints of criminal, illegal, or improper activities.

4. Action: This Policy is effective immediately. Please distribute this Policy to all appropriate individuals.
5. Contact: Direct questions or comments regarding this local policy to Paul DiBello, local EO Officer, 573-426-6030, or paul.dibello@cwib.us. For questions regarding DWD Issuance 09-2012, contact Danielle Smith, State WIOA EO Officer, at 573.751.2428, or danielle.smith@ded.mo.gov.
6. Reference: 29 C.F.R. Section 38.4 contains the definitions of the terms used in the implementation of nondiscrimination and EO requirements of the WIOA. For convenience, some of the definitions found in that section are listed below. If a conflict exists between terminology, as defined in this policy and 29 C.F.R. Section 38.4, the definition in 29 C.F.R. Part 38.4 is controlling.
7. Rescissions: This Issuance rescinds DWD Issuance 16-99, Change 4 dated September 4, 2008; and this Issuance makes the information contained in DWD--100 (8-07), WIA Complaint and Grievance Guide for the Missouri One-Stop System brochure, outdated and no longer applicable.
8. Attachments:
- Attachment 1- DWD Equal Opportunity Complaint Policy
- 1A. Discrimination Complaint Form, English (Link)
 - 1B. Discrimination Complaint Form, Spanish (Link)
 - 1C. Discrimination Complaint Log, Local Level
- Attachment 2 - DWD WIOA Complaint and Grievance Policy
- 2A. WIA General Complaint Form, English
 - 2B. WIA General Complaint Form, Spanish
 - 2C. WIA General Complaint Log, Local Level
- Attachment 3 – WIA EO is the Law Poster English (Link)
- 3A. WIA EO is the Law Poster Spanish
- Attachment 4 – WIOA EO is the Law Poster

Alex Blackwell, Executive Director
Central Region Workforce Investment Board

Central Region Workforce Investment Board, Inc. is an **equal opportunity** employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. Missouri Relay Services at 711.

This workforce product was funded by a grant awarded by the U.S. Department of Labor's Employment and Training Administration. The product was created by the contracting agency and does not necessarily reflect the official position of the U.S. Department of Labor. The Department of Labor makes no guarantees, warranties, or assurances of any kind, express or implied, with respect to such information, including any information on linked sites and including, but not limited to, accuracy of the information or its completeness, timeliness, usefulness, adequacy, continued availability, or ownership. This product is copyrighted by the institution that created it. Internal use by an organization and/or personal use by an individual for non-commercial purposes is permissible. All other uses require the prior authorization of the copyright owner.



**Central Region Workforce Investment Board
EQUAL OPPORTUNITY POLICY
Complaint & Grievance
July 1, 2016**

References include the following: Division of Workforce Development DWD Issuance 09-2012, Public Law 105-220, Workforce Innovation and Opportunity Act (WIOA) Section 188, and 29 C.F.R. Part 38.

Who May File

(1) Any person who believes that either he or she, or any specific class of individuals, has been or is being subjected to discrimination prohibited by WIOA or its implementing regulations may file a written complaint, either by him/herself or through an authorized representative.

(2) WIOA prohibits discrimination on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and for beneficiaries only, discrimination on the basis of either citizenship or status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIOA title I financially assisted program or activity; Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the basis of race, color and national origin; section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990, as amended, which prohibit discrimination against qualified individuals with disabilities; The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age; and Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs.

Time and Place for Filing

- (1) Complainants may file within one hundred and eighty (180) days of the alleged discrimination.
- (2) Discrimination complaints may be filed with a state (DWD) or local (CWIB) administrative entity, service provider, One-Stop operator or with the Director of the Civil Rights Center (CRC), U.S. department of labor, 200 Constitution Ave. NW, room N-4123, Washington D.C. 20210.

Time Limits

The Division of Workforce Development (DWD) must complete its discrimination complaint processing procedures and issue a written notice of final action within ninety (90) calendar days from the date the complaint was filed.

Initial Review of Written Complaints

Any DWD or partner employee may take a written discrimination complaint from a complainant or a complainant's designated representative. A written complaint must include: the complainant's name and address; the identity of the individual or entity that the complainant alleges is responsible for the discrimination; a description of the complainant's allegations in enough detail to allow an initial determination of jurisdiction, timeliness, and the apparent merit of the complaint; and the complainant's signature or the signature of the complainant's authorized representative. Complaints may be made on the Discrimination Complaint Forms attached hereto as **Attachment 1-A and 1-B**.

Complaint Routing and Record Keeping

A DWD or local program operator employee who takes a discrimination complaint must immediately route the complaint to the State Equal Opportunity (EO) Officer or the local EO Officer for the region in which the subject matter of the complaint occurred. State and local EO Officers will log all complaints on the form attached to this policy (**Attachment 1-C** DWD-PO-524 EO Local WIOA Discrimination Complaint Log (2012-05)). The log will include: the name and address of the complainant; the basis for the complaint; a description of the complaint; the disposition and date of disposition of the complaint; and any other pertinent information. State and local EO Officers are responsible for keeping any information that could lead to the identification of the person filing the complaint confidential.

Immediately upon receiving and logging a discrimination complaint, a local EO Officer will forward the complaint to the State EO Officer for determination of jurisdiction and further processing.

Jurisdiction of the Discrimination Complaint

DWD's State WIOA EO Office has jurisdiction over complaints

- Are filed against a WIOA recipient;
- Allege a basis for discrimination that is prohibited by WIOA; and
- Are filed within one hundred and eighty (180) calendar days of the alleged discrimination.

Notice of Lack of Jurisdiction

If the State EO Officer determines that the DWD EO Office does not have jurisdiction to process a complaint under this policy, she will send a notice of lack of jurisdiction to the complainant within ten (10) days of receipt. Such notice will include the reason for the determination, and notice that the complainant has the right to file a complaint directly with CRC within thirty (30) calendar days from receipt of the notice of lack of jurisdiction.

If the State EO Officer determines that the EO Office does have jurisdiction to process the complaint, the EO Officer will send written notice to the complainant stating that the complaint has been accepted, also within ten (10) days of receipt. The notice will list the issues raised in the complaint, and state for each issue whether it has been accepted for investigation or rejected and the reason for its rejection. The notice will advise that the complainant has the right to be represented by an attorney or another person of the complainant's choice. The notice will also give the complainant the right to choose between an Alternative Dispute Resolution (ADR) process or investigation.

ADR Process

If the party filing the complaint requests to use an ADR process to resolve the complaint, the State EO officer will conduct mediation to attempt to resolve the complaint. The EO Officer will schedule mediation by written notice, mailed to all interested parties at least seven (7) calendar days prior to the first mediation session. The notice will include the date, time, and place of the mediation. The mediation process must be concluded within thirty (30) calendar days from the date the complaint was filed. The complaint is considered resolved when all parties to the complaint enter into a written agreement resolving the issues raised in the complaint. The written agreement will give notice that if the terms of the agreement are breached, the non-breaching party may file a complaint with CRC within thirty (30) calendar days of the date the non-breaching party learns of the breach. If the parties do not reach an agreement, the State EO officer will conduct an investigation, as described herein.

Investigation Process

If ADR does not resolve the discrimination complaint, or if the complainant elects to forego mediation, the State EO Officer will conduct a fact-finding investigation of the allegations contained in the complaint. The investigation may include interviews with the complainant, respondent and any witnesses; requests for pertinent documents; on-site inspection; and research of applicable policies and procedures. Throughout the investigation process, the EO Officer will keep the identity of any individual who furnishes information relating to, or assisting in, the investigation, including the identity of the individual who filed the complaint, confidential to the extent possible, consistent with a fair determination of the issues.

Notice of Final Action

Within ninety (90) days of receipt of the complaint, the State EO Officer will issue to the complainant a notice of final action. The notice of final action will contain: the EO Office's decision on each issue and the reasons for the decision; a description of the way the parties resolved the issue; and notice that the complainant has the right to file an appeal with CRC within thirty (30) calendar days from the date the notice of final action is issued if dissatisfied with the WIOA recipient's final action on the complaint.

Retaliation

No DWD or WIB employee, or partner staff, may discharge, intimidate, retaliate, threaten, coerce, harass or discriminate against any individual because the individual has filed a discrimination complaint or otherwise participated in the investigation of a discrimination complaint.

There are three essential elements of a retaliation claim:

1. **Protected Activity:** participation in the statutory complaint process or opposition to discrimination. Examples of protected activity include, but are not limited to:
 - Complaining to anyone about alleged discrimination against oneself or others
 - Threatening to file a charge of discrimination and/or filing a charge of discrimination
 - Cooperating with an internal investigation of alleged discriminatory practices
 - Serving as a witness in an EEO investigation
 - Picketing in opposition to discrimination
 - Refusing to obey an order reasonably believed to be discriminatory
2. **Adverse Employment Action:** an adverse action is an action taken to try to keep someone from opposing a discriminatory practice or from participating in an employment discrimination proceeding. Examples of adverse employment action include, but are not limited to:
 - Termination or constructive discharge
 - Refusal to hire/promote
 - Demotion
 - Negative evaluation
 - Discipline, such as write-ups, suspensions, and/or letters of reprimand
 - Change in job responsibilities/title, i.e., moving an employee from a supervisory position to a non-supervisory position, or excluding an employee from meetings
 - Negative reference
 - Any action that might dissuade a reasonable worker from making or supporting a charge of discrimination
3. **A Causal Connection** between the protected activity and the adverse employment action: Typically, the link between a protected activity and a challenged adverse action is established if the action follows shortly after the protected activity, and if the individual that undertook the challenged action had prior knowledge of the protected activity.

Note: A summary of the complaint resolution process is available for Central Region One-Stop Center staff in the Central Region Equal Opportunity Compliance Desk Aid, located at the following link:
<http://cwib.us/wp-content/uploads/2012/07/EO-Desk-Aid-Central-Region-PDF.pdf>



Central Region Workforce Investment Board
WORKFORCE INNOVATION AND OPPORTUNITY ACT
PROGRAM, AGREEMENTS, POLICIES AND ACTIVITIES
COMPLAINT AND GRIEVANCE POLICY

Every recipient of funds under Title I of The Workforce Innovation and Opportunity Act (WIOA) must maintain a written procedure for grievances and complaints in accordance with 20 CFR 667.600, *et seq.* As such, this policy will govern Central Region Workforce Investment Board's (CWIB) processing of WIOA complaints and grievances.

General WIOA complaints may be made up to one (1) year from the date of the event or condition alleged to be a violation of WIOA. The appropriate resolution process to be followed depends on the nature of the complaint. General WIOA complaints fall into the following two categories:

1. Complaints involving local WIOA programs, agreements, or local Workforce Development Board (LWDB) policies and activities; or
2. Complaints involving State WIOA policies, programs, activities, or agreements.

A complaint may be amended or withdrawn at any time prior to a scheduled hearing.

Any DWD, CWIB employee or partner staff member who processes a WIOA complaint will keep information that could lead to the identification of the person filing the complaint confidential, to the extent practical. The identity of any person who furnishes information related to, or assisting in, an investigation will also be kept confidential to the extent possible.

DWD, CWIB and its One-Stop partners will not discharge, intimidate, retaliate, threaten, coerce, or discriminate against any person because such person files a complaint, opposes a prohibited practice, furnishes information, assists, or participates in any manner in an investigation or hearing.

General WIOA

Attached to this policy is the DWD General WIA Complaint Form (**Attachment 2-A**) that the DWD and CWIB both use as a complaint intake tool. Local offices may duplicate this form for the purpose of receiving general WIOA complaints. Any alternate form must include all information required on the General WIOA Complaint Form. Any complaint received in writing will be accepted and handled in the same manner as if it were made on the General WIOA Complaint Form. State and local Equal Opportunity (EO) Officers will log all WIOA formal complaints on the form attached to this policy (**Attachment 2-B** DWD-PO-526 EO Local WIA Complaint Log (2012-05)). The log shall include: the name and address of the complainant; the basis for the complaint; a description of the complaint; the disposition and date of disposition of the complaint; and any other pertinent information.

DWD and CWIB encourage informal resolution prior to the filing of a written complaint. If the complainant is not satisfied with the attempt at informal resolution, he or she should be encouraged to complete a General WIOA Complaint Form.

The complainant should be allowed sufficient time and technical assistance to provide a complete and clearly written explanation on his or her complaint form. If the complainant is unable to write, staff may transcribe his or her words onto the form; staff must take care not to alter the language of the complainant. When a written complaint is received, the employee taking the complaint should review it immediately to insure completeness. Care should be taken to assure the following information has been provided, especially if the complaint is not received on the General WIOA Complaint Form:

1. Full name, telephone number, and address of the person making the complaint;
2. Full name and address of the respondent; and
3. Statement of the facts (including dates) that constitutes the alleged violation(s).

Complaints Involving LOCAL Programs and Policies

Who May File

Any applicant, employee, participant, service provider, program recipient, or other interested party may file a complaint alleging a violation of local WIOA programs, agreements or LWDB policies and activities.

Complainants with Disabilities

CWIB will accommodate complainants with disabilities so that they may file complaints. Alternate formats will be used on request to notify the complainant of hearings, results, and any other written communication. CWIB will provide auxiliary aides and services, such as deaf interpreters or assistive listening devices, on request for negotiations, hearings and any other meetings where aural communication occurs. An accessible location will be used for hearings and other meetings on request.

Time and Place for Filing

Complaints may be filed with the local administrative entity or the service provider within one (1) year from the date of the event or condition alleged to be a violation of WIOA. For purposes of handling complaints, the local administrative entity is Central Region Workforce Investment Board.

Resolution Process

Initial Review- Step One

If the complaint alleges a violation of any statute, regulation, policy, or program that is not governed by WIOA, the local administrative entity or service provide may refer the complaint to the appropriate organization for resolution. In such cases, the local administrative entity or service provider will notify the complainant of the referral.

Once the local administrative entity or the service provider receives the complaint from the complainant or the complainant's designated representative, the receiving employee will log the complaint. The local administrative entity or service provider will then establish a complaint file containing the following:

1. Application and enrollment forms;
2. Completed General WIA Complaint Form (or complainant's written statement);
3. Chronological log of events or conditions alleged to be a violation of WIOA;
4. Any relevant correspondence; and
5. Record of the attempted informal resolution.

Informal Resolution- Step Two

The local administrative entity or service provider will attempt to informally resolve the complaint to the satisfaction of all parties. This informal resolution process must be completed within ten (10) business days from the date the complaint is filed. If all parties are satisfied, the complaint is considered resolved, and the terms and conditions of the resolution must be documented in the complainant's file. When a service provider attempts the informal resolution, the service provider will forward the complaint file to the local administrative entity. The local administrative entity will review the complaint file and investigate it further if necessary.

Formal Resolution-Step Three

When an informal resolution is not possible, the local administrative entity will issue a determination within twenty (20) calendar days from the date the complaint was filed. If the complainant does not request an appeal of the determination, the complaint is considered resolved, and the local administrative entity or service provider will document this in the complaint file. Any party dissatisfied with the determination may request a hearing within seven (7) calendar days of the date of the determination.

Hearing-Step Four

A complainant may amend or withdraw his or her complaint at any time prior to a scheduled hearing.

If the complaint is not withdrawn, the local administrative entity will designate a hearing officer to ensure the complaint receives fair and impartial treatment. The hearing must be conducted within forty-five (45) calendar days from the date the complaint was filed. The hearing officer will schedule a formal hearing and mail a written notice to the complainant, the respondent, and any other interested party at least seven (7) business days prior to the hearing.

The notice will include the date, time, and place of the hearing. Parties may present witnesses and documentary evidence, and question others who present evidence and witnesses. The complainant may request that records and documents be produced. Attorneys or another designated representative (s) may represent each party. All testimony will be taken under oath or affirmation. The hearing will be recorded either in writing or by audiotape.

The hearing officer's recommended resolution will include a summary of factual evidence presented during the hearing and the conclusions upon which the recommendation is based. The hearing officer will also concur with the chief local elected official (CLEO) toward reaching consensus on the recommended resolution to the complaint. If consensus cannot be reached, the hearing office will initiate a request to the state for resolution.

Final Decision -Step Five

The local administrative entity will review the recommendation of the hearing officer and issue a final decision within sixty (60) calendar days from the date the complaint was filed.

Appeal – Step Six

Any party dissatisfied with the local administrative entity's final decision, or any party who has not received either a final decision or a resolution within sixty (60) calendar days from the date the complaint was filed, may request an appeal. The appeal must be received by the DWD within ninety (90) calendar days from the date the complaint was filed at the following address:

Missouri Division of Workforce Development
State WIOA Complaint and Grievance Office
Danielle Smith, State WIOA Complaint and Grievance
Officer 421 E. Dunklin Street
Jefferson City, MO 65101-1087

DWD will review the complaint file, the hearing record, and all applicable documents and issue a final decision on the appeal within thirty (30) calendar days from the date the appeal was received.

Complaints Involving STATE WIOA Policies, Programs, Activities or

Who May File

Applicants, employees, participants, service providers, recipients and other interested parties may file a complaint alleging a violation of State WIOA policies, programs, activities or agreements.

Complainants with Disabilities

DWD and partner staff will accommodate complainants with disabilities, so that they may file complaints. Alternate formats will be used on request to notify the complainant of hearings, results, and any other written communication. DWD will provide auxiliary aides and services, such as deaf interpreters or assistive listening devices, upon request for negotiations, hearings, and any other meetings where aural communication occurs. An accessible location will be used for hearings and other meetings on request.

Time and Place for Filing

Complaints may be filed with the service provider or with DWD within one (1) year from the date of the event or condition alleged to be a violation of WIOA.

Resolution Process

Initial Review- Step One

DWD will receive the complaint from the complainant, or the complainant's designated representative. If the complaint alleges a violation of any statute, regulation, policy, or program that is not governed by WIOA, DWD will refer the complaint to the appropriate organization for resolution and notify the complainant of the referral.

DWD will log all complaints received. The service provider or DWD will then establish a complaint file containing the following:

1. Application and enrollment forms;
2. Completed General WIA Complaint Form (or complainant's written statement);
3. Chronological log of events or conditions alleged to be a violation of WIOA;
4. Any relevant correspondence; and
5. Record of the attempted informal resolution.

Informal Resolution- Step Two

DWD will attempt to informally resolve the complaint to the satisfaction of all parties. This informal resolution process must be completed within ten (10) business days from the date the complaint is filed. If all parties are satisfied by this informal process, the complaint is considered resolved and the terms and conditions of the resolution will be documented in the complaint's file.

Formal Resolution- Step Three

When an informal resolution is not possible, DWD will forward the complaint file to the address below:

Missouri Division of Workforce Development
State WIOA Compliant and Grievance Office
Danielle Smith, State WIA Complaint and Grievance Officer
421 E. Dunklin
Jefferson City, MO 65101-1087

The State WIOA Complaint and Grievance Officer will review the complaint file, conduct further investigation, if necessary, and issue a determination within twenty (20) calendar days from the date the complaint was filed. If the complainant does not request an appeal of the determination, the complaint is considered resolved and the complaint file will be documented accordingly. Any party dissatisfied with the determination may request a hearing within fourteen (14) calendar days of the date of the determination.

Hearing-Step Four

A complainant may amend or withdraw his or her complaint at any time prior to a scheduled hearing. If the complaint is not withdrawn, the DWD will designate a hearing officer to ensure the complaint receives fair and impartial treatment. The hearing must be conducted within forty-five (45) calendar days from the date the complaint was filed. The hearing officer will schedule a formal hearing and mail a written notice to the complainant, the respondent, and any other interested party at least seven (7) business days prior to the hearing. The notice will include the date, time, and place of the hearing.

Parties may present witnesses and documentary evidence, and question others who present evidence and witnesses. The complainant may request that records and documents be produced. Attorneys or another designated representative(s) may represent each party. All testimony will be taken under oath or affirmation. The hearing will be recorded either in writing or by audiotape. The hearing officer's recommended resolution will include a summary of factual evidence presented during the hearing and the conclusions upon which the recommendation is based.

Final Decision- Step Five

DWD will review the recommendation of the hearing officer and issue a decision within sixty (60) calendar days from the date the complaint was filed. The decision of DWD is considered final.

Appeals to the U.D. Department of Labor (USDOL)

A complainant who receives an adverse final or appeal decision from the State may appeal that decision to USDOL within sixty (60) days of the receipt of the decision being appealed. Appeals must be filed within one hundred and twenty (120) days of the complainant's filing of the grievance with the State, or filing of the appeal of a local grievance with the State. All appeals must be submitted by certified mail, return receipt requested, to the Secretary, U.S. Department of Labor, Washington, DC 20210, Attention: ASET. A copy of the appeal must be simultaneously provided to the appropriate Employment and Training Administration (ETA) Regional Administrator and the opposing party.

Criminal Fraud, Waste and Abuse

Information and complaints involving criminal fraud, waste, abuse, or other criminal activity must be reported immediately through the DWD's Incident Reporting System to the USDOL Office of Inspector General, Office of Investigations, Room S5514, 200 Constitution Avenue NW, Washington, D.C. 20210, or to the corresponding Regional Inspector General for Investigations, with a copy simultaneously provided to the ETA. The Hotline number is 1-800-347-3756. Complaints of a non-criminal nature are handled under the procedures set forth in 20 C.F.R. [§ 667.505](#) or through the DWD's Incident Reporting System.



Attachment 2A

Missouri Division of Workforce Development is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. Missouri TTY Users can call (800) 735-2966 or dial 7-1-1.

Missouri Department of Economic Development
Missouri Division of Workforce Development

WIA (WORKFORCE INVESTMENT ACT) GENERAL COMPLAINT

Complainant Information (please print or type)

Form with fields for FIRST NAME, LAST NAME, HOME STREET ADDRESS, TELEPHONE NUMBER, CITY, STATE (MO), ZIP CODE, and EMAIL ADDRESS.

Complainants with disabilities will be accommodated during the complaint process. If an accommodation is required regarding communication or accessibility of location, please indicate in the space below the kind of accommodation required, e.g. accessible location, deaf interpreter (please indicate type of sign language), notification of results and/or hearing dates in alternative format such as Braille, large print, or audio format.

Respondent Information (the person or entity that the complaint is being filed against) (please print or type)

Form with fields for NAME of PERSON OR AGENCY, TELEPHONE NUMBER, STREET ADDRESS OF AGENCY, CITY, STATE (MO), ZIP CODE, and EMAIL ADDRESS.

Nature of Complaint (please print or type)

Provide a clear and brief statement of the facts in the space below. Include relevant dates that will assist in the investigation and resolution of the complaint. If additional space is needed, use the reverse side of this form or attach additional sheets.

Attest: "The above information is true and correct to the best of my knowledge."

Signature of Complainant

Date

FOR OFFICIAL USE ONLY

Form for official use only with fields for PERSON RECEIVING COMPLAINT, JOB TITLE/AGENCY, STREET ADDRESS OF AGENCY, CITY, STATE (MO), ZIP CODE, TELEPHONE NUMBER, and EMAIL ADDRESS.



Departamento de Desarrollo Económico de Missouri
División de Desarrollo de la Fuerza Laboral de Missouri

QUEJA GENERAL (LEY DE INVERSIÓN DE LA FUERZA LABORAL) WIA

Información del quejoso (por favor escriba con letra clara o a máquina)

Nombre		Apellido	
Domicilio particular			Número telefónico (incluir código de área)
Ciudad	Estado MO	Código postal	Dirección de correo electrónico (de ser disponible)

Durante el proceso de queja se realizarán los acomodos necesarios para quejosos con discapacidades. En caso de requerir algún acomodo especial con relación a la comunicación o accesibilidad del lugar, por favor indique en el espacio de abajo que tipo de acomodo necesita, por ejemplo, un lugar fácilmente accesible, un intérprete para personas sordas (por favor indique el tipo de lenguaje de señas), que se le notifiquen resultados y/o fechas de audiencias en un formato alternativo tal y como el Braille, en letra grande o en formato de audio.

Información del presunto responsable (es la persona o entidad contra quien se presenta la queja) (por favor escriba con letra clara o a máquina)

Nombre de la persona o agencia			Número telefónico (incluir código de área)
Domicilio de la agencia			
Ciudad	Estado MO	Código postal	Dirección de correo electrónico (de ser disponible)

Naturaleza de la queja (por favor escriba con letra clara o a máquina)

En el espacio de abajo escriba una declaración clara y breve de los hechos ocurridos. Incluya fechas relevantes que ayuden con la investigación y resolución de la queja. Si necesita espacio adicional utilice el reverso de esta forma o adjunte hojas adicionales.

Doy fe: "La información antes mencionada es verdadera y correcta según mi leal saber y entender"

Firma del quejoso

Fecha

PARA USO OFICIAL EXCLUSIVAMENTE

PERSON RECEIVING COMPLAINT		JOB TITLE/AGENCY	
STREET ADDRESS OF AGENCY		CITY	STATE MO
TELEPHONE NUMBER (include Area Code)		EMAIL ADDRESS	
		238	



MISSOURI DEPARTMENT OF ECONOMIC DEVELOPMENT
MISSOURI DIVISION OF WORKFORCE DEVELOPMENT

**Workforce Investment Act (WIA)
Complaint and Grievance Log—Local Level**

Quarterly Report

- 1st Quarter: July–Sept
- 2nd Quarter: Oct–Dec
- 3rd Quarter: Jan–Mar
- 4th Quarter: Apr–June

Agency _____

Program Year _____

LWIA Region _____

EO Officer/Representative _____

Complaint File No.	Date Complaint Was Received (mm/dd/yyyy)	Name and Address of Complainant & Status	DOL-Funded Program (Y/N)	Grounds (Bases) of Complaint	Description/Issue/Date of Complaint	ADR (Y/N)	Final Disposition Date & Results

Report Submitted By: _____

Date Submitted: _____

EQUAL OPPORTUNITY IS THE LAW

It is against the law for this recipient of Federal financial assistance to discriminate on the following bases: against any individual in the United States, on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief; and against any beneficiary of programs financially assisted under Title I of the Workforce Innovation and Opportunity Act (WIOA), on the basis of the beneficiary's citizenship/status as a lawfully admitted immigrant authorized to work in the United States, or his or her participation in any WIOA Title I-financially assisted program or activity.

The recipient must not discriminate in any of the following areas: deciding who will be admitted, or have access, to any WIOA Title I-financially assisted program or activity; providing opportunities in, or treating any person with regard to, such a program or activity; or making employment decisions in the administration of, or in connection with, such a program or activity.

WHAT TO DO IF YOU BELIEVE YOU HAVE EXPERIENCED DISCRIMINATION

If you think that you have been subjected to discrimination under a WIOA Title I-financially assisted program or activity, you may file a complaint within 180 days from the date of the alleged violation with either: the recipient's Equal Opportunity Officer (or the person whom the recipient has designated for this purpose);

Paul DiBello
EO Officer – Missouri Central Region Workforce Investment Board
604 Black Street
Rolla, MO 65401
573-346-1766 Ext 128

Or

Director, Civil Rights Center (CRC)
U.S. Department of Labor
200 Constitution Avenue NW, Room N-4123
Washington, DC 20210.

If you file your complaint with the recipient, you must wait either until the recipient issues a written Notice of Final Action, or until 90 days have passed (whichever is sooner), before filing with the Civil Rights Center (see address above). If the recipient does not give you a written Notice of Final Action within 90 days of the day on which you filed your complaint, you do not have to wait for the recipient to issue that Notice before filing a complaint with CRC. However, you must file your CRC complaint within 30 days of the 90-day deadline (in other words, within 120 days after the day on which you filed your complaint with the recipient). If the recipient does give you a written Notice of Final Action on your complaint, but you are dissatisfied with the decision or resolution, you may file a complaint with CRC. You must file your CRC complaint within 30 days of the date on which you received the Notice of Final Action.

Central Region Incumbent Worker Training Policy
For WIOA
(In compliance with DWD Issuance 25-2015)

The Central Region Workforce Development Board has not developed an Incumbent Worker Training Policy at this time; the region does intend on implementing Incumbent Worker Training and will develop a policy outlining the process.