

PY20-PY23



# Central Region Workforce Development Board Local Plan

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STRATEGIC PLAN

# STRATEGIC ELEMENTS

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## 1. LOCAL WORKFORCE DEVELOPMENT BOARD'S VISION

**State the Board's vision for the Local Workforce Development Area (LWDA) and how this vision meets, interprets, and furthers the Governor's vision in the PY20–PY24 WIOA Missouri Combined State Plan.**

The Central Workforce Development Board (CWDB) 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.

This supports the Governor's vision that "Missouri's WIOA partners will make economic self-sufficiency attainable for customers through high-quality services and a fully integrated workforce system" and defines the role of the board in this process.

## 2. 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.**

### **ONE - INCREASE EMPLOYER ENGAGEMENT IN THE AREAS OF PROGRAM DESIGN, PROGRAM DELIVERY, AND RECRUITMENT AND HIRING**

Meaningful employer engagement is critical to addressing the shortage of skilled workers.

Employers have the most accurate information on what the current state of their workforce is and what future demands are, including what skills are required. Employers across the region are having difficulty recruiting and maintaining a skilled workforce.

The region has had meetings with companies in the advanced manufacturing sector, distribution

operations, and related fields to discuss recruitment and training strategies. This collaboration will continue and take place within other in-demand sectors.

To meet the demand for skilled workers, the region will work with industry, education, and other partners to increase the number of individuals who have a marketable and industry-recognized credential or degree and the number of high school graduates and high school drop-outs who are prepared for postsecondary education, apprenticeship programs, and/or a career. Workforce partners will be engaged in the effort to reach out to employers.

Special emphasis will be on the unemployed, underemployed, low-skilled, low-income, veterans, disabled individuals, justice involved individuals and other at-risks populations.

**TWO - REDUCE BARRIERS TO EMPLOYMENT AND ASSIST JOB SEEKERS THROUGH TRAINING AND SKILL DEVELOPMENT, INDUSTRY AND OCCUPATIONAL KNOWLEDGE, AND DEVELOPMENT OF A CAREER PATH.**

There are employment barriers that affect many job seekers, making the attainment of gainful employment difficult. Individuals

with barriers to employment in the region include, but are not limited to, displaced homemakers, low-income individuals, individuals with disabilities, older individuals, justice-involved individuals, homeless individuals, veterans, English language learners, those dealing with substance abuse, and individuals with low levels of literacy. Lack of transportation is also a barrier to employment for many individuals.

The substance abuse problem is critical; some employers have stated that 70% of job applicants cannot pass a drug test. Many workers are employed at a wage that is not enough to support a family. Efforts will be made to engage this population and provide opportunities for skill development so they can advance and earn a wage that leads to self-sufficiency.

**THREE - IMPROVE THE COORDINATION BETWEEN CWDB AND WORKFORCE PARTNERS TO MEET THE NEEDS OF EMPLOYERS, WORKERS, AND JOB SEEKERS.**

The CWDB will improve on its role as a strategic leader and convener of local workforce development board partners by engaging employers, educators, and other partners in developing strategies to improve the regional workforce

development system, particularly in addressing the shortage of workers and the skills gap.

The region is working closer with workforce partners and will build upon this to increase the number of participants in short-term training, apprenticeships, and other work experience activities.

### **3. LOCAL WORKFORCE DEVELOPMENT BOARD'S PRIORITIES**

#### **Identify the workforce development needs of businesses, jobseekers, and workers in the LWDA, and how those needs are 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 Developers will make contact with local employers to survey business needs and for referral of job seekers to assist with recruitment.

**BUSINESS NEEDS ARE DETERMINED THROUGH:**

- Private sector board members – board meeting discussions
- Economic Development partners
- Business Team partners
- OWD Workforce Coordinator
- Missouri Information and Resource Center
- Statewide Business Services Survey Initiative results
- Nexus business partner meetings
- Business customer communication with job center staff
- Job Developer contacts with local employers to survey business needs and for referral of job seekers to assist with recruitment.

**•JOB SEEKER & WORKER NEEDS•**

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.

## **JOB SEEKER NEEDS ARE DETERMINED BY:**

- Seated Interviews or Virtual Interviews will be provided with each customer to identify occupational interests, barriers to employment and transferrable skills.
- Completion of Objective Assessment to evaluate employability, transferrable skills, Support Service needs, current skills and skills needed to secure long-term employment in sustainable occupation will be conducted, as well as a basic skills assessment to evaluate basic skills and competencies. Financial Needs Assessment (monthly) are also conducted to determine if Support Services are needed to ensure successful completion of training or job retention.
- Review of MO Scores to identify and select approved training providers to access needed training.
- Job Development with local businesses to identify business needs and match job seekers to employers offering training or training related employment.
- On going case management to support training and employment, including identification of non-WIOA resources to assist with Support Services when assessed to be necessary.
- Dual enrollment with other partner agencies to provide additional assistance beyond what WIOA can provide.
- Job Seeker Survey Initiative - Satisfaction Survey
- Referrals and communication from workforce partners

· STRENGTHENING THE  
WORKFORCE ·

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. Finding job applicants who can pass a drug test has become a challenge in many cases.

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. Justice involved individuals who are soon to be released are receiving training so they can be added to the workforce. Regional partners are committed to making resources and services more accessible for all customers.



## 4. LOCAL WORKFORCE DEVELOPMENT BOARD'S STRATEGIES

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Describe the Board's strategies and goals for operation, innovation and continual improvement based on meeting requirements for the needs of businesses, job seekers and workers. Required strategies are listed below. Please describe the strategies and objectives for:

### A. CAREER PATHWAYS

Career pathways are intended to encourage and expand the number of students, jobseekers, and workers who earn industry-recognized, postsecondary credentials that correspond to the skill needs of employers in high-demand industry sectors. The CWDB is in the process of engaging employers and other stakeholders in:

- Identifying the skills that are needed by high-demand employers
- Determining how to measure the skills of students in these areas
- Identifying the credentials that employers value in making hiring decisions
- Providing work-based learning opportunities for students

The Board is using On-the-Job training as one method of providing work based learning opportunities and is working to develop apprenticeship opportunities.



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## **B. EMPLOYER ENGAGEMENT**

Employer engagement is conducted through the coordinated efforts of the Business Services Team, Job Center staff, and the NEXUS group. The Employer Engagement/Sector Strategies committee is also a key part of directing efforts to engage employers. Board members representing advanced manufacturing, healthcare, and other high-growth sectors bring a wealth of knowledge concerning the needs of business. The Board recognizes the need to engage with employers and is discussing the most effective methods to facilitate communication and to determine their needs. Job Center staff are active in various Chambers of Commerce and regional planning organizations. Job fairs, work-site tours, and employer surveys are utilized to facilitate engagement with employers.

## **C. 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. Private sector board members provide valuable insight into the needs of businesses.

Job Center staff attend economic development meetings, chamber meetings, and conduct outreach to businesses, determining needs and promoting Job Center services.

## **D. ALIGNMENT & COORDINATION OF CORE PROGRAM SERVICES**

WIOA partners recognize the need to improve the alignment and coordination of core programs. Partners strive to eliminate the duplication of services and to reduce the number of doors participants must go through to obtain services. Efforts are made to communicate and align services, realizing that partner agencies are in many cases, working with the same customer. Better coordination will streamline the process for customers, eliminating multiple assessments, and allow for more efficient braiding of services. Partners have discussed the need for more effective partner meetings where information is shared.

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## **E. COORDINATION WITH ECONOMIC DEVELOPMENT**

The Board recognizes the need to strengthen the coordination with economic development and will be increasing engagement with the regional planning commissions in the year ahead. CWDB staff did participate in Comprehensive Economic Development Strategy (CEDS) planning with one of the planning commissions and the region's planning commissions will be included in the review of this local plan. Regional Planning Commission directors and directors of regional economic development agencies will be invited to board meetings moving forward.

## **F. OUTREACH TO JOBSEEKERS & BUSINESSES**

Outreach to businesses is conducted primarily through attendance at chamber meetings, economic development meetings, and direct contact by Job Center staff. The region's Nexus meetings are also very effective in engaging the business community. Placing job orders, conducting job fairs, and planning meetings with employers are other methods of connecting with the business community. Several job fairs were conducted in the past year, either at the employer site, a Job Center, or an off-site facility. As businesses continue to have difficulty finding workers, coordination with the CWDB and Job Center has increased. Reverse Job Fairs have been held for individuals with disabilities, and this concept will be utilized for other populations, such as veterans, spouses of veterans and displaced homemakers.

Traffic in the Job Centers has declined, so new methods of outreach to job seekers is always being explored. Job Center staff are mobile and will meet customers at convenient locations, as well as homeless shelters, correctional facilities, schools, and other facilities. The Veterans staff at the Job Centers play a very important role in serving Veteran customers as well as conducting outreach in the community.

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## **OUTREACH TO JOBSEEKERS AND BUSINESSES WILL BE IMPROVED THROUGH:**

- Increased emphasis of referrals between all workforce partners;
- Closer partnerships with employers in order to establishment training programs centered on career pathway models;
- Improved collaboration and team work for co-enrolled customers;
- Improved collaboration with core partners to facilitate the development of career pathways as a strategy to assist individuals with barriers to employment including those with disabilities to complete the education and training they need to obtain industry recognized credentials and to meet the skills needs of businesses and employers throughout the area;
- Promote the integration of adult education with occupational education and training that increase an individual's ability to transition to postsecondary education and obtain employment;
- Increase the use of technology in providing education, training and case management services, including distance learning, social media, telephone, instant messaging and video meetings or video meetings. The region is developing a new website that will serve as a portal for the region, not just the CWDB;
- Representatives from Vocational Rehabilitation and Rehabilitation Services for the Blind have been added to the Youth Council, which will improve outreach to individuals with barriers to employment;
- WIOA core partners will be added to the business services team;
- Job development staff will collaborate efforts with the business services team;
- Ensure collaboration with Veteran services staff for outreach and recruitment, employment plans and training services for veterans leading to a career pathway.
- Ensure collaboration with AEL program partners and improve upon referrals and braided services;
- Communicate with CEOs, libraries, and other parties in rural communities to create more effective outreach and service delivery in outlying communities;
- Review the level of coordination and outreach between Community Action Agencies, AEL providers, TANF programs, Vocational Rehabilitation, and other partners.

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## **G. ACCESS - IMPROVEMENTS TO PHYSICAL & PROGRAMMATIC ACCESSIBILITY**

The Board evaluates the Job Center facilities to ensure they provide both physical and programmatic accessibility. In the next year the Board will work closely with Rehabilitation Services for the Blind and the Department of Vocational Rehabilitation who will perform assessments of the Job Centers. Reviews will include physical accessibility, signage, assistive technology and customer service. Representatives of Vocational Rehabilitation and Rehabilitation Services for the Blind will serve on the Board's Disability subcommittee.

## **H. CUSTOMER SERVICE TRAINING**

The Board will provide front-line staff with periodic customer service training, either through State-sponsored seminars or through the use of procured trainers. Staff meetings will be used to reinforce the importance of outstanding customer service to all customers.

## **I. ASSESSMENT**

ACT WorkKeys and the resulting National Career Readiness Certificate (NCRC) are currently an integral part of Missouri Government's Training and Certification programs through Missouri Job Centers. The NCRC is the credential utilized by Missouri Work Ready Missouri. It is a recognized assessment for verifying basic skills for WIOA by the MoJobs system. WorkKeys assessment results crosswalk with the NRS Educational Functioning Levels (EFL).

The TABE 11&12 assessment by DRC Insight is another recognized assessment for verifying basic skills for WIOA by the MoJobs system. TABE 11&12 meets requirements of NRS Educational Functioning Levels (EFL). It also has the benefit of being the default assessment used by partner AEL providers, and has the added benefit of allowing for remote testing, developed during the COVID-19 pandemic.

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## **J. SUPPORT SERVICES**

Supportive Services are services necessary to enable and individual to participate in activities authorized by WIOA. WIOA Supportive Services are the last resort; all other sources of funding must be sought first. All attempts to find other support services funding and the reasons for needing WIOA funding must be documented in MoJobs service notes.

The local policy is attached as Attachment 13.

## **K. OUTCOME MEASURES ASSESSMENT, MONITORING & MANAGEMENT**

The board and the CLEO will be informed of progress toward performance goals, budget status, and any other relevant matter at board meetings. A fiscal report is provided by the fiscal officer and the program manager provides an update on progress, activities, etc. The executive director of Central Ozarks Private Industry Council, the regional service provider, attends board meetings and provides a detailed fiscal and program report.

Monitoring is conducted by the compliance manager according to the attached substate monitoring policy.

## **5. ECONOMIC, LABOR MARKET, AND WORKFORCE ANALYSIS SOURCE**

Please indicate the source of the information. 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://meric.mo.gov/about-us> Other information deemed relevant to stakeholders may be included, such as a report on operations for manufacturing.

The information in this section is from Missouri Economic Research and Information Center (MERIC) and other sources. Sources will be noted.





## 6. ECONOMIC ANALYSIS

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Describe the LWDA's current economic condition, including the following information by county (if your LWDA includes more than one county) and the overall region:

# A. AVERAGE PERSONAL INCOME LEVEL

## PERSONAL INCOME

In the Central Region, all counties are below the state average of \$44,978 for per capita personal income. Two counties are just below the average, Boone (\$44,797) and Cole (\$44,783). The per capita personal income in 5 of the 19 counties is below \$35,000.

The statewide poverty rate of working age persons, or those 18-64 years, is 14.1 percent. In the Central Region, the poverty rate was lower than the state average in 7 counties. The county with the lowest poverty rate is Osage (7 percent) followed by Moniteau (10.1 percent).

Counties with the highest poverty rates are Morgan (25.3 percent) and Phelps (22.7 percent).

County	Average Annual Wage	Average Hourly Wage
Audrain	\$36,336	\$17.47
Boone	\$39,186	\$18.84
Callaway	\$45,239	\$21.75
Camden	\$33,179	\$15.95
Cole	\$41,270	\$19.84
Cooper	\$32,779	\$15.76
Crawford	\$37,082	\$17.83
Dent	\$28,606	\$13.75
Gasconade	\$29,687	\$14.27
Howard	\$31,757	\$15.27
Laclede	\$34,328	\$16.50
Maries	\$32,009	\$15.39
Miller	\$31,513	\$15.15
Moniteau	\$35,203	\$16.92
Morgan	\$28,551	\$13.73
Osage	\$36,821	\$17.70
Phelps	\$36,040	\$17.33
Pulaski	\$28,066	\$13.49
Washington	\$26,605	\$12.79
Region Average	\$33,908	\$16.30

MERIC, 2018



## **B.**

### **NUMBER AND PERCENT OF WORKING-AGE POPULATION LIVING AT OR BELOW POVERTY LEVEL**

	2017 Per Capita Personal Income	Working Age Population living at or below poverty level	
		Number	Percentage
Missouri	\$44,978	508,894	14.1
Audrain	\$38,228	2,040	14.9
Boone	\$44,797	24,389	21.8
Callaway	\$36,418	2,791	11.2
Camden	\$35,598	4,367	17.7
Cole	\$44,783	5,284	12.1
Cooper	\$36,872	1,083	11.4
Crawford	\$35,282	2,748	19.4
Dent	\$31,454	1,784	20.5
Gasconade	\$37,472	924	11
Howard	\$37,470	816	14.6
Laclede	\$34,317	3,396	16.5
Maries	\$31,955	950	18
Miller	\$34,635	2,335	16.1
Moniteau	\$35,375	832	10.1
Morgan	\$39,893	2,747	25.3
Osage	\$42,816	565	7
Phelps	\$37,422	5,940	22.7
Pulaski	\$39,542	3,125	11.2
Washington	\$28,139	2,761	19.2

Sources:

*Per Capita Personal Income - Bureau of Economic Analysis 2017*

*Poverty Level - American Community Survey 5 year data (2013-2017)*

# C. NUMBER AND PERCENT OF WORKING AGE POPULATION DETERMINED TO HAVE A BARRIER TO EMPLOYMENT;

Statewide, 14.7 percent of working age Missourians report a barrier to employment. In 13 of the 19 counties in the Central Region, the percentage of persons with barriers to employment is higher than the state average with Dent County as the highest at 26.8 percent.

Barriers to employment can be homelessness, disabilities, and limited proficiency with the English language. In the Central Region, the percentage population with disabilities is above the state average of 12.7 percent in all but four counties, with the highest percentage in Dent County (25.8 percent). The percentage of the population with some difficulty with the English language in Missouri is 1.4 percent. Three counties report numbers over the state average, Phelps (2.6 percent), Moniteau (2.5 percent), and Boone (1.6 percent).

Barriers to Employment								
County	Emergency and transitional shelters for people experiencing homelessness	Population 18 to 64 years with a Disability	Percentage Population 18 to 64 years with a Disability	Population with Some Difficulty with English	Percentage Population with Some Difficulty with English	Total Working Age Population with a Barrier to Employment	Total Population age 18-64	% of Working Age Population with a Barrier to Employment
Missouri	2,609	463,456	12.7%	49,514	1.4%	537,757	3,658,653	14.7%
Audrain	0	1,768	12.9%	75	0.5%	1,885	13,673	13.6%
Boone	93	11,459	9.6%	1,951	1.6%	13,982	119,329	11.5%
Callaway	9	3,394	12.9%	149	0.6%	3,675	26,237	13.9%
Camden	16	3,710	15.1%	38	0.2%	3,871	24,643	15.5%
Cole	13	5,617	12.6%	225	0.5%	6,092	44,495	13.5%
Cooper	2	1,234	13.0%	18	0.2%	1,319	9,495	13.7%
Crawford	0	2,896	20.5%	43	0.3%	2,939	14,140	20.7%
Dent	7	2,243	25.8%	0	0.0%	2,347	8,691	26.8%
Gasconade	0	1,301	15.5%	0	0.0%	1,322	8,416	15.7%
Howard	0	885	14.4%	8	0.1%	960	6,131	15.6%
Laclede	0	3,763	18.3%	18	0.1%	3,972	20,595	19.1%
Maries	0	1,055	20.2%	17	0.3%	1,132	5,230	21.6%
Miller	0	2,092	14.5%	32	0.2%	2,356	14,477	15.9%
Moniteau	0	932	11.3%	208	2.5%	1,230	8,238	14.9%
Morgan	0	1,827	16.8%	89	0.8%	2,021	10,872	18.5%
Osage	4	1,009	12.4%	36	0.4%	1,112	8,170	13.5%
Phelps	0	4,050	14.4%	736	2.6%	5,057	28,170	17.8%
Pulaski	0	4,968	20.7%	298	1.2%	5,788	24,014	23.9%
Washington	0	3,702	25.8%	10	0.1%	3,856	14,376	26.8%

Sources: 2013-2017 American Community Survey 5-Year Estimates  
Homeless Data: U.S. Census Bureau, 2010 Census, table PCT20

## D. EMPLOYMENT RATES FOR THE LAST 5 YEARS

The unemployment rate in the Central Region has declined steadily from 2015-2018, with a slight uptick in the first 9 months of 2019. The unemployment rate for 2019 through September is below the state average of 3.4 percent in 8 of the 19 counties. Two counties share the lowest unemployment rate of 2.5 percent, Boone and Osage. The highest unemployment rate is in Laclede County at 5.9 percent.

<b>Unemployment by County - Central Region</b>					
Year	2015	2016	2017	2018	2019 thru Sept
Missouri	5.0	4.6	3.8	3.2	3.4
Audrain	4.6	4.2	3.5	3.0	3.5
Boone	3.5	3.2	2.6	2.0	2.5
Callaway	4.7	4.1	3.5	2.0	3.1
Camden	6.5	5.7	4.8	4.2	4.4
Cole	4.0	3.6	2.9	2.0	2.7
Cooper	5.8	4.9	3.6	3.0	4.0
Crawford	6.0	5.3	4.6	3.0	3.8
Dent	5.8	5.4	4.2	3.0	3.6
Gasconade	4.2	4.3	3.8	2.0	3.2
Howard	4.9	4.4	3.8	2.0	3.3
Laclede	6.3	5.5	4.8	3.0	5.9
Maries	5.3	5.0	4.3	3.0	3.6
Miller	6.0	5.2	4.4	3.0	3.8
Moniteau	4.9	4.3	3.6	3.0	3.2
Morgan	6.7	5.8	4.9	4.0	4.4
Osage	3.7	3.4	3.0	2.0	2.5
Phelps	5.3	4.7	3.7	3.0	3.3
Pulaski	5.8	5.4	4.3	3.0	4.0
Washington	6.7	6.3	5.4	4.0	4.6

*Source: Local Area Unemployment Statistics*

# E. MAJOR LAYOFF EVENTS OVER THE PAST 3 YEARS AND ANY ANTICIPATED LAYOFFS

Layoffs and closures affecting more than 30 employees are listed.

Layoff or Closing Date	Company Name	Location	Number Affected
1/1/19 closure	Gerbes	Columbia	100
2/8/19 closure	Boyce & Bynum	Columbia	177
5/3/19 layoff	Watlow Electric Mfg.	Columbia	41
8/31/19 closure	Charming Charlie	St. Louis and Columbia	36
7/27/19 closure	Woods Supermarket	Osage Beach	30
9/30/19 closure	Iguana Watersports	Lake Ozark, Osage Beach	56
4/3/20*closure 11/4/19 notice given	Teva Pharmaceuticals	Mexico	47
7/30/18 closure	C&R	Centralia	42
10/29/18 closure	Brookstone Company, Inc.	Mexico	84
9/22/17 closing	Fulton Medical Center	Fulton	158
12/29/17 layoff	Amtcor Rigid Plastics	Jefferson City	72

Source: Missouri Department of Higher Education & Workforce Development

## **F. ANY OTHER FACTORS THAT MAY AFFECT LOCAL/REGIONAL ECONOMIC CONDITIONS.**

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.





# 7. LABOR MARKET ANALYSIS

## **A. EXISTING DEMAND INDUSTRY SECTORS & OCCUPATIONS**

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

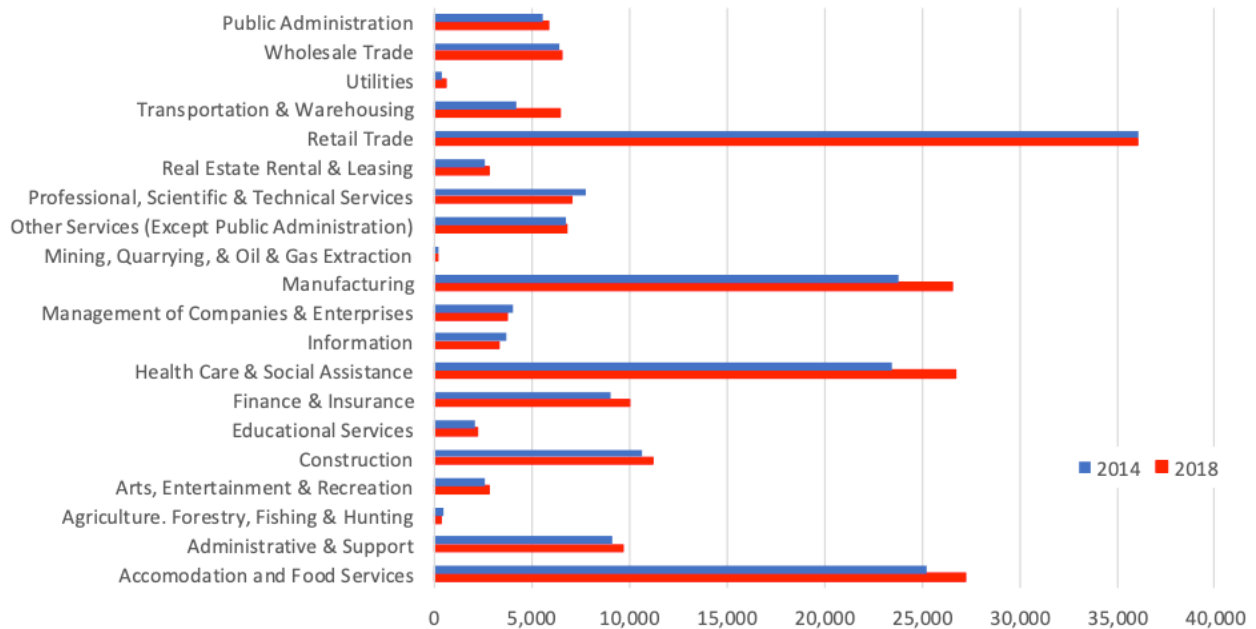
### **CURRENT INDUSTRY DEMAND**

Over time, several of Central Region's industries have grown steadily. Over the past 5 years, 7 industry groups have increased employment at a pace higher than the region's average growth rate of 6.6 percent. Those industries are Health Care and Social Assistance (3,230 at 13.8 percent), Manufacturing (2,764 at 11.6 percent), Accommodation and Food Services (2,013 at 6.8 percent), Finance and Insurance (1,011 at 11.2 percent), Administrative and Support (617 at 6.8 percent), Arts, Entertainment, and Recreation (226 at 8.6 percent), and Mining, Quarrying, and Oil and Gas Extraction (24 at 12.0 percent).

Data for some counties was suppressed in 2014 for the industry of Transportation and Warehousing. During the 4 year period between 2015 and 2018, this industry grew by 565 jobs or 9.6 percent.

The industries identified as currently in-demand also align with the findings of Missouri's 2018 initiatives, Best in Midwest and Talent for Tomorrow. Statewide and regional data for the initiatives include an analysis of labor market information and industry data, while incorporating stakeholder feedback gathered through meetings held across the state. The work of some industries identified through this process, Information Technology and Agriculture, cross between many different industry sectors.

### Industry Growth 2014-2018 - Central Region



Source: Quarterly Census of Employment and Wages  
 Transportation/Warehousing data suppressed in some counties in 2014



### LOCATION QUOTIENT

Location Quotient (LQ) describes the concentration of an industry in a geographic region in relation to the nation. The national average is 1.0. Industries with an LQ higher than 1.0 indicate a concentration in the area and the need for an above average number of workers to support the businesses. Central Region has 4 industries with LQs of 1.5 or higher, Gasoline Stations (2.4), Building Material and Garden Supplies (1.6), Credit Intermediation and Related Activities (1.6), and Motor Vehicle Parts Dealers (1.5). Other industries with high LQs are Accommodation (1.3), Sports, Hobby, Music, Book Stores (1.2), Food Service and Drinking Places (1.2), and Nursing and Residential Care (1.2).

## 2018 Central Region Location Quotients

Industry	Employment	Location Quotient
Gasoline Stations	3,713	2.4
Building Material and Garden Supplies	3,493	1.6
Credit Intermediation & Related Activities	6,811	1.6
Motor Vehicle Parts Dealers	5,061	1.5
General Merchandise Stores	6,522	1.3
Accommodation	4,211	1.3
Sports, Hobby, Music, Book Stores	1,168	1.2
Food Service and Drinking Places	23,854	1.2
Nursing and Residential Care	6,751	1.2
Food and Beverage Stores	5,619	1.1
Machinery Manufacturing	1,990	1.1
Miscellaneous Stores	1,473	1.1
Repair and Maintenance Shops	2,320	1.1
Memberships, Associations, Organizations	2,393	1.1

Source: MERIC, QCEW, 2018 Annual Averages

Source: MERIC, QCEW, 2018 Annual Averages

Memberships, Associations, Organizations	2,393	1.1
Repair and Maintenance Shops	2,320	1.1
Miscellaneous Stores	1,473	1.1
Machinery Manufacturing	1,990	1.1

### CURRENT OCCUPATIONAL DEMAND

Current occupational demand can be attained through the job ads placed by employers. From July 2018-June 2019, nearly 26,500 on-line job ads were placed for jobs located in the Central Region according to Labor Insight/Burning Glass.

Job ads were placed for positions at every skill and education level. Missouri uses a system of Now, Next and Later to categorize jobs according to the typical education and experience required for success on the job. Now jobs typically require a high school education or less and short-term training. Next jobs typically require moderate- to long-term training or experience or education beyond high school. Later jobs typically require a bachelor's degree or higher education.



## CONTINUED FROM CURRENT OCCUPATIONAL DEMAND

Now occupations with the highest number of job postings include Retail Salespersons, Customer Service Representatives, Personal Care Aides, Food Preparation and Serving Workers, and Childcare Workers. Occupations with the most job postings in the Next category are Heavy and Tractor-Trailer Truck Drivers, Sales Representatives, Supervisors of Retail Sales Workers, Licensed Practical and Licensed Vocational Nurses, and Merchandise Displayers and Window Trimmers. Later occupations with the highest number of job postings are Registered Nurses, Postsecondary Teachers, Managers, Medical and Health Services Managers, and Computer Occupations.

Many of the occupations with the most job postings are also appear on the list of jobs with the highest number of projected openings through 2026. The occupations with high numbers of job postings and high numbers of projected annual openings are identified with the star.

Top Job Ads - Central Region		
Occupation	Job Postings	
<b>NOW - Typically requires high school education or less and short-term training</b>		
Retail Salespersons	1,026	★
Customer Service Representatives	599	★
Personal Care Aides	303	★
Combined Food Preparation and Serving Workers	302	★
Childcare Workers	259	★
Laborers and Freight, Stock, and Material Movers, Hand	253	★
Maids and Housekeeping Cleaners	231	★
Janitors and Cleaners	231	★
Cashiers	197	★
Security Guards	194	
<b>NEXT - Typically requires moderate/long-term training or experience or education beyond high school</b>		
Heavy and Tractor-Trailer Truck Drivers	822	★
Sales Representatives, Wholesale and Manufacturing	638	★
First-Line Supervisors of Retail Sales Workers	631	★
Licensed Practical and Licensed Vocational Nurses	451	
Merchandise Displayers and Window Trimmers	273	
Secretaries and Administrative Assistants	270	★
Food Service Managers	268	
Nursing Assistants	264	★
Maintenance and Repair Workers, General	254	★
Cooks, Restaurant	182	★
<b>LATER - typically requires a bachelor's degree or higher education</b>		
Registered Nurses	1,929	★
Postsecondary Teachers, All Other	404	
Managers, All Other	395	★
Medical and Health Services Managers	343	★
Computer Occupations, All Other	273	
Human Resources Specialists	248	★
Software Developers, Applications	237	
Sales Managers	235	
Physical Therapists	220	
Physicians and Surgeons, All Other	188	

Source: Labor Insight/Burning Glass job ads between July 2018-June 2019

★ = Top Job Openings in Now, Next and Later categories, 2016-2026 Occupational Projections for Central Region, MERIC

## **MISSOURI WORKFORCE 2019 SURVEY**

In April through June of 2019, over 1,600 Missouri companies were surveyed to gauge the state of Missouri's workforce from the employers' point of view. Companies were randomly selected from a categorized list of Missouri Businesses queried from the Reference USA employer database. Employers surveyed represented the mix of industries found in Missouri and were equally located in metro and non-metro areas of the state. The 14 questions help with understanding hiring trends, skill needs and shortages, experience, and education requirements of Missouri employers.

A portion of the survey questions asked employers about changes in employment levels, within the past 12 months. The responses from employers were very similar, and in fact, within 2 percentage points of the state average. Almost half of employers reported that employment levels remained the same as the year before. Employment increased slightly for 22 percent of businesses and significantly for an additional 8 percent. Twenty-one percent of employers report decreases in employment.

Employers were also asked about planned employment growth during the next year. Nearly half of employers plan to maintain current employment over the next 12 months. Almost one-third of employers plan to slightly increase employment while 4 percent plan significant employment increases. Over the next year, fifteen percent of employers plan slight decreases and 3 percent significant decreases in their workforce.

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## **B. EMERGING DEMAND INDUSTRY SECTORS & OCCUPATION**

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

### **INDUSTRY PROJECTIONS**

The long-term industry projections help determine the industries that are expected to add positions within their organizations over time. The latest round of projections are through the ten-year period ending in 2026.

The projections reveal several industries with both high employment numbers and above average growth rates compared to the regional average. The top 5 industries by numeric employment change are Ambulatory Health Care Services, Educational Services, Professional and Technical Services, Administrative and Support Services, and Social Assistance.

### Central Region Industry Projections 2016-2026

NAICS	Industry	Employment			
		2016 Base	2026 Projected	# Change	% Change
	Total, All Industries	305,297	337,159	31,862	10.4
621000	Ambulatory Health Care Services	9,995	13,184	3,189	31.9
611000	Educational Services	32,462	35,248	2,786	8.6
541000	Professional and Technical Services	8,107	10,559	2,452	30.2
561000	Administrative and Support Services	8,950	11,321	2,371	26.5
624000	Social Assistance	6,912	8,599	1,687	24.4
551000	Management of Companies and Enterprises	4,596	6,065	1,469	32.0
238000	Specialty trade contractors	6,859	8,221	1,362	19.9
622000	Hospitals	15,372	16,512	1,140	7.4
813000	Membership Organizations & Associations	7,556	8,649	1,093	14.5
452000	General Merchandise Stores	7,862	8,954	1,092	13.9

Source: 2016-2026 Long-Term Industry Projections, MERIC

Source: 2016-2026 Long-Term Industry Projections, MERIC

452000	General Merchandise Stores	7,862	8,954	1,092	13.9
813000	Membership Organizations & Associations	7,556	8,649	1,093	14.5
622000	Hospitals	15,372	16,512	1,140	7.4

## OCCUPATIONAL PROJECTIONS

Job openings occur due to 3 reasons – exits, transfers and growth. Exits occur as people leave the workforce for reasons such as retirement. Transfers occur when workers leave one occupation for a different occupation. Occupational growth occurs as businesses grow and need more workers to serve their customers

Emerging occupations can be identified through growth openings. The chart below identifies occupations that have the highest number of growth openings in the region, most with higher than the average growth rate of 10.4 percent for the Central Region. The total number of openings indicates the projected number of vacancies that businesses will need to fill annually.

Missouri uses a system of Now, Next and Later to categorize occupations according to these levels. Now jobs typically require a high school education or less and short-term training. Next occupations typically require moderate to long-term training or experience or education beyond high school. Later occupations typically require a bachelor's degree or higher.

Growth openings are projected at all education and training levels and are listed by the highest number of growth openings. The highest number of growth openings in Now occupations are Food Preparation and Serving Workers, Personal Care Aides, Waiters and Waitresses, Cashiers, and Construction Laborers.

The largest growth in Next occupations is in the occupations of Cooks, Supervisors of Food Preparation and Serving Workers, Nursing Assistants, Maintenance and Repair Workers, and Medical Secretaries. Later occupations with the highest growth are Registered Nurses General and Operations Managers, Secondary School Teachers, Accountants and Auditors, and Loan Officers. These occupations are consistent with the industries identified as emerging industries.

Highest Growth Openings - Central						
Occupation	% Growth	Average Wage	Exits	Transfers	Growth	Total
<b>NOW - Typically requires high school education or less and short-term training</b>						
Combined Food Preparation and Serving Workers	30.44%	\$21,275	767	802	229	1,798
Personal Care Aides	35.15%	\$21,940	365	275	137	777
Waiters and Waitresses	19.16%	\$19,839	395	605	93	1,094
Cashiers	7.77%	\$19,955	767	749	61	1,577
Construction Laborers	16.73%	\$41,304	108	203	48	359
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	12.64%	\$25,697	250	242	46	538
Landscaping and Groundskeeping Workers	18.30%	\$26,735	116	177	42	335
Helpers--Production Workers	39.83%	\$28,894	67	119	42	228
Home Health Aides	47.86%	\$22,833	62	51	39	152
Childcare Workers	11.60%	\$22,505	283	215	38	536
<b>NEXT - Typically requires moderate to long-term training or experience or education beyond high school</b>						
Cooks, Restaurant	24.04%	\$23,058	165	226	61	451
First-Line Supervisors of Food Preparation and Serving Workers	21.84%	\$28,715	122	260	54	436
Nursing Assistants	9.54%	\$24,750	276	229	41	546
Maintenance and Repair Workers, General	10.45%	\$34,711	160	218	39	417
Medical Secretaries	23.04%	\$29,942	91	89	35	214
First-Line Supervisors of Retail Sales Workers	8.49%	\$38,835	136	249	30	415
Carpenters	11.45%	\$46,909	81	131	26	237
Pharmacy Technicians	18.29%	\$28,362	48	65	25	137
Medical Assistants	31.87%	\$29,233	37	52	23	112
Computer User Support Specialists	15.66%	\$43,662	32	82	23	137
<b>LATER - Typically requires a bachelor's degree or higher education</b>						
Registered Nurses	13.56%	\$61,692	207	157	92	455
General and Operations Managers	15.17%	\$83,199	95	275	65	435
Secondary School Teachers, Except Special and Career/Technical E	8.68%	\$43,955	146	178	40	364
Accountants and Auditors	13.96%	\$58,563	66	128	29	223
Loan Officers	23.27%	\$65,590	31	71	27	128
Health Specialties Teachers, Postsecondary	27.60%	n/a	40	41	26	107
Public Relations Specialists	17.06%	\$56,934	45	108	25	177
Computer Systems Analysts	29.64%	\$62,434	15	36	21	71
Elementary School Teachers, Except Special Education	8.89%	\$42,356	75	84	19	178
Market Research Analysts and Marketing Specialists	30.77%	\$50,012	19	49	19	88

Source: 2016-2026 Long-Term Occupational Projections, MERIC



## **C. 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.**

Health Care & Social Assistance have the largest number of projected new job growth openings. Top occupations include registered nurses, nursing assistants, and childcare workers. The next job field with a large amount of projected job openings is Business and Sales. Top occupations include cashiers, retail salesperson, and retail sales supervisors. The third job field is in Science & Technology Services, with jobs as computer user support specialists, and life, physical, & Social science technicians.

(Source: U.S. Bureau of Labor Statistics).

Degrees and certifications will be required for most of these jobs, with the possible exception of sales-related jobs.

Employers continue to express the need for dependable employees with a strong work ethic.

## REAL-TIME LABOR MARKET DATA

Job ads placed by employers offer another source of information on the knowledge, skills, and certifications requested by Missouri's employers. Labor Insight/Burning Glass is a data tool that spiders to over 35,000 different web sites with job ads. The information found in the ads are placed in a database that can be queried to gain intelligence on employer needs.

Seven industries growing faster than the regional average over the last five years were identified in the Economic Analysis section of the Plan. These industries are listed below with the specialized skills, certifications, and software and programming requested most by employers in job ads. Information is added in all regions as Information Technology workers are required by all industries in the state.

In the software and programming category, Microsoft Office and its products such as Word, Excel, Powerpoint, and Access ranked at the top of the list across all industries. Industry-specific programs identified in the job ads are listed in the table.

Employer Skill Needs - Central Region			
Industry	Specialized Skills	Certifications	Software and Programming
Health Care & Social Assistance	Patient Care	Registered Nurse	Epic Systems
	Cardiopulmonary Resuscitation (CPR)	First Aid Cpr Aed	EPIC software
	Treatment Planning	Basic Life Saving (BLS)	Meditech
	Patient/Family Education and Instruction	Advanced Cardiac Life Support (ACLS) Certification	SQL
	Home Health	Driver's License	Word Processing
Manufacturing	Sales	Driver's License	SAP
	Customer Service	Six Sigma Certification	Enterprise Resource Planning (ERP)
	Lifting Ability	Project Management Certification	AutoCAD
	Repair	Forklift Operator Certification	Oracle
	Scheduling	Welding Certification	SolidWorks
Accommodation & Food Service	Cleaning	Driver's License	Lotus Domino
	Customer Service	ServSafe	Apache Groovy
	Restaurant Management	Casino Gaming License	Google Drive
	Guest Services	Training For Intervention Procedures (TIPS) Certification	Lockout / Tagout (LOTO)
	Food Preparation	Food Handler Certification	SQL
Finance & Insurance	Customer Service	Driver's License	SQL
	Sales	Insurance License	Software Development
	Customer Contact	Insurance Agent Certification	Java
	Insurance Sales	Certified Public Accountant (CPA)	JavaScript
	Product Sales	Investment Advisor	jQuery
Administrative & Support	Sales	Driver's License	SQL
	Customer Service	Air Brake Certified	Oracle
	Customer Contact	Commercial Driver's License (CDL)	Java
	Recruiting	Public Safety Certificate	Linux
	Repair	Fire Officer	Salesforce
Transportation & Warehousing	Truck Driving	Commercial Driver's License (CDL)	SAP
	Customer Service	Driver's License	AS/400
	Transportation Industry Knowledge	Good Conduct	Electronic Data Interchange
	Lifting Ability	Automotive Service Excellence (ASE) Certification	Word Processing
	Scheduling	Security Clearance	Computer Aided Drafting/Design (CAD)
Arts, Entertainment & Recreation	Sales	Driver's License	S-Plus
	Performance Analysis	Security Clearance	Active Server Pages (ASP)
	Guest Services	First Aid Cpr Aed	MAS 90
	Budgeting	Food Service Certification	Quickbooks
	Manual Dexterity	Food Handler Certification	Vimeo
Information	Sales	Driver's License	Salesforce
	Retail Sales	Project Management Certification	Adobe Indesign
	Customer Service	Certified A+ Technician	Adobe Photoshop
	Retail Industry Knowledge	CompTIA Network+	SAP
	Sales Goals	Cisco Certified Network Professional (CCNP)	Adobe Creative Suite

Source: Labor Insight/Burning Glass, 2018 job ads

## POVERTY RATE BY COUNTY

<b>County</b>	<b>Poverty Rate %</b>
Audrain	17
Boone	16.6
Callaway	11.6
Camden	16.8
Cole	10.9
Crawford	18.6
Cooper	14.7
Dent	19.8
Gasconade	12.1
Howard	15.9
Laclede	15.7
Miller	16.3
Maries	15.2
Moniteau	11.6
Morgan	19.6
Osage	8.6
Phelps	19.6
Pulaski	14.2
Washington	22
Region Average	15.62
	14
Missouri Average	

Source: The 2018 Missouri Poverty Report

## A. NUMBER AND PERCENT OF WORKING AGE POPULATION DETERMINED TO HAVE A BARRIER TO EMPLOYMENT

### INDIVIDUALS WITH A DISABILITY

	Disability*			Percent of population with a disability
	With a disability	No disability	Total	
	<i>ACS, 5 YR Estimate 2013-2017</i>			
Audrain	1,768	11,905	<b>13,673</b>	12.9%
Boone	11,459	107,870	<b>119,329</b>	9.6%
Callaway	3,394	22,843	<b>26,237</b>	12.9%
Camden	3,710	20,933	<b>24,643</b>	15.1%
Cole	5,617	38,878	<b>44,495</b>	12.6%
Cooper	1,234	8,261	<b>9,495</b>	13.0%
Crawford	2,896	11,244	<b>14,140</b>	20.5%
Dent	2,243	6,448	<b>8,691</b>	25.8%
Gasconade	1,301	7,115	<b>8,416</b>	15.5%
Howard	885	5,246	<b>6,131</b>	14.4%
Laclede	3,763	16,832	<b>20,595</b>	18.3%
Maries	1,055	4,175	<b>5,230</b>	20.2%
Miller	2,092	12,385	<b>14,477</b>	14.5%
Moniteau	932	7,306	<b>8,238</b>	11.3%
Morgan	1,827	9,045	<b>10,872</b>	16.8%
Osage	1,009	7,161	<b>8,170</b>	12.4%
Phelps	4,050	24,120	<b>28,170</b>	14.4%
Pulaski	4,968	19,046	<b>24,014</b>	20.7%
Washington	3,702	10,674	<b>14,376</b>	25.8%

SOURCES:

U.S. CENSUS, AMERICAN COMMUNITY SURVEY, DISABILITY CHARACTERISTICS 2013 - 2017, FACTFINDER.CENSUS.GOV U.S. CENSUS, LONGITUDINAL EMPLOYER-HOUSEHOLD DYNAMICS 2017 ANNUAL AVERAGE, LEHD.CES.CENSUS.GOV



## CENTRAL REGION FIVE YEAR UNEMPLOYMENT RATES

Central Region					
County	2019	2018	2017	2016	2015
Audrain	2.4	2.1	2.4	3.5	3.7
Boone	1.7	1.6	1.7	2.7	2.7
Callaway	2.0	2.0	2.3	3.3	3.6
Camden	3.2	2.8	3.1	4.7	4.8
Cole	1.8	1.8	1.9	3.0	3.0
Cooper	2.4	2.2	2.4	4.0	4.5
Crawford	2.8	3.6	4.4	4.4	4.5
Dent	2.9	2.4	2.6	4.9	5.1
Gasconade	4.9	2.3	3.7	3.5	3.2
Howard	2.1	1.7	2.4	3.8	3.5
Laclede	2.4	2.4	2.9	5.2	5.5
Maries	2.6	2.5	3.1	4.5	4.3
Miller	2.9	2.2	3.0	4.3	4.3
Moniteau	2.1	2.1	2.1	3.6	3.8
Morgan	3.2	2.8	3.0	5.3	5.4
Osage	1.8	1.5	1.9	2.5	2.7
Phelps	2.4	2.1	2.4	3.9	4.1
Pulaski	3.4	2.7	5.2	5.2	4.8
Washington	3.1	3.0	4.2	4.2	5.2

Washington	3.1	3.0	4.2	4.2	5.2
Pulaski	3.4	2.7	5.2	5.2	4.8
Phelps	2.4	2.1	2.4	3.9	4.1
Osage	1.8	1.5	1.9	2.5	2.7
Morgan	3.2	2.8	3.0	5.3	5.4

## Civilian Labor Force

### Region Month Summary - November 1, 2019

\*not seasonally adjusted

	Central Region	Missouri
Labor Force	329,755	3,128,004
Employment	319,231	3,034,409
Unemployed	10,524	93,595
Unemployment Rate	3.2%	3.0%

Sources: BLS, BEA, Census

Area Name	Labor force	Employment	Unemployment	Unemp. rate
Audrain	10,805	10,486	319	3.0%
Boone	100,132	97,960	2,172	2.2%
Callaway	21,417	20,851	566	2.6%

Area Name	Labor force	Employment	Unemployment	Unemp. rate
Camden	18,628	17,784	844	4.5%
Cole	39,032	38,085	947	2.4%
Cooper	7,507	7,273	234	3.1%

Area Name	Labor force	Employment	Unemployment	Unemp. rate
Crawford	11,051	10,635	416	3.8%
Dent	6,369	6,154	215	3.4%
Gasconade	7,788	7,553	235	3.0%

Area Name	Labor force	Employment	Unemployment	Unemp. rate
Howard	5,025	4,886	139	2.8%
Laclede	17,965	16,436	1,529	8.5%
Maries	3,923	3,795	128	3.3%

Area Name	Labor force	Employment	Unemployment	Unemp. rate
Miller	12,412	11,962	450	3.6%
Moniteau	7,240	7,049	191	2.6%
Morgan	8,130	7,791	339	4.2%

Area Name	Labor force	Employment	Unemployment	Unemp. rate
Miller	12,412	11,962	450	3.6%
Moniteau	7,240	7,049	191	2.6%
Morgan	8,130	7,791	339	4.2%

Area Name	Labor force	Employment	Unemployment	Unemp. rate
Osage	7,068	6,909	159	2.2%
Phelps	20,159	19,548	611	3.0%
Pulaski	14,772	14,160	612	4.1%

Washington	10,332	9,914	418	4.0%
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Annual Demographics		
	Central Region	Missouri
Population	696,521	6,126,452
Region Avg Annual Wages	\$34,936	\$49,050
% Associate Degrees or higher lit	34.0%	35.9%

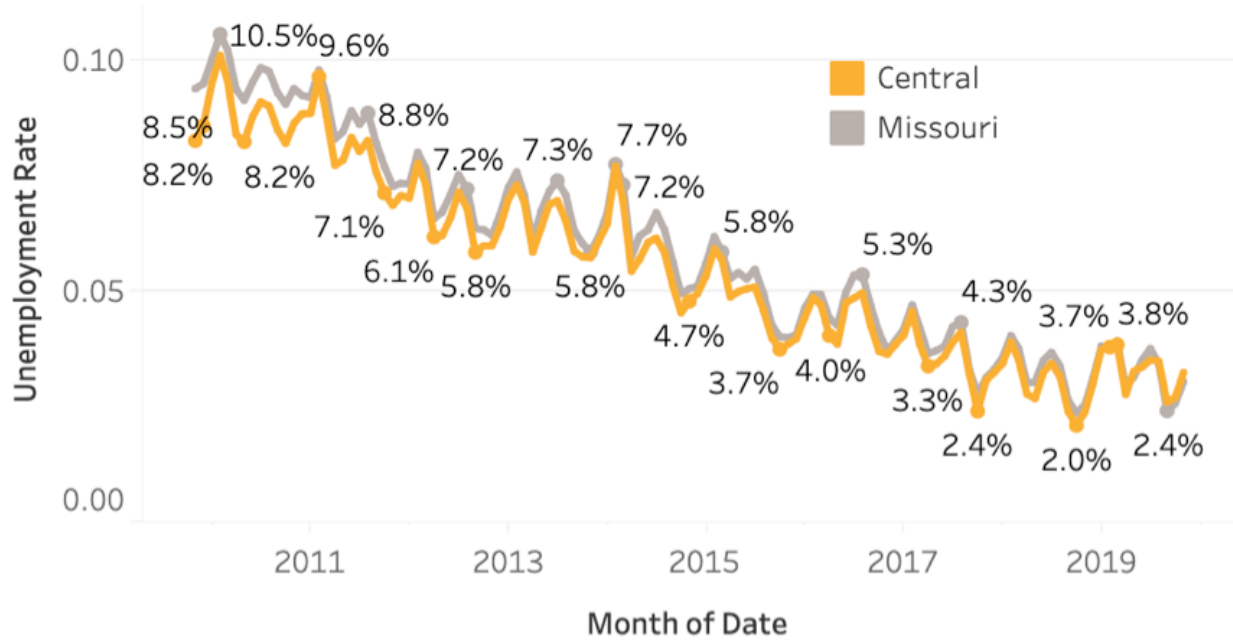
Area	Population	2018 Avg Annual Wage	% Associate Degree or higher
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Audrain	25,473	\$36,311	20.2%
Boone	180,005	\$44,083	53.0%
Callaway	44,889	\$42,578	29.0%
Camden	45,815	\$33,317	30.1%
Cole	76,796	\$42,058	39.1%
Cooper	17,603	\$33,094	29.0%
Crawford	23,957	\$36,414	17.2%
Dent	15,441	\$30,291	19.6%
Gasconade	14,705	\$30,555	26.5%
Howard	10,137	\$31,262	32.1%
Laclede	35,713	\$34,510	21.7%
Maries	8,769	\$30,721	23.7%
Miller	25,336	\$32,040	22.5%
Moniteau	16,121	\$34,755	23.9%
Morgan	20,358	\$28,762	18.7%
Osage	13,714	\$35,909	28.2%
Phelps	44,732	\$39,429	36.5%
Pulaski	52,014	\$37,660	36.0%
Washington	24,943	\$30,029	16.1%

### Central & Missouri Region

### Unemployment Rates

All



Month of Date

S0T1

S0T3

S0T2

S0T4

S0T0

0'00

0.05 0.10

# MISSOURI WORKFORCE 2019

# CENTRAL REGION

DEPARTMENT OF HIGHER EDUCATION & WORKFORCE DEVELOPMENT

The Central Region is comprised of 19 counties in the center of Missouri. This region is home to several cities including Columbia, Mexico, Rolla, Camdenton, Lebanon, and the state capitol, Jefferson City.

The Central Region workforce has 312,799 employees, making up 10.6 percent of Missouri's employment. In 2018, 51 percent of the workforce was female and 49 percent was male, which matches the Missouri average.

The workforce is getting older in the Central Region, a trend happening throughout Missouri and the U.S. In 2018, 23 percent of the workforce was age 55 or older, up from 18 percent a decade earlier.

For the region, 11 percent of the workforce was non-white, compared to 17 percent for the state; 3 percent of the region's workforce was Hispanic or Latino, compared to 4 percent for Missouri.

For 6 percent of the region's population (ages 18 to 64) the primary language spoken at home is something other than English. By comparison, Missouri was at 7 percent and the U.S. population at 23 percent.

The Central Region has a higher percentage of the population with a disability compared to the state and nation. For the Central Region, 14 percent of the population has a disability compared to 13 percent in Missouri and 10 percent in the U.S.

## Workforce Demographics

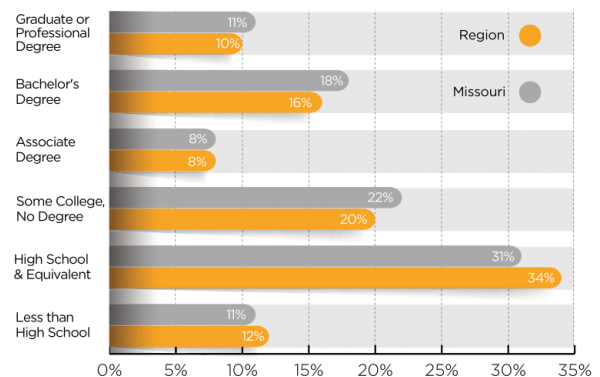
	Central MO	Missouri	Nationwide
Average monthly employment in 2018	312,799	2,954,808	155,761,000
Average Unemployment Rate in 2018	3.0%	3.2%	3.9%
Female	51%	51%	50%
Male	49%	49%	50%
Non-white	11%	17%	23%
Hispanic or Latino	3%	4%	15%
Ages 55 & older	23%	23%	23%
With disabilities (ages 18-64)	14%	13%	10%
Below Poverty Levels (ages 18-64)	17%	14%	14%
Language other than English (ages 18-64)	6%	7%	23%
Associate degree or higher (Age 25+)	34%	36%	39%

SOURCES: CENSUS ACS 2017-5YR EST.; BLS QCEW NOT-SEASONALLY ADJUSTED

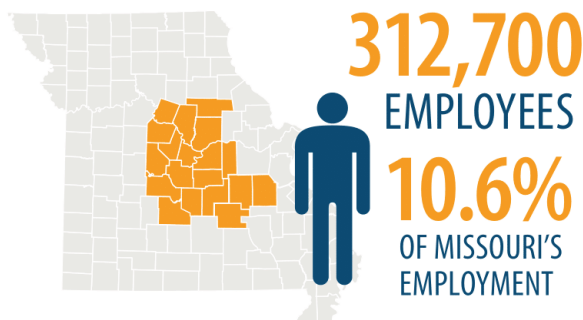
Educational attainment rates for the Central Region are slightly behind those of the state in regards to bachelor's or advanced degrees. Thirty-four percent of the region's population, age 25 and older, has an associate, bachelor's or advanced degree compared to 36 percent for the state.

The regional unemployment rate was 3.0 percent in 2018 overall, and as of May 2019, the preliminary rate stands at 3.2 percent, an increase from 2.6 percent in May 2018. From May 2014 to May 2019, the unemployment rate dropped 3.1 points.

## Educational Attainment



SOURCE: US CENSUS BUREAU, ACS 2017 5-YEAR ESTIMATES





# 8. WORKFORCE ANALYSIS

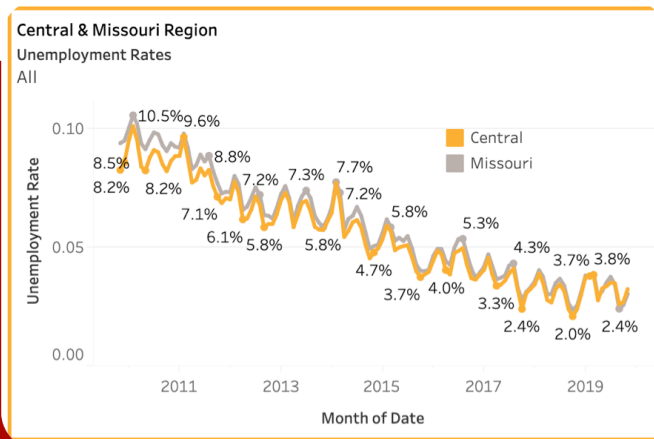
Describe the current workforce, including individuals with barriers to employment, as defined in section 3 of WIOA[1]. This population must include individuals with disabilities among other groups[2] in the economic region and across the LWDA.

## A. EMPLOYMENT AND UNEMPLOYMENT ANALYSIS

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

Civilian Labor Force		
Region Month Summary - November 1, 2019		
*not seasonally adjusted		
	Central Region	Missouri
Labor Force	329,755	3,128,004
Employment	319,231	3,034,409
Unemployed	10,524	93,595
Unemployment Rate	3.2%	3.0%

Sources: BLS, BEA, Census



[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.

## POPULATION DATA

The U.S. Census Bureau estimates that Missouri's population grew to over 6.1 million, up by 0.3 percent in 2018 from the previous year. In the Central Region over the past year, the population in 8 of the 19 counties grew at a faster rate than the state as a whole. The highest growth was in Boone County, adding nearly 1,500 residents from 2017 to 2018, and adding just over 9,000 residents from 2013 to 2018. During the same 5 year period, the population of the Pulaski County decreased by just over 2,000 residents.

Central Region Population Change by County				
County	1 Year Change 2017-2018		5 year change 2013-2018	
	Percentage	Number	Percentage	Number
<b>Missouri</b>	<b>0.3%</b>	<b>17,840</b>	<b>1.4%</b>	<b>85,794</b>
Audrain	-0.5%	-127	-0.3%	-71
Boone	0.8%	1,482	5.3%	9,039
Callaway	-0.1%	-55	0.8%	358
Camden	0.8%	366	3.4%	1,524
Cole	0.2%	127	0.1%	81
Cooper	-0.2%	-40	0.0%	-7
Crawford	-0.6%	-138	-2.3%	-556
Dent	0.0%	1	-1.7%	-264
Gasconade	-0.1%	-13	-0.7%	-108
Howard	0.1%	15	-1.0%	-103
Laclede	0.7%	258	0.2%	87
Maries	-0.6%	-54	-3.2%	-292
Miller	0.5%	130	2.1%	521
Moniteau	0.6%	99	2.4%	382
Morgan	1.2%	240	1.2%	240
Osage	0.4%	51	0.4%	61
Phelps	0.1%	46	-0.7%	-305
Pulaski	0.3%	168	-3.8%	-2,048
Washington	-0.3%	-65	-0.8%	-195

Source: US Census, Population Estimates

## DEMOGRAPHICS

In some ways, Central Region's population is similar to Missouri's population. In most of the region's counties, a smaller percentage of the population is in the age group 25 years or less than the state average of 32.5 percent. The population age 55 and over is above the state average of 28.9 percent in 12 of the 19 counties. The county with the highest percentage of residents age 55 and up is Camden County with 44.0 percent in this age group.

The male/female gender split is close to the state average in all counties. In Missouri, 9.7 percent of citizens are civilian veterans. In all 8 counties of the Central Region, the percentage of veterans is at or above the above the state average. The county with the highest percentage of veterans in the region is Pulaski (25.0 percent).



Race/Ethnicity statistics for Missouri are different from the county averages of most counties in the region. All counties in the region have a lower percentage of minorities than the state average with the exception of Boone and Pulaski Counties.

”  
In Missouri, where I come from, we don't talk about what we do - we just do it. If we talk about it, it's seen as bragging. - Brad Pitt

County	Total Population				Gender			Race/Ethnicity							
	Under 25 years	Age 25-34	Age 35-54	Age 55+	Male	Female	Civilian Veterans	White	Black or African American	American Indian and Alaska Native	Asian	Native Hawaiian and Other Pacific Islander	Some other race	Two or more races	Hispanic or Latino
Missouri	32.5%	13.3%	25.3%	28.9%	49.1%	50.9%	9.7%	79.8%	11.5%	0.4%	1.8%	0.1%	0.1%	2.2%	4.0%
Audrain	31.7%	13.0%	25.2%	30.1%	46%	54%	9.3%	87.1%	6.1%	0.2%	0.2%	0.0%	0.0%	3.4%	2.9%
Boone	40.7%	15.4%	22.3%	21.6%	49%	51%	6.9%	79.5%	8.5%	0.1%	4.2%	0.1%	0.2%	4.1%	3.3%
Callaway	32.4%	13.0%	26.4%	28.2%	51%	49%	9.6%	90.2%	4.3%	0.5%	0.8%	0.0%	0.2%	2.1%	2.0%
Camden	25.0%	9.2%	21.9%	44.0%	50%	50%	12.8%	94.5%	0.7%	0.6%	0.6%	0.0%	0.0%	0.9%	2.7%
Cole	31.9%	13.5%	26.6%	28.0%	51%	49%	9.3%	81.5%	11.6%	0.3%	1.4%	0.1%	0.6%	1.8%	2.8%
Cooper	31.0%	14.3%	24.6%	30.1%	53%	47%	9.1%	88.2%	6.5%	0.3%	0.3%	0.1%	0.2%	2.6%	1.8%
Crawford	30.9%	11.7%	25.0%	32.4%	49%	51%	11.2%	95.5%	0.3%	0.0%	0.1%	0.0%	0.1%	2.2%	1.9%
Dent	29.6%	10.8%	23.9%	35.7%	50%	50%	11.4%	94.8%	0.4%	0.9%	0.4%	0.0%	0.0%	1.9%	1.6%
Gasconade	28.3%	10.1%	24.0%	37.6%	50%	50%	11.0%	96.2%	0.6%	0.4%	0.2%	0.0%	0.1%	1.2%	1.3%
Howard	35.2%	11.0%	22.2%	31.6%	50%	50%	10.6%	90.8%	5.1%	0.5%	0.2%	0.1%	0.0%	1.9%	1.4%
Laclede	32.1%	11.9%	25.9%	30.1%	49%	51%	11.4%	93.8%	0.5%	0.4%	0.4%	0.0%	0.0%	2.5%	2.3%
Maries	29.2%	9.9%	25.6%	35.3%	50%	50%	12.8%	95.8%	0.4%	0.9%	0.2%	0.0%	0.0%	0.2%	2.5%
Miller	31.7%	11.5%	25.1%	31.6%	49%	51%	9.5%	95.0%	0.4%	1.2%	0.5%	0.0%	0.0%	1.0%	1.8%
Moniteau	32.3%	12.9%	27.7%	27.2%	53%	47%	9.6%	89.7%	3.4%	0.7%	0.0%	0.0%	0.0%	1.6%	4.6%
Morgan	28.5%	9.9%	22.9%	38.7%	50%	50%	11.0%	94.4%	0.8%	0.5%	0.1%	0.0%	0.0%	2.0%	2.1%
Osage	32.3%	11.0%	26.8%	29.9%	52%	48%	9.1%	97.5%	0.7%	0.5%	0.0%	0.0%	0.2%	0.3%	0.8%
Phelps	37.9%	12.3%	21.9%	27.9%	53%	47%	10.9%	89.1%	2.5%	0.8%	3.7%	0.0%	0.0%	1.5%	2.4%
Pulaski	45.0%	18.4%	20.9%	15.6%	57%	43%	25.0%	69.6%	11.7%	0.7%	2.5%	0.2%	0.0%	4.3%	10.9%
Washington	30.9%	12.1%	27.3%	29.7%	51%	49%	10.3%	94.4%	2.4%	0.2%	0.0%	0.0%	0.0%	1.6%	1.3%

Sources: 2013-2017 American Community Survey 5-Year Estimates

## EMPLOYMENT & UNEMPLOYMENT

The number of Central Region residents in the labor force has remained relatively steady over the past 5 years at between 373,000 and nearly 382,000. The number of persons employed has also remained

steady since 2015 at between just under 361,000 and over 365,000.

The unemployment rate in 2015 was 4.8 percent, and fell to a low of 3.1 percent in 2018. The unemployment rate for 2019 thru September is 3.4 percent.



## LABOR FORCE PREPARATION

The Labor Force Participation Rate is the number of people available for work as a percentage of the total population. Using American Community Survey 5 year data through 2017, Missouri's Labor Participation Rate is 63.2 percent.

In comparison, the rate for the Central Region is slightly lower at 60.9 percent. The county with the highest Labor force Participation Rate in the Central Region is Pulaski County (71.4 percent) and the lowest is Morgan County (47.7 percent).

## B. LABOR MARKET TRENDS

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

Occupations are typically classified as **NOW**, **NEXT** and **LATER**, depending on the training required.

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

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

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

### Sources:

Data for this analysis has been extracted using Burning Glass Technologies, Labor/Insight™ tool that collects information from over 35,000 web sources, including job boards, newspapers, large and small employer websites. Missouri Economic Research and Information Center (MERIC) uses this data to compile and publish reports for the State and Labor Market Regions.

While this analysis presents a broad picture of hiring activity and serves as a measure of labor demand, it does not capture openings that are filled through other networks.

### NEXT Occupations

OCCUPATIONS	ONLINE JOB ADS
Heavy & Tractor-Trailer Truck Drivers	366
Retail Sales Supervisors	359
Sales Representatives, Wholesale/Mfg.	297
Licensed Practical Nurses	247
Food Service Managers	171
Merchandise Displayers	135
Nursing Assistants	134
Secretaries & Admin. Assistants	123
Insurance Sales Agents	116
Maintenance & Repair Workers	112

### NOW Occupations

OCCUPATIONS	ONLINE JOB ADS
Retail Salespersons	545
Customer Service Representatives	227
Personal Care Aides	224
Food Prep. & Serving Workers	139
Laborers & Material Movers	137
Driver/Sales Workers	135
Cashiers	113
Light Truck/Delivery Services Drivers	112
Maids & Housekeeping Cleaners	105
Janitors & Cleaners	97

### LATER Occupations

OCCUPATIONS	ONLINE JOB ADS
Registered Nurses	722
Physicians	234
Postsecondary Teachers	205
Medical & Health Services Managers	195
Managers, All Other	158
Sales Managers	136
Software Developers, Applications	129
Physical Therapists	126
Human Resources Specialists	120
General & Operations Managers	100



## HIGHEST 2018 LQ 2.4 GASOLINE STATIONS

### 2018 Central Region Location Quotients

Industry	Employment	Location Quotient
Gasoline Stations	3,713	2.4
Building Material & Garden Supplies	3,493	1.6
Credit Intermediation & Related Activities	6,811	1.6
Motor Vehicle Parts Dealers	5,061	1.5
General Merchandise Stores	6,522	1.3
Accommodation	4,211	1.3
Sports, Hobby, Music, Book Stores	1,168	1.2
Food Service & Drinking Places	23,854	1.2
Nursing & Residential Care	6,751	1.2
Food & Beverage Stores	5,619	1.1
Machinery Manufacturing	1,990	1.1
Miscellaneous Stores	1,473	1.1
Repair & Maintenance Shops	2,320	1.1
Memberships, Associations, Organizations	2,393	1.1

SOURCE: MERIC, GCEW, 2018 ANNUAL AVERAGES



We are working to move Missouri forward, and by focusing on workforce development and infrastructure - we can reach this goal."

- Governor Mike Parson

### Central Region Long-Term Occupational Projections by Top Openings

Occupation	2016 Estimated Employment	2026 Projected Employment	Growth Openings	Exits	Transfers	Total Openings	Median Wages
<b>NOW</b>							
Combined Food Prep. & Serving Workers	7,516	9,804	2,288	7,668	8,020	17,976	\$19,023 ★
Cashiers	7,866	8,477	611	7,672	7,488	15,771	\$18,768 ★
Retail Salespersons	9,499	9,776	277	6,102	7,648	14,027	\$22,496 ★
Waiters & Waitresses	4,870	5,803	933	3,950	6,052	10,935	\$18,623
Secretaries & Administrative Assistants	8,878	8,692	-186	4,732	4,603	9,149	\$30,123
<b>NEXT</b>							
Nursing Assistants	4,329	4,742	413	2,755	2,292	5,460	\$23,193 ★
Cooks, Restaurant	2,517	3,122	605	1,652	2,256	4,513	\$22,080 ★
Supervisors of Food Prep. & Serving Workers	2,459	2,996	537	1,222	2,602	4,361	\$25,917
Retail Sales First-Line Supervisors	3,545	3,846	301	1,364	2,487	4,152	\$35,102 ★
Bookkeeping, Accounting, & Auditing Clerks	2,985	3,071	86	1,875	1,455	3,416	\$31,714
<b>LATER</b>							
Registered Nurses	6,755	7,671	916	2,065	1,568	4,549	\$60,523 ★
General & Operations Managers	4,277	4,926	649	954	2,745	4,348	\$70,632
Secondary School Teachers	4,573	4,970	397	1,462	1,780	3,639	\$42,569
Accountants & Auditors	2,085	2,376	291	658	1,283	2,232	\$50,564
Business Operations Specialists, All Other	2,048	2,232	184	671	1,235	2,090	\$53,942

SOURCE: MERIC OCCUPATIONAL PROJECTIONS 2016-2026

★ DENOTES OCCUPATIONS IN THE TOP TEN FOR 2018 ON-LINE JOB ADS IN THE REGION & WITHIN THE NOW-NEXT-LATER CLASSIFICATION

## IN-DEMAND OCCUPATIONS

Over the long term, industry needs for certain occupations grow while others decline. A trained and ready workforce is needed to fill employer demand and offer job seekers bright prospects for employment.

Long-term projections are produced in each state in conjunction with the Bureau of Labor Statistics. Since economies vary throughout the state, projections are also generated for the state and 10 regions and provide insight on the occupations that are growing and declining. The total number of openings account for 3 different types of vacancies - exits, transfers, and growth. Exits occur as individuals leave the workforce for reasons such as retirement. Transfers occur as a person leaves an occupation to work in a different occupation. Growth simply means that more people are needed to work in the occupation. No matter the reason for the vacancy, skilled workers are needed to fill the job openings.

Missouri adds value to the standard projections template by including the ACT Workkeys Assessment Levels typically

required for success in each of the 800+ occupations. Since most of Missouri's counties participate in the Certified Work Ready Communities program, the levels help those researching careers find good options based on their personal assessment.

Missouri uses a system of Now, Next and Later to categorize the occupations according to the training and education typically required for success on the job. Now occupations typically require a high school education or less along with short-term training. Next occupations typically require moderate to long-term training or experience and or education beyond high school. Later occupations typically require a bachelor's degree or higher.

Top occupations by the total number of annual openings in the Now category are Food Preparation and Serving Workers (1,798), Cashiers (1,577), Retail Salespersons (1,403), Waiters and Waitresses (1,094), and Office Clerks (842). The reason for a high number of openings is turnover within these occupations.

Occupations with the highest number of annual openings in the Next category are Secretaries and Administrative Assistants (915), Nursing Assistants (546), Restaurant Cooks (451), Supervisors of Food Preparation and Serving Workers (436), and Maintenance and Repair Workers (417).

Later occupations with the highest number of annual openings are Registered Nurses (455), General and Operations Managers (435), Secondary School Teachers (364), Accountants and Auditors (223), and Business Operations Specialists (209).

Many high demand occupations correspond directly with the high growth industry groups, such as Health Care, Educational Services, Retail, and Specialty Trade Contractors. Other high demand occupations cross many industry groups, like Customer Service Representatives, Sales Representatives, Secretaries and Administrative Assistants, General and Operations Managers, and Accountants and Auditors.



Central Region Long-Term Occupational Projections							
Occupation	2016 Estimated Employment	2026 Projected Employment	Growth Openings	Exits	Transfers	Total Openings	Median Wages
<b>NOW</b>							
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Secretaries and Administrative Assistants	8,878	8,692	-186	4,732	4,603	9,149	\$30,123
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Cooks, Restaurant	2,517	3,122	605	1,652	2,256	4,513	\$22,080 🔥
First-Line Supervisors of Food Preparation and Serving Workers	2,459	2,996	537	1,222	2,602	4,361	\$25,917
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Bookkeeping, Accounting, and Auditing Clerks	2,985	3,071	86	1,875	1,455	3,416	\$31,714
<b>LATER</b>							
Registered Nurses	6,755	7,671	916	2,065	1,568	4,549	\$60,523 🔥
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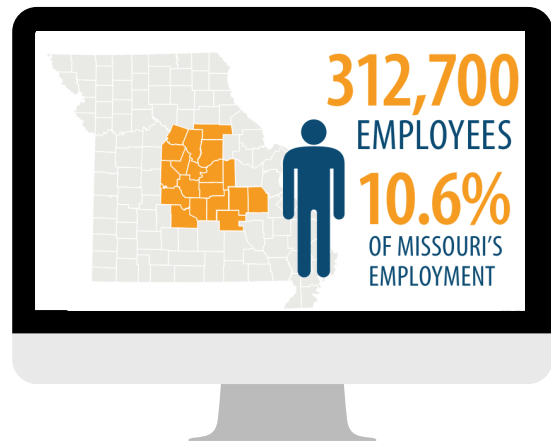
🔥 denotes occupations in the top ten for 2018 on-line job ads in the region and within the Now-Next-Later classification.

Source: MERIC Occupational Projections 2016-2026

## C. EDUCATION & SKILLS LEVELS OF THE WORKFORCE ANALYSIS

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

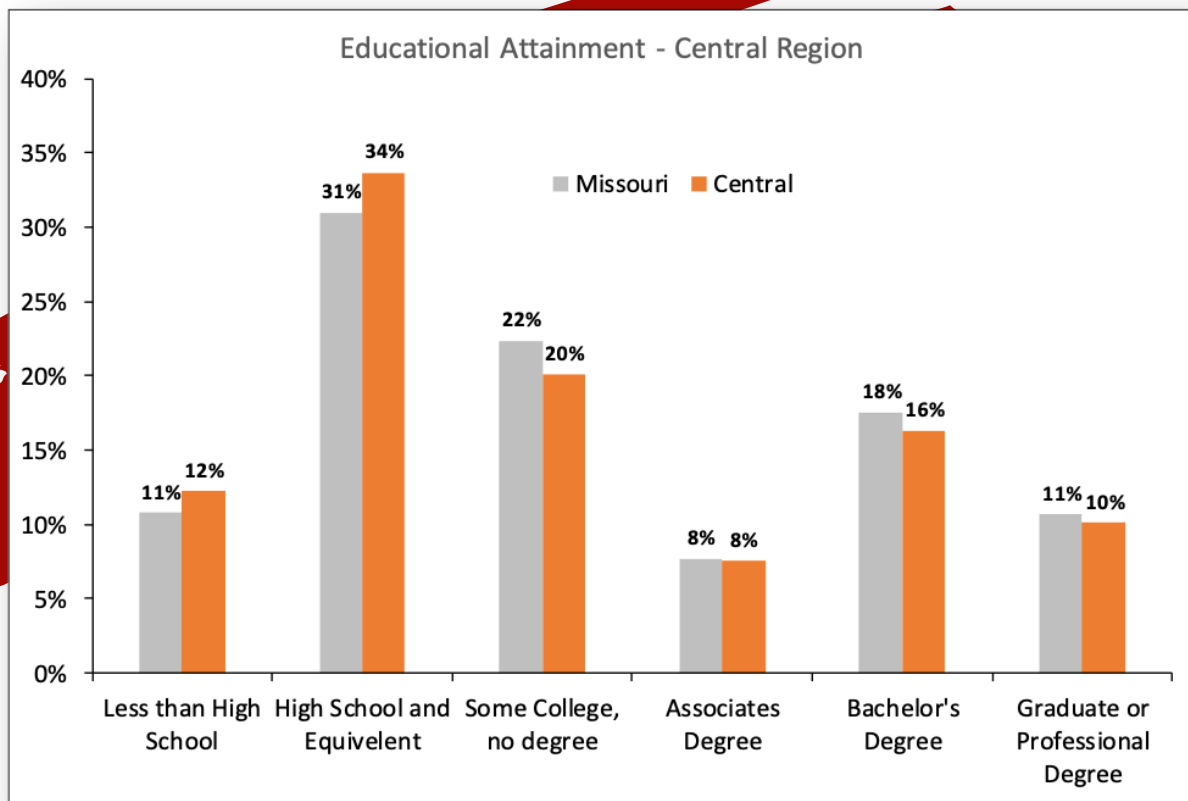
Educational attainment rates for the Central Region are slightly behind those of the state in regards to bachelor's or advanced degrees. Thirty-four percent of the region's population, age 25 and older, has an associate, bachelor's or advanced degree compared to 36 percent for the state. (MERIC)



## EDUCATIONAL ATTAINMENT

Educational attainment is a measure of the highest level of education obtained by individuals age 25 and up, or the population generally in the workforce. As a state, more Missourians have either a high school diploma or some college education but no degree than the national average. However, less Missourians have earned an associate's degree, bachelor's degree, or graduate/professional degree than the national average.

In the Central Region, the educational attainment rates for individuals are higher than the state average for a high school diploma. However, the percentage of people in the region with some college, no degree, bachelor's degree, or graduate or professional degree are slightly below the state averages.



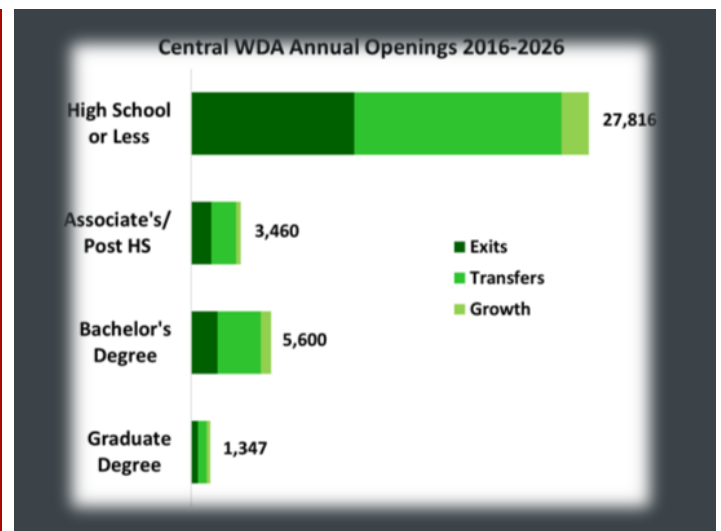
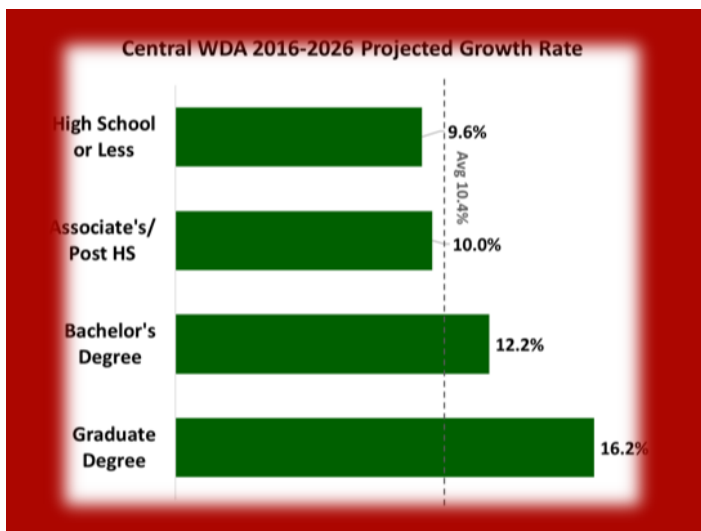


## OCCUPATIONAL PROJECTIONS

Long-term projections are used to identify the fastest growing occupations, as well as occupations with a high number of openings through 2026.

The growth rate of an occupation measures the percentage of jobs added by an occupation between the base year and projected year. Occupations requiring a bachelor's degree or more are projected to grow at a faster rate than the Central Region average. The occupation groups that are projected to grow the fastest are Food Preparation and Serving, Personal Care and Service, and Healthcare Support.

Long-term projections also present data on expected job openings for each occupation through 2026. Openings in an occupation can occur due to an occupation growing, workers moving into a different occupation, or workers leaving the workforce entirely. No matter the reason, qualified individuals are still needed to fill job vacancies. Most openings will be in entry-level jobs, mostly due to high turnover rates as workers either transfer to other occupations or leave the workforce.



## D. SKILL GAPS

**Describe apparent ‘skill gaps’ in the local area. How were the “skills gaps” determined?**

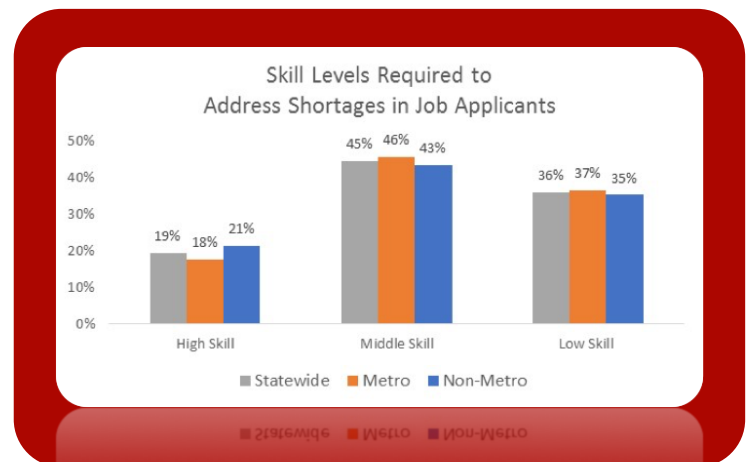
### MISSOURI WORKFORCE 2019 SURVEY

In April through June of 2019, over 1,600 Missouri companies were surveyed to gauge the state of Missouri’s workforce from the employers’ point of view. Companies were randomly selected from a categorized list of Missouri Businesses queried from the Reference USA employer database. Employers surveyed represented the mix of industries found in Missouri and were equally located in metro and non-metro areas of the state. The 14 questions help with understanding hiring trends, skill needs and shortages, experience, and education requirements of Missouri employers.

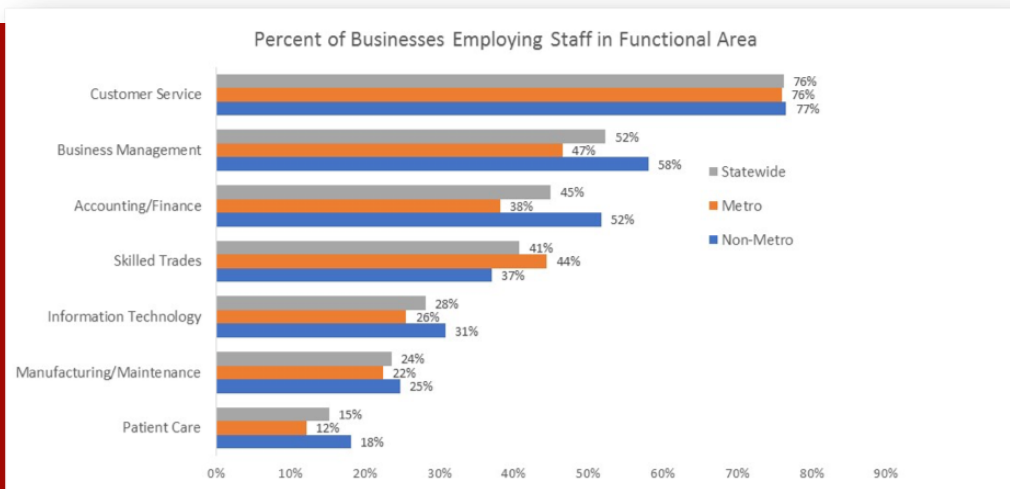
One of the survey questions asked employers about any planned changes in employment levels during the next 12 months. While 49 percent anticipate employment remaining the same as previous years, 33 percent plan to increase employment. This statistic is

significant as we begin to understand employer skill needs and gaps, as well as barriers to expanding employment.

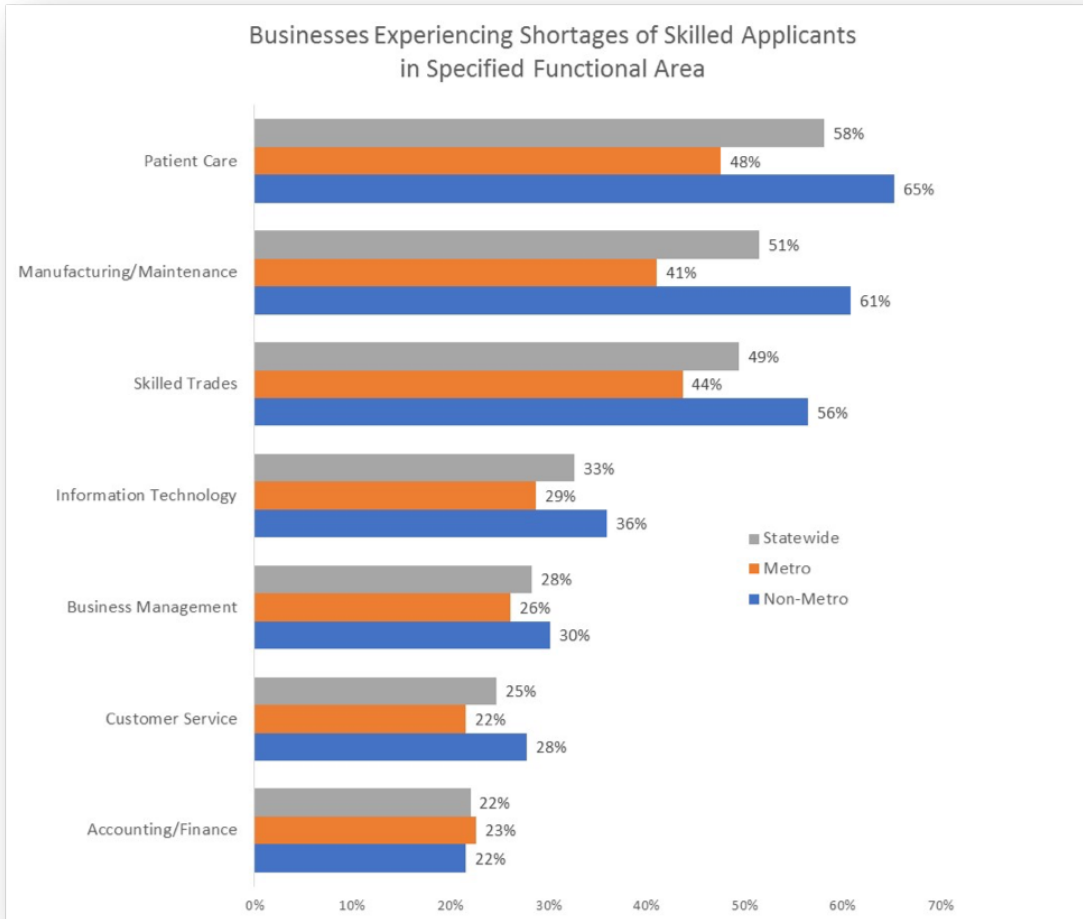
Twenty-eight percent of employers responded that they are experiencing a shortage of skilled applicants, and the responses were similar in the metro and non-metro areas. Most of the shortages were in middle-skill jobs, or jobs that require education and/or training beyond a high school diploma but do not require a four-year degree.



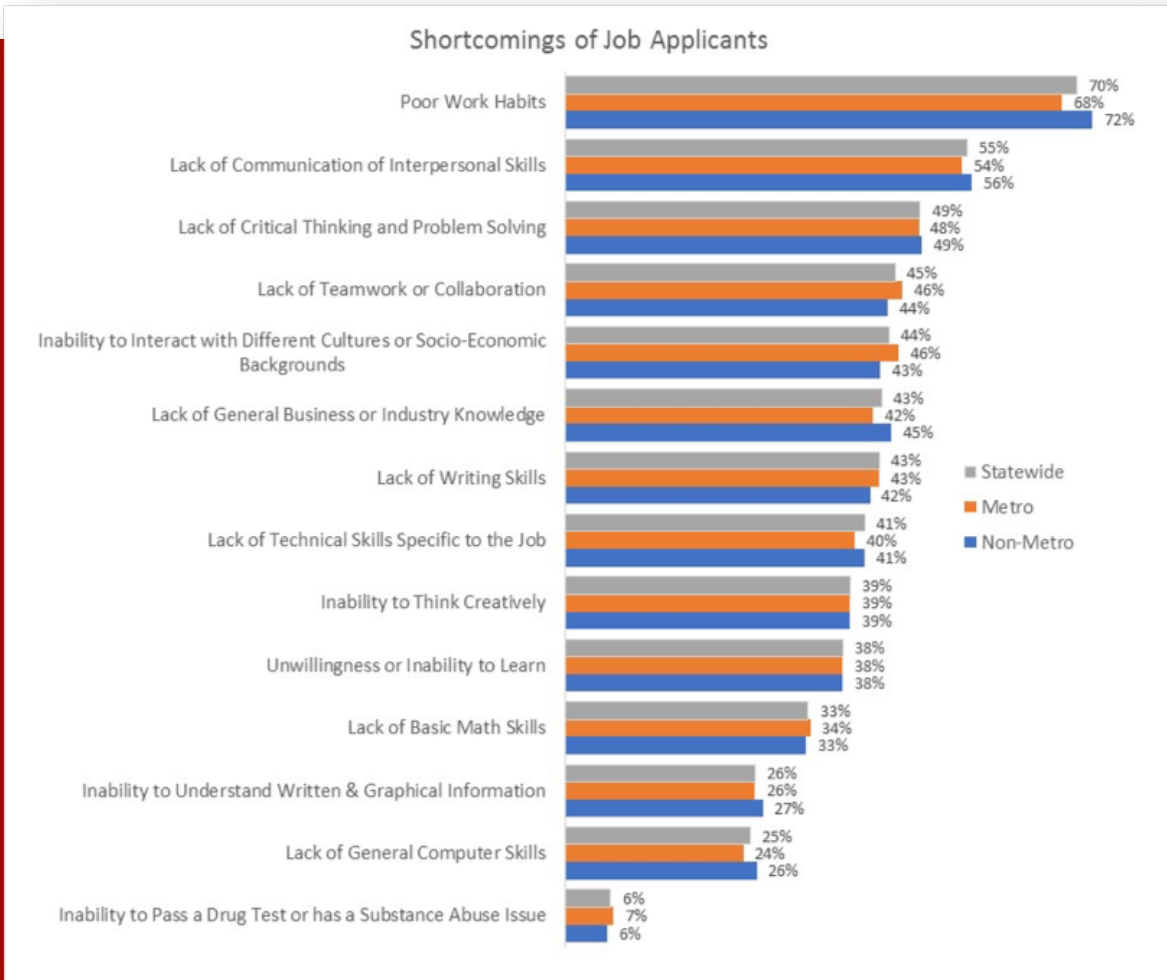
Companies employ workers in a variety of occupations, or functional areas. The companies were asked about employment within those functional areas of their businesses as a means of understanding the types of jobs Missouri employers have working in their businesses.



Companies indicating that they had employees in each functional area were then asked if they were seeing a shortage of skilled applicants in those areas. In every area except Accounting, a greater number of non-metro than metro areas are seeing a shortage of skilled applicants.



Over 90 percent of companies surveyed reported at least one shortcoming in recent job applicants. The most common shortcoming cited is poor work habits, followed by lack of communication skills and lack of critical thinking and problem solving. The results are similar in Missouri's metro and non-metro areas, indicating that applicant shortcomings, particularly in soft skills, is consistent across the state.



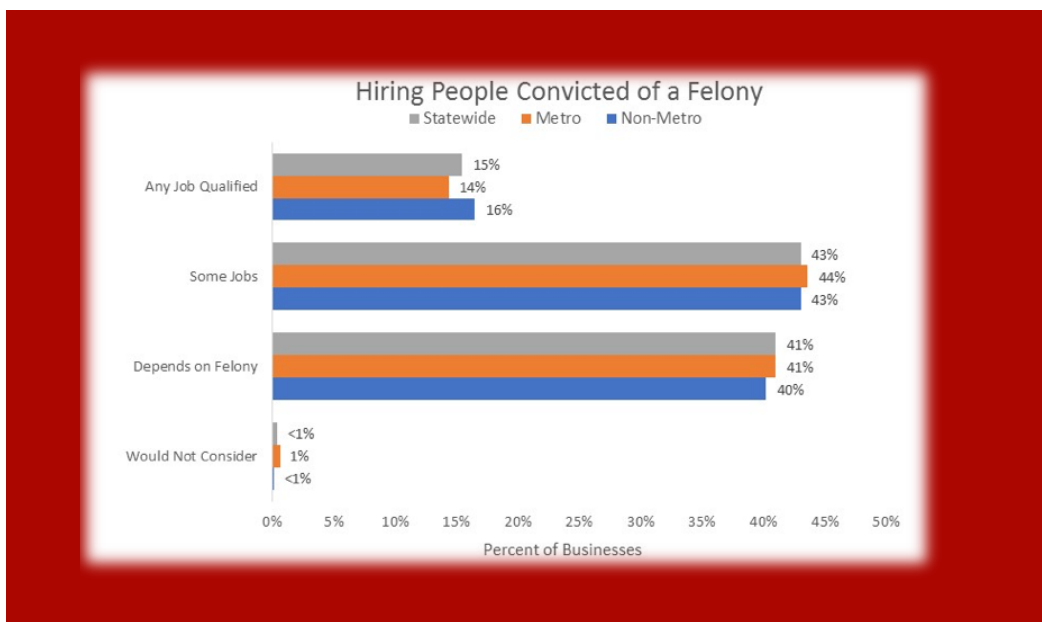
*Other offenders on my wing have been asking how to get into this (Building Your Future) class after myself and the other four people in my wing told them about this class.*

*Hands down, my favorite 3 hours of the week.*

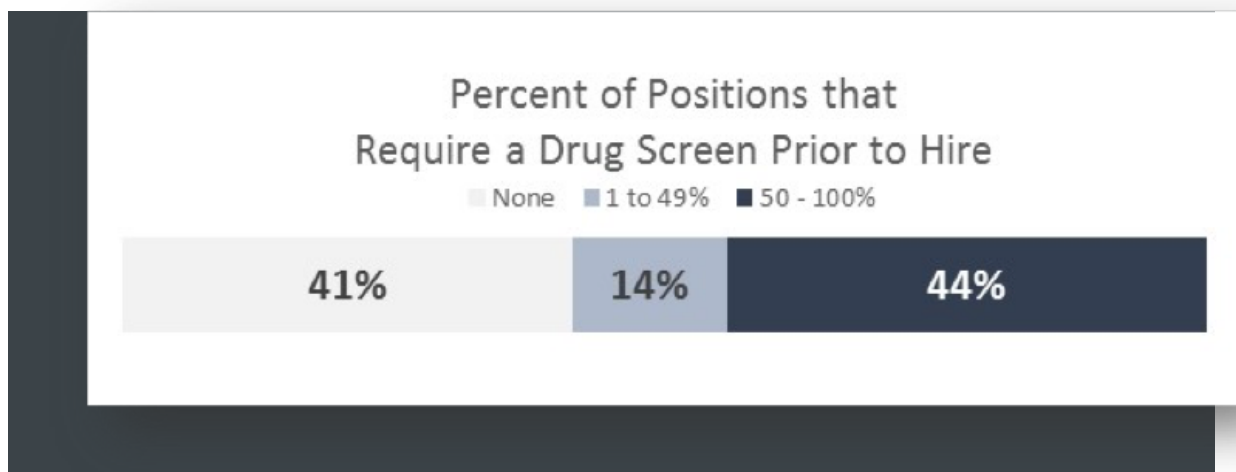
*Dallas - Cremer Therapeutic Community Center, Fulton, Mo.*

Individuals who are justice-involved or have difficulty passing a drug screen or background check often have a more difficult time finding employment. With low unemployment and high job opening rates, many employers are considering traditionally overlooked groups of potential employees.

Nearly all employers report that they require a background check prior to employment for at least half of their positions. Results were similar for metro and non-metro areas. Despite nearly all employers requiring a background check, less than 1 percent stated they would not hire a person convicted of a felony.



Forty-one percent of employers statewide report they do not require a drug screen prior to hire for any of their positions, while another 4 percent require the screen for up to half of their positions. The results are similar for metro and non-metro areas.





# 9. WORKFORCE DEVELOPMENT, EDUCATION, AND TRAINING ACTIVITIES ANALYSIS

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**Describe the workforce development services and activities, including education and training in the LWDA, to address the education and skills needs of the workforce. Include education and training activities of the core programs and mandatory and optional One-Stop Delivery System partners[3].**

[3] Mandatory One-Stop partners: Each LWDA must have one comprehensive One-Stop Center that provides access to physical services of the core programs and other required partners. In addition to the core programs, for individuals with multiple needs to access the services, the following partner programs are required to provide access through the One-Stops: Temporary Assistance for Needy Families (TANF), Career and Technical Education (Perkins Act), Community Services Block Grant, Indian and Native American programs, Housing and Urban Development (HUD) Employment and Training programs, Job Corps, Local Veterans' Employment Representatives and Disabled Veterans' Outreach Program, National Farmworker Jobs Program, Senior Community Service Employment Program, Trade Adjustment Assistance programs, Unemployment Insurance, Re-entry Programs, and YouthBuild.

## **A. THE STRENGTHS AND WEAKNESSES OF WORKFORCE DEVELOPMENT ACTIVITIES**

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

### **STRENGTHS**

The region benefits from large employers including Boone Hospital, Phelps County Regional Medical Center, Capital Region Medical Center, and Fulton State Hospital. University of Missouri has campuses in Columbia and Rolla. Other major employers are state government and Fort Leonard Wood U.S. Army Base. The Lake of the Ozarks area is a very popular tourist destination.

Workforce system partners are working closer together in serving customers and braiding services. Employer engagement, although still needing much work, is increasing.

The first Job Center in a correctional facility was opened at Tipton Correctional Center involving the collaboration of several workforce partners. It is hoped that this initiative with justice-involved individuals will be replicated at other facilities.

### **WEAKNESSES**

The workforce is aging in the Central Region, a trend happening throughout Missouri and the U.S. In 2018, 23 percent of the workforce was age 55 or older. (MERIC)

Businesses are having trouble maintaining a skilled workforce. There are not enough workers in the pipeline to meet the needs of businesses.

Although workforce partners are working closer together, there are problems implementing the infrastructure cost share process. Many partners do not want to contribute to the Job Center costs.

The sharing of data between partners is a barrier to streamlining the process of serving customers. This often puts a burden on customers and staff.

Many job seekers lack reliable transportation. Many jobs in the region require a commute and transportation is a problem.

## **B. 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 skills needs of the workforce and the employment needs of employers in the LWDA.**

The CWDB and the Job Centers work closely with partners to maximize services and resources and reduce duplication. However, declines in funding have resulted in a reduction of staff and service locations, which is a challenge in some areas. Partner agencies have in some cases also had reductions in funding which adds to the shortage of resources.

The region has full service Job Centers in Rolla, Lebanon, and Columbia. The center in Jefferson City was destroyed by a tornado and has not been replaced at this time.

Closer partnerships with Vocational Rehabilitation and Rehabilitation Services for the Blind will hopefully result in increased services to individuals with disabilities and create additional traffic in the Job Centers.

The Nexus group is an initiative that is bringing together employers and streamlining the process to communicate job openings, referrals and placements. The region does not have a comprehensive business services team and this will help to fill that gap.



# OPERATIONAL ELEMENTS

## LOCAL STRUCTURE

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### **10. LOCAL WORKFORCE DEVELOPMENT AREA (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 Development Area 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 region 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.

Some of the largest employers are health care providers including: Boone Hospital, Phelps County Regional Medical Center, Capitol Region Medical Center, and the Fulton State Hospital. There is a substantial presence in the financial/professional services industry with State Farm Insurance, Veterans United Home Loans, and Shelter Insurance. The State of Missouri, US Food Service, Lowe's Companies, Inc. , University of Missouri, and the Department of Defense. (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.*

The Central Region workforce has 312,799 employees, making up 10.6 percent of Missouri’s employment. In 2018, 51 percent of the workforce was female and 49 percent was male, which matches the Missouri average.

The workforce is getting older in the Central Region, a trend happening throughout Missouri and the U.S. In 2018, 23 percent of the workforce was age 55 or older, up from 18 percent a decade earlier.

The workforce is getting older in the Central Region, a trend happening throughout Missouri and the U.S. In 2018, 23 percent of the workforce was age 55 or older, up from 18 percent a decade earlier.

For 6 percent of the region’s population (ages 18 to 64) the primary language spoken at home is something other than English. By comparison, Missouri was at 7 percent and the U.S. population at 23 percent.

The Central Region has a higher percentage of the population with a disability compared to the state and nation. For the Central Region, 14 percent of the population has a disability compared to 13 percent in Missouri and 10 percent in the U.S.

Location Quotient (LQ) is an analysis of industry concentrations within a geographic region compared to the nation with 1.0 as the national average. Industries with an LQ greater than 1.0 indicate a higher concentration, thus requiring more than the average number of skilled workers to support the industry. Industries with high LQs in the Central Region include those related to tourism such as Gasoline Stations, Accommodation, Food and Drinking Places, and a variety of stores. The industries of Credit Intermediation and Related Activities, Motor Vehicle Parts Dealers, Nursing and Residential Care, and Machinery Manufacturing also have notable LQs above the average. (MERIC)

## COMMUTING PATTERNS

The table below indicates that many workers commute to another county for employment. Larger cities, such as Columbia and Jefferson City in Boone and Cole counties, respectively, do attract workers from the surrounding counties which is evident in the lower out-commuting percentage. The central location in the state, in addition to Interstate and US Highway access, improves the ability of Central residents to commute to their workplace.

## PERCENT OF EMPLOYEES WORKING OUTSIDE OF HOME COUNTY

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

### Central LMR Top Employer Postings

#### COMPANY

- University of Missouri
- Mercy Health Systems
- Missouri Univ. of Science & Technology
- SSM Health Care
- Department Army
- Hy-Vee
- BJC HealthCare
- Pizza Hut
- Phelps County Regional Medical Center
- Lutheran Senior Services

### Central LMR Top Industry Postings

INDUSTRIES WITH TOP POSTINGS	NUMBER OF JOB ADS
Colleges & Universities	1,245
Hospitals	1,034
Restaurants Food, & Drink Services	414
National Security	366
Grocery Stores	251
Insurance Companies	245
Management & Scientific Consulting	205
Outpatient Care Centers	201
Traveler Accommodation	172
Banks	172

### Central Region Fastest Growing Occupations



NOTE: OCCUPATIONS WITH NET INCREASE OF LESS THAN 50 ARE OMITTED  
 SOURCE: MERIC OCCUPATIONAL PROJECTIONS, 2016-2026  
 ★ DENOTES OCCUPATIONS TOP TEN ONLINE JOB ADS FOR 2018 IN THE REGION AND WITHIN THE NOW-NEXT-LATER CLASSIFICATIONS

MISSOURI WORKFORCE 2019

MISSOURI WORKFORCE 2019

## Central Region Top Employing Industries

Industry	Employment		Net Change	2013-2018	2018
	2013	2018		Empl. CAGR	Annual Wages
Health Care & Social Assistance	41,606	42,643	1,037	0.5%	\$40,596
Retail Trade	32,820	33,292	472	0.3%	\$25,128
Educational Services	32,163	31,485	(678)	-0.4%	\$45,600
Accommodation & Food Services	25,263	28,109	2,846	2.2%	\$15,432
Manufacturing	24,887	26,778	1,891	1.5%	\$42,804
Public Administration	27,332	26,672	(660)	-0.5%	\$38,040
Construction	11,789	12,573	784	1.3%	\$42,264
Finance and Insurance	9,151	10,368	1,217	2.5%	\$59,520
Administrative & Support	9,277	10,324	1,047	2.2%	\$25,632
Professional, Scientific & Tech. Serv.	8,398	8,739	341	0.8%	\$50,472

SOURCE: LEHD-QWI, 2013-2018 2ND QUARTER

## Workforce Demographics

	Central MO	Missouri	Nationwide
Average monthly employment in 2018	312,799	2,954,808	155,761,000
Average Unemployment Rate in 2018	3.0%	3.2%	3.9%
Female	51%	51%	50%
Male	49%	49%	50%
Non-white	11%	17%	23%
Hispanic or Latino	3%	4%	15%
Ages 55 & older	23%	23%	23%
With disabilities (ages 18-64)	14%	13%	10%
Below Poverty Levels (ages 18-64)	17%	14%	14%
Language other than English (ages 18-64)	6%	7%	23%
Associate degree or higher (Age 25+)	34%	36%	39%

SOURCES: CENSUS ACS 2017-5YR EST.; BLS QCEW NOT-SEASONALLY ADJUSTED

# 11. LOCAL FACILITY AND INFORMATION

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

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

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

D. If your LWDA has any other additional service sites and the LWDA refers to them as anything other than comprehensive, affiliate or specialized centers, please list the service sites by the title your LWDA uses and describe the services provided in Attachment 1. Also, list the one-stop partners providing services at those locations.

**SEE ATTACHMENT 1**

# 12. LOCAL ONE-STOP PARTNER/MOU/IFA INFORMATION

## A. ONE-STOP PARTNERS

Identify the One-Stop Partners in Attachment 2 to the Plan. Please indicate the contact name, category, physical location, phone and email address. Indicate the specific services provided at each of the comprehensive, affiliate, or specialized job centers.

**SEE ATTACHMENT 2**

## B. MEMORANDUMS OF UNDERSTANDING (MOU)

Include 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. The MOU must be up-to-date, signed and dated. Include the MOU(s) as Attachment 3. Missouri Job Centers must ensure that equal access to employment and training services are provided to the farm workers and agricultural employers in their LWDA's.

**SEE ATTACHMENT 3**

See OWD Issuance 01-2019 One-Stop Center Memoranda of Understanding and Infrastructure Funding Agreements for Local Workforce Development Boards.



## **C. COST SHARING AGREEMENT/INFRASTRUCTURE FUNDING AGREEMENT (IFA)**

Include as part of the MOU in Attachment 3 the Infrastructure Funding Agreement (IFA) and negotiated cost-sharing worksheet/workbook for each Missouri Job Center that includes the line items, dollar amounts and percentage rates for One-stop partners, OWD and the Board. Indicate the number of FTEs present and the amount of space (sq. footage) utilized by the partner.

**SEE ATTACHMENT 3**

See OWD Issuance 01-2019 One-Stop Center Memoranda of Understanding and Infrastructure Funding Agreements for Local Workforce Development Boards.

## **13. SUB-STATE MONITORING PLAN**

Include the sub-state monitoring plan, as defined in OWD Issuance 16-2018 Statewide Sub-State Monitoring Policy, as Attachment 4 to the Plan.

**SEE ATTACHMENT 4**





# INTEGRATION OF ONE-STOP SERVICE DELIVERY

## 14. LOCAL WORKFORCE DEVELOPMENT SYSTEM

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Describe the workforce development system in the LWDA.



**A.  
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.**

**THE SIX CORE PROGRAMS ARE:**

**ADULT PROGRAM  
(TITLE I OF WIOA)**

**DISLOCATED WORKER  
PROGRAM (TITLE I)**

**YOUTH PROGRAM  
(TITLE I)**

**ADULT EDUCATION AND FAMILY  
LITERACY ACT PROGRAM (TITLE II)**

**WAGNER-PEYSER ACT  
EMPLOYMENT SERVICE PROGRAM  
(AUTHORIZED UNDER THE WAGNER-PEYSER ACT,  
AS AMENDED BY TITLE III)**

**VOCATIONAL REHABILITATION PROGRAM (AUTHORIZED UNDER TITLE I OF THE  
REHABILITATION ACT OF 1973, AS AMENDED BY TITLE IV)**

**OTHER PARTNERS:**

**CAREER AND TECHNICAL  
EDUCATION PROGRAMS**

**TEMPORARY ASSISTANCE FOR  
NEEDY FAMILIES**

**REINTEGRATION OF  
EX-OFFENDERS PROGRAM**

**SENIOR COMMUNITY SERVICE  
EMPLOYMENT PROGRAM**

**UNEMPLOYMENT INSURANCE  
PROGRAMS**

**TRADE ADJUSTMENT ASSISTANCE  
FOR WORKERS PROGRAM,**

**EMPLOYMENT AND TRAINING  
PROGRAMS UNDER THE SUPPLEMENTAL  
NUTRITION ASSISTANCE PROGRAM**

**B.**  
**DESCRIBE HOW THE BOARD  
PLANS TO SUPPORT ALIGNMENT TO PROVIDE  
SERVICES, INCLUDING PROGRAMS OF STUDY  
AUTHORIZED UNDER THE STRENGTHENING  
CAREER AND TECHNICAL EDUCATION FOR THE 21ST  
CENTURY ACT OF 2018 FORMERLY THE CARL D  
PERKINS CAREER AND TECHNICAL  
EDUCATION ACT OF 2006 (20 U.S.C. 2301 ET SEQ.).**

The Board had a WIOA partner meeting as part of the planning process. The meeting was very productive and insightful as each partner discussed their role in the One-Stop system. This interaction with partners will be continued through future meetings and partner presentations at board meetings.

The Region will work with Career Technical Schools by implementing the following strategies in support of the Strengthening Career and Technical Education for the 21st Century Act of 2018:

- Coordinate services to serve customers more effectively;
- Utilize shared resources that will lead to non-duplication of efforts and resources;
- Promote registered youth apprenticeships;
- Share labor market information;
- Improve on the development and use of career pathways.
- Increase employer engagement to determine specific training that is needed.

**C.**  
**DESCRIBE HOW THE LOCAL WDB WILL  
COORDINATE WORKFORCE INVESTMENT  
ACTIVITIES CARRIED OUT IN THE LOCAL AREA  
WITH RAPID RESPONSE ACTIVITIES.**

CWDB coordinates efforts with the Statewide Employment Transition Team in accordance with DWD/OWD Issuance 07-2015. The region's workforce coordinator is the designated lead for layoffs. Official communications regarding layoffs will come from Office of Workforce Development central office. If a job center customer reports layoff information, it should be relayed immediately to the central region workforce coordinator. The coordinator will verify the information before it is shared with anyone outside the job center.

**D**  
**DESCRIBE HOW THE BOARD WILL ENSURE THE  
EXPENDITURE OF FUNDS FOR TRAINING  
PROVIDERS ARE SELECTED FROM BOTH THE  
ELIGIBLE TRAINING PROVIDER LIST/SYSTEM  
APPROVED FOR USE BY THE STATE OF MISSOURI  
AS WELL AS APPROVED FROM THE STATE LIST BY  
THE LOCAL WORKFORCE DEVELOPMENT BOARD.**

Only training providers and courses that are on the State of Missouri's Eligible Training Provider List that have been approved by the Central Region will be approved for funding. This is checked at the program operation level and at the administrative level.

# 15. ALIGNMENT & DATA INTEGRATION

## **A. DESCRIBE HOW ALL PARTNER AGENCIES WILL STRENGTHEN THEIR INTEGRATION OF SERVICES SO THAT IT PROVIDES A MORE SEAMLESS SYSTEM.**

The Region is committed to convening partners to braid services, reduce duplication of services, and build a seamless workforce system. Meetings and communication during the local planning process have been productive.

Efforts are being made to simplify common intake processes and use universal referral forms.

Job Center staff are being educated on partner programs so they assist in facilitating referrals and connecting customers with partner programs.

Nexus meetings bring partner staff together with business customers. This is informative for staff and business partners and provides a simple method of communication between business and the One-Stop system.

Workforce partners that serve on the board are engaged in the effort to provide seamless service to customers, and many ideas are discussed at board meetings in how services can be provided in a holistic manner.

## **B. DESCRIBE THE MOU/IFA/COST SHARING PROCESS.**

CWDB held a WIOA partner meeting on December 18, 2019 to which all required partners were invited. This initial meeting consisted of an explanation of the Infrastructure Cost Sharing requirement and a discussion of the relationship each partner has with the one-stop system. Conference calls and email was used to continue the communication process.

## **C. DESCRIBE THE PROCESS FOR DATA INTEGRATION. HOW ARE THE ONE-STOP CENTERS IMPLEMENTING AND TRANSITIONING TO AN INTEGRATED, TECHNOLOGY ENABLED INTAKE SYSTEM FOR PROGRAMS CARRIED OUT UNDER WIOA AND BY ONE-STOP PARTNERS?**

Data integration is one of the weaknesses in the one-stop system. This will need to be accomplished at the state level to ensure efficient data integration.



## 16. ACCESSIBILITY

All one-stop operators and one-stop partners will voluntarily agree to comply with WIOA section 188 and provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) in their written contracts/Agreements with CWDB. All one-stop operators and one-stop partners will be monitored annually by the appointed local EO officer according to state guidance and be provided annually at minimum with continual information regarding WIOA Complaint and Grievance process.

The region will engage staff from Independent Living Centers and Rehabilitation Services for the Blind to conduct accessibility assessments at the Job Centers and provide staff training. The physical facility, programs, services, assistive technology, and outreach materials will be reviewed by the locally appointed EO officer. The CWDB maintains an accommodation policy and support will be provided for addressing accommodation requests, inadequacies discovered during accessibility assessments, as well as staff training and technical support. Rehabilitation Services for the Blind and Vocational Rehabilitation will be part of the Board's Disability Committee.

”

*A workforce with the knowledge and skills to fill the jobs of tomorrow is critical to Missouri's path forward.*

*-Governor Mike Parson*

# 17. ASSESSMENT OF ONE-STOP PROGRAM AND PARTNERS

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## **A. DESCRIBE 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 Board conducted a competitive procurement process in 2019 through which the region's current program provider, Central Ozarks Private Industry Council (COPIIC) was selected.

The performance of COPIIC is closely monitored through CWDB file review, compliance review, fiscal monitoring, MoJobs, MoPerforms, customer surveys, and OWD's Continuous Improvement Review Team. The number of enrollees, number of exits, completers, wages, placements, and job retention are items that are monitored.

Employer and customer feedback is collected through surveys. CWDB staff are in daily communication with the program operator and are well informed of operations. The program operator attends board meetings and provides very detailed program and fiscal reports. Board members, including workforce partners frequently ask questions of the program operator to ensure complete transparency.

The Board strives for continuous improvement and is kept well informed of the progress being made in providing service to business customers and job seekers.





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**B. DESCRIBE THE ACTIONS THE LWDB WILL TAKE TOWARD BECOMING OR REMAINING A HIGH-PERFORMANCE WDB.**

The Board realizes that to become a true high-performance WDB, employer engagement must be increased. Recent board discussions have revolved around the need to engage employers and the best methods to do that. Time is a valuable commodity in the business community and it is difficult in many cases, to attend meetings. Surveys, social media, and other methods are being explored to engage business. Board members are helping to facilitate this process and other partners are being engaged as well.

The Board recognizes that engagement with the education system needs to be strengthened. This is also a discussion point at board meetings and new approaches are being explored.

The Board is striving to be a true convener of workforce partners and considers this a crucial element of being a high-performance WDB. Outreach will be ongoing to communicate with workforce partners and to coordinate services.

Customer service is essential to be a relevant, high-performance Board. Customer service training is reinforced continually to ensure that business and individual customers are being service in a professional, effective manner.

Meeting and/or exceeding performance measures is critical in order to be a high-functioning Board. The monitoring of this data is a continuous process.

# LOCAL ADMINISTRATION

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## 18. CHIEF ELECTED OFFICIAL (CEO)

Please identify the CEO. List the name, title, address, phone number and email address. Place it on a cover sheet in [Attachment 5](#).

**SEE ATTACHMENT 5**

## 19. CEO CONSORTIUM AGREEMENT & BYLAWS

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 CEO Consortium Agreement as Attachment 5 including any CEO Bylaws that are in effect.

*NOTE: (The CEO membership should be reviewed after each county and/or municipal election. If there are changes in the CEO membership, or leadership, a new CEO agreement will need to be signed and submitted to OWD by the first day of June following the election.) OWD must be notified with the contact information as soon as the CEO takes office.*

## 20. LOCAL WORKFORCE DEVELOPMENT BOARD (LWDB) MEMBERSHIP

Please list the LWDB members in Attachment 6. 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/OWD, higher education, economic development, TANF, Other) The LWDB Certification Form may be used.

*See OWD Issuance 10-2018 Local Workforce Development Board Membership Requirements and Recertification Procedures under the Workforce Innovation and Opportunity Act.*

### A. LWDB STANDING COMMITTEES

List of all standing committees on a separate page in [Attachment 6](#).

**SEE ATTACHMENT 6**

### B. LWDB CERTIFICATION LETTER (2019)

Include in [Attachment 6](#) a copy of the current [LWDB certification letter](#)

**SEE ATTACHMENT 6**



## 21. LWDB BYLAWS

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 7 to the Plan.

**SEE ATTACHMENT 7**

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## 22. CONFLICT OF INTEREST POLICY

Include the Conflict of Interest Policy as Attachment 8 for Board members, staff, and contracted staff to follow. This should be the full COI policy that they sign, not just an attestation.

*See OWD Issuance 19-2016 Ethical Requirements for Chief Elected Officials and Local Workforce Development Boards.*

**SEE ATTACHMENT 8**

# LOCAL PLANNING & FISCAL OVERSIGHT

## 23. LOCAL FISCAL AGENT

Identify the Local Fiscal Agent. Include contact information. Include the information as Attachment 9.

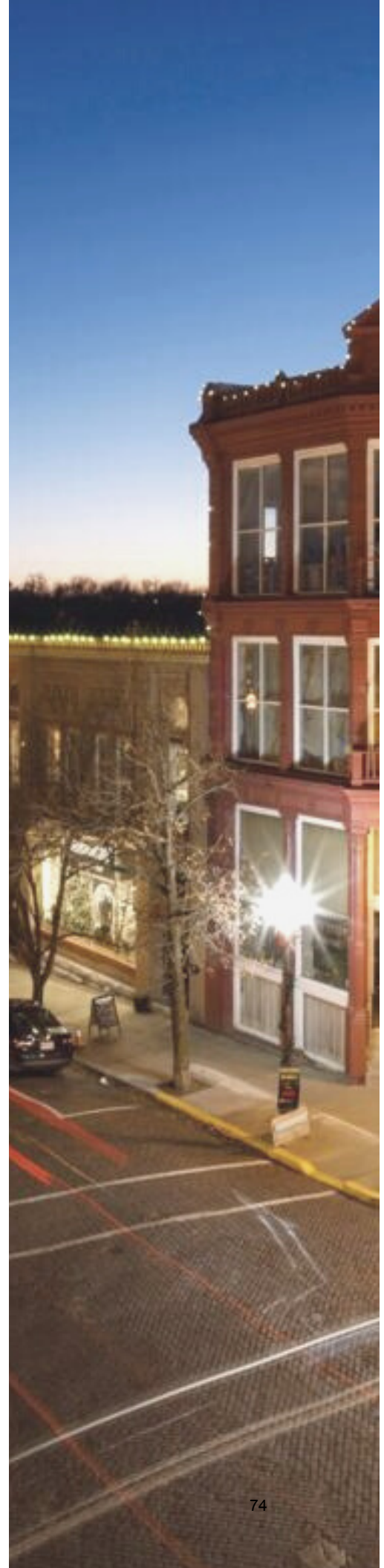
*See OWD Issuance 22-2015 Policy on Designation of a Local Fiscal Agent by the Chief Elected Official.*

**SEE ATTACHMENT 9**

## 24. COMPETITIVE PROCUREMENT

Describe the competitive (procurement) process used to award the grants and contracts in the LWDA for activities carried out under Title I of WIOA, including the process to procure training services for Youth and any that are made as exceptions to the ITA process. Include 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. Include the Financial Procurement Policy as Attachment 10.

**SEE ATTACHMENT 3**





## **25. DUPLICATIVE COSTS AND SERVICES**

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## **A. ELIMINATING DUPLICATIVE ADMINISTRATIVE COSTS**

### **DESCRIBE HOW THE BOARD IS WORKING TOWARD ELIMINATING DUPLICATIVE ADMINISTRATIVE COSTS TO ENABLE INCREASED TRAINING INVESTMENTS.**

In the past year the Board made significant reductions in administrative costs by reducing the number of offices, staff, travel, and office supplies. Internal processes are being reviewed with administrative staff to streamline processes and eliminate any overlap or duplication. Processes are reviewed with the region's program offer to eliminate the duplication of processes.

## **B. ELIMINATING DUPLICATIVE SERVICES**

### **IDENTIFY HOW THE BOARD ENSURES THAT SERVICES ARE NOT DUPLICATED.**

The following process will assist in identifying and eliminating duplicative services:

- To avoid duplication of services, WIOA contains a clause that allows the use of previous assessments from another education or training program. The previous assessments must be determined to be appropriate by the program operator or the One-Stop Partner and must have been completed within the previous six months;
- Coordination with partners and other entities will be strengthened to ensure non-duplication of resources and services. The braiding of services and resources will assist with this.
- Confirmation that WIOA funded supportive services are not available through other agencies or programs. Monitor funds for supportive services to ensure they are allowable and spent without duplication of services.
- Customers will be facilitated through an integrated, seamless process related to the various services/functions offered in order to reduce duplication and duplicate number of contacts.
- Coordination of employer outreach to reduce duplication of employer contacts.

## 26. PLANNING BUDGET SUMMARIES (PBSS)

**INCLUDE THE PLANNING BUDGET SUMMARIES FOR PROGRAM YEAR 2020 AND FISCAL YEAR 2021 IN ATTACHMENT 11 TO THE PLAN.**

**SEE ATTACHMENT 11**

## 27. COMPLAINT AND GRIEVANCE/EEO POLICY

**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. INCLUDE EITHER A STATEMENT THAT THE BOARD WILL FOLLOW THE STATE POLICY OR DEVELOP A LOCAL POLICY AND INCLUDE A COPY AS ATTACHMENT 12 TO THE PLAN.**

**SEE ATTACHMENT 12**



# 28. 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 local plan development process, including how input for the Local Plan was obtained by all the partners involved in the MOU. Also, see Attachment 33 - Statement of Assurances.**

A board subcommittee consisting of WIOA required partners was formed to ensure input from each partner.

A meeting was held on December 18, 2019 with WIOA partners to discuss the planning process and their respective relationship with the Central Region WIB.

Conference calls and email was used to ensure that each board member and partner had an opportunity to review the plan and provide input.



*They have went above and beyond to reach out to help me. I'm blessed to have a place to live and clothes on my back. Workforce Development helped me transform my life.*  
- Joseph Johnson

# 29. PERFORMANCE NEGOTIATIONS

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.

The most recent negotiated performance levels are below.

Employment Rate 2nd Quarter After Exit									
	PY17 Current Standing	2017 Planned	2017 % Achieved	PY18-19 Region Proposed	State Accepted	State Counter Proposal	Region Accepted	Region Proposed or Counter Proposal	Region Final PY18-19
Adult	65.30%	72.00%	90.70%	68.00%	68.00%				68.00%
DW	71.80%	72.00%	99.80%	70.00%		72.10%	72.00%		72.00%
Youth	55.60%	76.00%	73.10%	72.50%	72.50%				72.50%
W/P	65.40%	68.00%	96.10%	65.00%		68.10%	68.00%		68.00%

Employment Rate 4th Quarter After Exit									
	PY17 Current Standing	2017 Planned	2017 % Achieved	PY18-19 Region Proposed	State Accepted	State Counter Proposal	Region Accepted	Region Proposed or Counter Proposal	Region Final PY18-19
Adult	61.7%	65.0%	95.0%	65.0%	65.0%				65.00%
DW	69.5%	70.0%	99.3%	67.9%		70.0%	70.00%		70.00%
Youth	62.9%	72.0%	87.5%	65.0%	65.0%				65.00%
W/P	62.4%	63.0%	98.6%	63.0%	63.0%				63.00%

Median Earnings 2nd Quarter After Exit									
	PY17 Current Standing	2017 Planned	2017 % Achieved	PY18-19 Region Proposed	State Accepted	State Counter Proposal	Region Accepted	Region Proposed or Counter Proposal	Region Final PY18-19
Adult	\$4,759	\$4,100	116.0%	\$4,800	\$4,800				\$4,800
DW	\$5,283	\$4,600	114.8%	\$5,350	\$5,350				\$5,350
Youth	N/A	N/A	N/A	N/A	N/A				N/A
W/P	\$4,751	\$4,300	110.5%	\$4,750	\$4,750				\$4,750

Credential Attainment within 4 Quarters After Exit									
	PY17 Current Standing	2017 Planned	2017 % Achieved	PY18-19 Region Proposed	State Accepted	State Counter Proposal	Region Accepted	Region Proposed or Counter Proposal	Region Final PY18-19
Adult	19.90%	51.00%	39.10%	45.30%	45.30%				45.30%
DW	63.20%	49.00%	129.00%	51.00%		\$4.00-\$6.5	54.00%		54.00%
Youth	52.30%	70.00%	74.70%	67.20%	67.20%				67.20%
W/P	N/A	N/A	N/A	N/A	N/A		N/A		N/A

\*DW Credential is already at 51.85% looking at the Online Rosters for PY18.

## 30. PUBLIC COMMENT

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. Provide an affidavit of proof of this public announcement for comment. See Attachment 33 - Statement of Assurances

**SEE ATTACHMENT 33**

Representatives of business and organized labor were invited to provide input throughout the development of the plan, including being represented on the board subcommittee for the plan. Members of the board and caucus were sent a draft of the plan and invited to review it and provide comments. The plan was posted on the CWDB website for a thirty day comment period, beginning February 21, 2020.

## 31. ASSURANCES

Complete and sign the “Statement of Assurances Certification” form located in this guidance and include this as Attachment 33 to the Plan.

**SEE ATTACHMENT 33**

”

***Missouri’s growth depends on our workforce,***

*- Speaker of the House  
Elijah Haahr*



# POLICIES

## LOCAL POLICIES & REQUIREMENTS

### 32. SUPPORTIVE SERVICES POLICY

Please include the Board's policy for Supportive Services as Attachment 13 to enable individuals to participate in Title I activities. This policy must address the requirements in OWD Issuance 13-2017 Statewide Supportive Services Policy.

**SEE ATTACHMENT 13**

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### 33. ADULT PRIORITY OF SERVICE

Please include the Board's policy for Adult Priority of Service as Attachment 14. Describe the process by which any priority will be applied by the One-Stop Operator as stated under WIOA sections 133(b)(2) or (b)(3). The LWDB should explain its Adult Priority of Service to provide WIOA career services for jobseekers who are not low-income.

**SEE ATTACHMENT 14**

# 34. ADULT /DISLOCATED WORKER - 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. Please include the Training Expenditure Rates and Criteria Policy for Adults and Dislocated Workers as Attachment 15.

**SEE ATTACHMENT 15**

# 35. YOUTH - ELIGIBILITY

Please provide the Youth Barriers Eligibility Policy (OSY ISY additional assistance barrier) as Attachment 16.

**SEE ATTACHMENT 16**





## **36. YOUTH- OUT OF SCHOOL YOUTH (OSY)**

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**Describe the Board’s strategy for addressing Out-of-School Youth (OSY). WIOA section 129(a)(1)(B)(VIII) establishes that an eligibility criteria for Out-of-School Youth 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.**

The WIOA Youth Program focuses primarily on out-of-school youth, requiring local areas to expend a minimum of 75% of WIOA youth funds on them. The program includes 14 program elements that are required to be made available to youth participants. WIOA prioritizes work experience through a 20% minimum expenditure rate for the work experience program element.

CWDB defines, identifies, and documents the eligibility criteria for youth who require additional assistances in the chart below.

CRITERIA	DEFINITION	REQUIRED DOCUMENTATION
Children of incarcerated parents(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, 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 deficient	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	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 of 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

# 37. YOUTH-IN-SCHOOL YOUTH (ISY)

**DESCRIBE THE BOARD’S STRATEGY FOR ADDRESSING IN-SCHOOL YOUTH (ISY). WIOA SECTION 129(A)(1)(C)(VII) ESTABLISHES THAT AN ELIGIBILITY CRITERIA FOR IN-SCHOOL YOUTH 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 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.

Children of incarcerated parents(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, 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 deficient	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	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 of 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



# 38. YOUTH- 14 DATA ELEMENTS

**Describe how the region will provide the 14 data elements including: roles, responsibilities, how the system works, and what the system looks like when put into practice in the region. Also, list any organizations/entities that have an agreement with the region to provide one or more youth services.**

## **WIOA YOUTH TITLE I REQUIRED SERVICE ELEMENT | ENTITY PROVIDING THE ELEMENT**

Subcontractors will provide and/or coordinate services for the 14 elements; if coordinating with another entity, procurement procedures will be followed and an MOU will be developed identifying the roles of each entity.

### **ONE & TWO**

Lake Career and Technical Center: Camdenon

Ozarks Technical College: Lebanon

Laclede County Area Literacy Council: Lebanon

Waynesville Career Center: Waynesville

East Central College: Rolla and the Meramec subregion

Adult Basic Literacy Education: Jefferson City

Job Point: Columbia

Tutoring, Study Skills Training and Drop-Out Prevention: The Youth-Access Program requires all Youth with incomplete secondary education status to attend AEL classes as a component of their Individual Service Strategy. AEL Instructors provide monthly Progress & Attendance Reports to confirm classroom attendance. Youth are paid \$9.50 per hour for each hour of attendance and must meet minimum attendance requirements (90%). Incentives are paid to motivate and support the Youth's efforts to increase academic skills needed to obtain a HISET. Incentives are based on CWDB Policy and require documentation to verify the skill gains and for obtaining the HISET.

## **TWO**

Partnerships are established with local secondary schools throughout the region. Staff coordinate with school counselors to identify Youth who are at-risk and in need of assistance to prevent them from dropping out. Incentives are in place to motivate and support the Youth's efforts to graduate from high school. Incentives are based on CWDB Policy and require documentation to verify skill gains and graduation from high school.

These partners assist individuals in need of English as a secondary language skill through separate tutoring sessions at each location. Services include both face-to-face tutoring and online assistance.

## **THREE**

Partnerships are established throughout the Central Region with public and private businesses to host Youth in need of work experience. The Youth-Access Program includes development of Individual Service Strategies, which include assignments to paid Work Experience to increase Work Readiness, including developing positive work habits to meet an employer's expectations. Youth receive payment of \$9.50 (minimum) per hour or the entry level wage paid to other entry level workers. Youth who have completed secondary school and are assessed to need work-based training may be placed on OJT with the same or different employer.

The length of OJT is based on the technical requirements of the job.

State of Missouri Veterans Commission – MOU with worksite agreement.

## **FOUR**

Post-Secondary educational training providers that are approved and listed in MO Scores are utilized for OST services.

## **FIVE**

Job Point, Youth Build Program

State Technical College

Emery Sapp & Sons

Emerson Electric

Laclede Area Vocational Technical School

Partnerships are established with Job Point's Youth Build Program to provide training in construction trades, road construction and carpentry. These programs are coordinated with AEL classes and the WIOA OSY Work Experience Program to provide industry specific training. Emery Sapp & Sons a local road construction contractor based in Columbia utilizes the Youth OJT Program for hiring youth who successfully obtain their HISET and OSHA certification provided by Job Point.

Laclede Area Vocational Technical School refers Youth for placement at Emerson Electric a manufacturing company in Lebanon Missouri for OJT employment. In addition to OJT Youth also receive Support Services to assist with purchase of work clothing and steel-toed boots.

## **SIX**

Central Missouri Community Action Agency

Missouri Ozarks Community Action Agency

Central Ozarks Private Industry Council

Job Point

All approved post-secondary education and training facilities

Camp Wonderland

Vocational Rehabilitation

## **SEVEN**

Staff utilize the OWD Service Navigator to identify public resources available in each subregion and county. Participants are referred to partners to obtain needed resources to eliminate barriers to employment and training.

All customers in need of childcare assistance are assisted with completion of the FSD Childcare Application.

All customers in need of food for self and family are assisted with completion of the SNAP application to apply for Food Stamps.

Central Missouri Community Action and Missouri Ozarks Community Action Agencies are utilized as resources for Life Skills Training and other emergency services.

Salvation Army is a key partner in obtaining services for justice involved individuals (food, clothing, housing supplies, furniture, etc.)

Partnerships are established throughout the region with local businesses, distribution centers, food vendors and motels to obtain emergency supplies to assist with hygiene supplies, food for workshops and training events, emergency housing, household items and other supplies.

## **EIGHT**

Central Missouri Community Action Agency

Missouri Ozarks Community Action Agency

Job Point

Youth Build

Laclede Area Literacy Council

Fulton Chamber of Commerce



State Technical College

Emery Sapp & Sons

Emerson Electric

Supervisors from local employers

### **NINE**

Central Ozarks Private Industry Council, Incorporated provides follow-up services to all youth for 12-months following exit. Follow-up includes face-to-face contact, telephone contact and email communication. Follow-up services are documented in MO Jobs and may include additional elements to help stabilize the youth's employment and/or training status and job retention.

### **TEN**

Staff utilize the OWD Service Navigator to locate providers of comprehensive guidance and counseling services to assist with substance abuse, mental health and other related issues.

### **ELEVEN**

Missouri University Extension Center  
Financial Literacy Program

Central Ozarks Private Industry  
Council

YouTube workshops

Online Budgeting 101 and Managing  
a Checking Account

### **TWELVE**

Missouri University Extension  
Program

SCORE

SBA

Regional Planning Commissions

Missouri Enterprise

### **THIRTEEN**

MERIC

ONET

WAGNER PEYSER

Regional Planning Commissions

### **FOURTEEN**

Central Ozarks Private Industry  
Council, Incorporated

ACT WorkKeys

Regional vocational education  
providers

Regional high school counselors



## **39. YOUTH-INCENTIVE PAYMENT POLICY**

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**DESCRIBE THE LWDAS YOUTH INCENTIVE PAYMENT POLICY. YOUTH INCENTIVES MUST BE TIED TO RECOGNITION OF ACHIEVEMENT RELATED TO WORK EXPERIENCES, TRAINING, OR EDUCATION. PLEASE INCLUDE THE YOUTH INCENTIVE PAYMENT POLICY AS ATTACHMENT 17.**

**SEE ATTACHMENT 17**

## **40. VETERANS - PRIORITY OF SERVICE**

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**DESCRIBE HOW VETERAN'S PRIORITY, AS REQUIRED BY PUBLIC LAW 107-288, WILL BE INCORPORATED INTO ALL PROGRAMS. PLEASE INCLUDE THE VETERANS PRIORITY OF SERVICE POLICY AS ATTACHMENT 18.**

SEE OWD ISSUANCE 10-2016 PRIORITY OF SERVICE FOR VETERANS AND ELIGIBLE SPOUSES.

**SEE ATTACHMENT 18**

# 41. BASIC SKILLS ASSESSMENT (TESTING) POLICY

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Describe the basic skills assessments for the LWDA. Include the Basic Skills Assessments (Testing) Policy as Attachment 19.

See OWD Issuance 14-2016 Determining Basic Skills Deficiencies for Workforce Innovation and Opportunity Act Applicants/Participants.

**SEE ATTACHMENT 19**

training services are to be provided. Identify the funding limit for ITAs. Please include the Individual Training Account (ITA) Policy as Attachment 20. Also include the Eligibility Policy for Individualized Career Services in Attachment 20.

**SEE ATTACHMENT 20**

# 42. INDIVIDUAL TRAINING ACCOUNTS (ITAS)

Include a description of how training services outlined in WIOA sec. 134 will be provided through the use of individual training accounts, including, if contracts for training services will be used, how the use of such contracts will be coordinated with the use of individual training accounts, and how the Local WDB will ensure informed customer choice in the selection of training programs regardless of how the

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***Access to a strong workforce is one of the most important factors in business location decisions***

*Matt Morrow*

*Springfield Chamber of Commerce*

## 43. 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 to assist in the provision of these services. Include the Accessibility Policy for Persons with Disabilities as Attachment 21.

See OWD Issuance 12-2017 Minimum Standards for Assistive Technologies in Missouri Job Centers.

**SEE ATTACHMENT 21**

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## 44. LIMITED ENGLISH PROFICIENCY (LEP) – 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 to assist in the provision of these services. Include the Accessibility Policy for Persons with Limited English Proficiency as Attachment 22.

See OWD Issuance 06-2014 Access to Meaningful Services for Individuals with Limited English Proficiency (LEP) Policy

**SEE ATTACHMENT 22**

## 45. CO-ENROLLMENT

Describe how the Board promotes integration of services through co-enrollment processes. Please include your Integration of Services Policy (Co-enrollment Policy) as Attachment 23.

See OWD Issuance 03-2019 Co-enrollment and Provision of Services by Workforce Staff Policy.

**SEE ATTACHMENT 23**

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## 46. 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). Please include the Adult Education and Literacy Policy (AEL Policy) as Attachment 24.

See OWD Issuance 26-2015 Adult Education Classes to Prepare Workforce Customers to Achieve a High School Equivalency.

**SEE ATTACHMENT 24**

# 47. TITLE IV: VOCATIONAL REHABILITATION / REHABILITATION SERVICES FOR THE BLIND (VR/RSB)

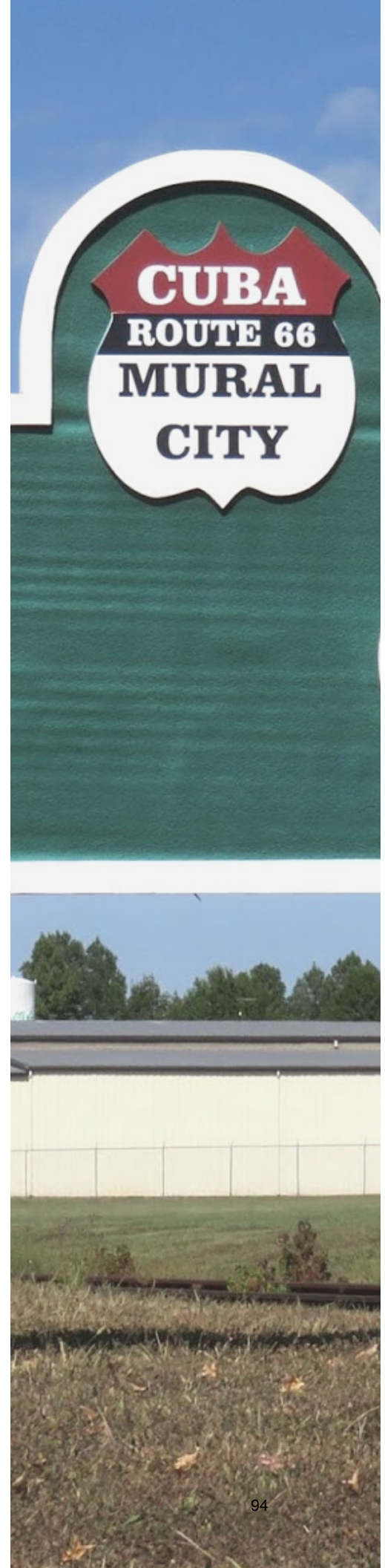
Title IV of the Rehabilitation Act includes both VR/RSB programs. Describe how the Board will coordinate workforce development activities with these programs. Boards are encouraged to develop a subcommittee on disability services. If the Board has a subcommittee, please describe it and the partnership activities with VR & RSB. Please include the VR/RSB Coordination Policy as Attachment 25.

SEE ATTACHMENT 25

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*If you don't have a healthy workforce, you can't develop economically. And if you don't have a well-educated and healthy workforce, that is a huge constraint on your development.*

*Bruce Wilkinson, Speaker & Author*





## 48. REGISTERED APPRENTICESHIP / ETPS

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**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. Describe the strategy the LWDA will use for addressing the apprenticeship program and monitoring progress. Please include the Youth Apprenticeships Policy as Attachment 26.**

See OWD Issuance 21-2017 Statewide On-the-Job Training Policy and Guidelines.

**SEE ATTACHMENT 26**



## 49. ELIGIBLE TRAINING PROVIDER SYSTEM (ETPS)

**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. INCLUDE THE LOCAL WORKFORCE DEVELOPMENT BOARD POLICY ON SELECTING TRAINING PROVIDERS FROM THE STATE APPROVED LIST FOR USE BY THE LOCAL BOARD; AND INCLUDE ELIGIBLE TRAINING PROVIDER LIST (ETPL) POLICY ATTACHMENT 27.**

SEE OWD ISSUANCE 11-2018 LOCAL ELIGIBLE TRAINING PROVIDER SELECTION POLICY.

**SEE ATTACHMENT 27**

## 50. FOLLOW-UP POLICY

**FOLLOW-UP CAREER SERVICES MUST BE AVAILABLE TO ALL ADULT PROGRAM AND DISLOCATED WORKER PROGRAM PARTICIPANTS FOR AS LONG AS 12 MONTHS AFTER THE FIRST DAY OF UNSUBSIDIZED EMPLOYMENT. PROVIDE A DESCRIPTION OF THE LOCAL STRATEGY FOR FOLLOW-UP SERVICES.**

SEE OWD ISSUANCE 31-2017 WORKFORCE INNOVATION AND OPPORTUNITY ACT FOLLOW-UP CAREER SERVICES.

Follow Up activities include contacting or attempting to contact a participant for the purpose of securing documentation for the case file in order to report a performance outcome. Case notes reflecting the follow up are made in the MoJobs system.

Follow up services also include providing support and guidance to facilitate sustained employment, assistance to advance along a career or educational ladder, and provide opportunities for personal development.



# PROGRAM ELEMENTS

**The WIOA Core Program Partners in Missouri are:**

- Adult Program -(Title I)
- Dislocated Worker Program (Title I)
- Youth Program (Title I)
- Adult Education and Family Literacy Act Program (AEL; Title II)
- Wagner-Peyser Act Program (Title III)
- Vocational Rehabilitation Program (VR; Title IV); and Rehabilitation Services for the Blind Program (RSB; Title IV)

**In addition to the above, the WIOA Combined State Plan Partners include employment and training activities carried out under:**

- Temporary Assistance for Needy Families (TANF; 42 U.S.C. 601 et seq.)
- The Supplemental Nutrition Assistance Program (SNAP; Programs authorized under Section 6(d)(4) of the Food and Nutrition Act of 2008 [7 U.S.C. 2015(d)(4)]; and
- Community Services Block Grant (CSBG; Programs authorized under the Community Services Block Grant Act [42 U.S.C. 9901 et seq.])

## SERVICE DELIVERY

### 51. ONE-STOP SERVICE DELIVERY

**Describe how the LWDA is assisting customers in making informed choices based on quality workforce information and accessing quality training providers. Provide a list of one-stop partner products and services available at each Missouri Job Center.**

Job seeking customers must be well informed to make an intelligent choice regarding employment and training needs. Job seekers must have labor market information to identify high-growth, in- demand jobs that will provide a wage leading to self-sufficiency. Information is needed for a customer to make use of a career ladder process to continue advancing in a chosen field.

Job seeker and business customers are first engaged to determine their immediate needs and then referred to the appropriate staff for assistance. Customers may receive comprehensive membership and orientation informing them of all available services and resources. An extensive menu of products and services is available to assist all customers in their job search, career development, and recruitment needs.

The Job Center offers:

- Self service resources for job search and general information
- Assessments to measure skill levels
- Workshops in resume preparation, interview skills, and computer use
- Counseling for post-secondary education
- Support services and financial assistance if eligible
- Labor market information to research wages, benefits, growth potential, and working conditions
- Information on approved education providers and training programs
- Access to [Jobs.mo.gov](http://Jobs.mo.gov) to research job postings and other resources
- Referrals to other appropriate resources

# ADULT & DISLOCATED WORKERS

## 52. TITLE I - EMPLOYMENT & TRAINING PRODUCTS & SERVICES

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**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 (KEY TRAIN, WORKKEYS /NATIONAL CAREER READINESS CERTIFICATE [NCRC], TALIFY, ETC.) AND JOBSEEKER PRODUCTS (SUCH AS RÉSUMÉ BUILDER, ETC.), TO ENGAGE CUSTOMERS AND ASSIST WITH THEIR RE-EMPLOYMENT EFFORTS.**

Activities available to Adult and Dislocated Worker customers may include initial skills assessment, counseling to provide labor market information and opportunities for training and credentialing, workshops offering resume development, interviewing skills, and computer usage.

Credential attainment opportunities include resources to obtain a high school diploma or equivalent, work-based learning, on-the job training, apprenticeships, and possible tuition assistance for degree programs. Customers are offered the ACT WorkKeys/National Career Readiness assessment.

Adult, Dislocated Worker, Youth, Adult Education and Literacy, Wagner-Peyser, Vocational Rehabilitation, Rehabilitation Services for the Blind, Temporary Assistance for Needy Families, and Perkins funded Career and Technical Education are some of the resources available to Job Center customers.

Basic Career Services may be accessed through jobs.mo.gov, the three comprehensive Job Centers, or the three affiliate sites. Staff are also mobile and may arrange to meet customers at other locations.

The state's case management system is used to track customer activities to allow staff to communicate and assist in the provision of services. Services and resources from partner agencies are braided whenever possible.

## **53. UNEMPLOYMENT INSURANCE CLAIMANT SERVICES (UI)**

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**DESCRIBE THE STRATEGIES AND SERVICES THAT WILL BE USED IN THE LOCAL AREA TO STRENGTHEN LINKAGES BETWEEN THE ONE-STOP DELIVERY SYSTEM AND UNEMPLOYMENT INSURANCE PROGRAMS. PROVIDE A DESCRIPTION OF HOW UNEMPLOYMENT INSURANCE CLAIMANTS WILL BE PROVIDED REEMPLOYMENT SERVICES. INCLUDE HOW WORKER PROFILING AND REEMPLOYMENT SERVICES (WPRS) WILL BE DELIVERED ON A WEEKLY BASIS BETWEEN THE OFFICE OF WORKFORCE DEVELOPMENT AND PARTNER STAFF.**

Job Center staff provide customers with Unemployment Insurance assistance that may consist of information and the use of computers to access information on the Division of Employment Security's website.

WIOA staff have completed training for Reemployment Services and Eligibility Assessment (RESEA) and will assist OWD staff with this process. RESEA focuses on identify customers receiving UI benefits that may be expected to exhaust their benefits. Skill development and job search assistance is provided. Participation for identified customers is mandatory and UI benefits may be jeopardized if they do not participate.

RESEA customers will receive an orientation to Job Center services available to them and will be encourage to participate.

Products and services may include:

- Wagner Peyser registration
- Job Center Orientation
- Labor Market Information
- Objective Assessment
- Development of an individual employment plan
- Referral to reemployment services
- Job Search assistance
- Resume assistance.

# 54. ON-THE-JOB TRAINING (OJT)

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**DESCRIBE THE BOARD'S ON-GOING STRATEGIES FOR PROMOTING AND INCREASING THE NUMBER OF PARTICIPANTS IN WORK-BASED LEARNING AND ON-THE-JOB TRAINING (OJT). PROVIDE A SUMMARY OF THE RESULTS.**

Promotion of On-the Job training is accomplished through face-to face meetings with employers, job fairs and hiring events, and through Nexus meetings. OJT is used to enhance job placement for Occupation Skill Training students upon completion of school and to assist veterans entering the workforce. Advanced manufacturing businesses, in particular, have made use of the OJT program.

# 55. CREDENTIAL ATTAINMENT / WORKKEYS ASSESSMENT

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**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.**

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.

Customers are referred to approved schools included in the “Eligible Training Provider System” listing.

When possible, Job Center Staff attend orientations 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.



## **56. ETT SERVICES / LAYOFF AVERSION**

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**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. INCLUDE AS ATTACHMENT 28 THE DW EMPLOYMENT TRANSITION TEAM POLICY.**

SEE OWD ISSUANCE 07-2015 STATEWIDE EMPLOYMENT TRANSITION TEAM POLICY.

**SEE ATTACHMENT 28**

# YOUTH

## 57. YOUTH STANDING COMMITTEE REQUIREMENTS

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**WIOA allows for a Youth Standing Committee 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 Youth Standing 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 and §681.120.**

The Board has designated a Youth Standing Committee.

# 58. YSC COMPOSITION / SERVICES / PROCUREMENT OF PROVIDERS / MEETING SCHEDULE & AGENDA ITEMS

## A. DESCRIBE THE COMPOSITION OF THE YOUTH STANDING COMMITTEE (IF DESIGNATED) AND ITS PARTICIPATION IN THE DESIGN OF YOUTH SERVICES IN THE LWDA

The Youth Committee guides youth policy as directed under the Workforce Innovation and Opportunity Act. The committee is directly involved in the development of Youth Services and the strategic plan. 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.

Chair	Business
Sharon Gibson	
Mark Maasen	Business
Patrick Kelly	Business
Ray Crouch	Business
Kathy Hueste	Adult Education and Literacy
Deanne Stubblefield	Missouri Work Assistance
Russ Unger	Organized Labor
Curtis Koelling	Organized Labor
Tamara Tateosian	Economic Development
Stacie Gove-Ortmeyer	Vocational Rehabilitation
Samantha Scott	Rehabilitation Services for the Blind

## **B. DESCRIBE THE DEVELOPMENT OF THE PLAN RELATING TO YOUTH SERVICES**

The Board and workforce partners are involved in the development of Youth services in the plan. A board subcommittee was established to focus on the development of the local plan, and members of the Youth subcommittee were a part of that committee. Members of the Youth committee provided input on the recent Youth Incentive policy. The Youth committee is exploring innovative methods to conduct outreach to Youth.

## **C. PROVIDE AN EXPLANATION OF THE YSC 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 OWD ISSUANCE 16-2014 WIOA STANDING YOUTH COMMITTEES REQUIREMENTS.**

The Region's Youth service provider(s) are selected through a competitive procurement process; this was done in 2019. The Board evaluation committee included members of the Youth committee. The recommendation of this committee was presented to the full board for approval. The Youth committee provides oversight of Youth programs to ensure that the 14 elements are being provided. The Youth committee meets on an as-needed basis.

**D. 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 Youth Committee meets as needed for the procurement of a Youth service provider, development of the plan, and to review youth programs.

# 59. YOUTH ACTIVITIES

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**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 committee is involved in program design and and outcomes. The CWDB procured a Youth program provider in 2019 who is diligent in the provision of the 14 program elements. The Youth Committee was involved in the RFP process and selection of service provider. 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;**

The youth employment program is a comprehensive series of elements to serve eligible youth, ages 14-24 who face barriers to education, training, and employment.

The WIOA Youth program focuses primarily on out-of-school youth, requiring local areas to expend a minimum of 75% of WIOA youth funds on them. WIOA prioritizes work experience through a 20% minimum expenditure rate for the work experience program element. The 14 program elements that are required to be made available to youth participants are

1) Tutoring, study skills training, instruction, and dropout prevention activities that lead to completion of a high school diploma or recognized equivalent. Services include academic support, helping a youth identify areas of academic concern, assisting with overcoming learning obstacles, providing tools and resources to develop learning strategies. Dropout prevention strategies include tutoring, literacy development, after-school opportunities, and individualized instruction.

2) Alternative Secondary School and Dropout Recovery Services assist youth who struggle in traditional secondary education or who have dropped out of school. Adult Education and Literacy partners are critical in providing this element. Activities may include basic education skills training, individualized academic instruction, English as a Second Language training, counseling and educational plan development.

3) Paid and unpaid work experience is a structured learning experience in a workplace and provides opportunities for career exploration and skill development. Work experience is a planned, structured learning experience that takes place in a workplace and provides youth with opportunities for career exploration and skill development. Work experience may take place in the private for-profit sector, the non-profit

sector, or the public sector. WIOA identifies four types of work experience for youth: summer employment and other employment opportunities throughout the school year, pre-apprenticeship programs, internships and job shadowing, and on-the-job training.

4) Occupational Skills Training is an organized program of study that provides specific skills and leads to proficiency in an occupational field. The training is outcome-oriented and focused on an occupational goal specified in the individual service strategy for the youth; is of sufficient duration to impart the skills needed to meet the occupational goal; and leads to the attainment of a recognized postsecondary credential.

5) Education offered concurrently with workforce preparation is an integrated education and training model combining workforce preparation, basic academic skills, and occupational skills. This element consists of workforce preparation activities, basic academic skills, and hands-on occupational skills training are taught within the same time frame and connected to training in a specific occupation, occupational cluster, or career pathway.

6) Leadership Development Opportunities encourage responsibility, confidence, employability, self-determination, and other positive social behaviors. Activities may include exposure to postsecondary educational possibilities, community and service learning projects, peer mentoring and tutoring, team leadership training, citizenship training, civic engagement activities, and activities that place the youth in a leadership role, such as serving on a committee.

7) Supportive services enable an individual to participate in WIOA activities. Supportive services may include assistance with transportation, childcare, car repairs, clothing, etc.

8) Adult mentoring is a formal relationship between a youth and an adult mentor with structured activities where the mentor offers guidance, support, and encouragement.

9) Follow-up services are provided following program exit to help ensure youth succeed in employment or education. Services may include regular contact with the youth participant's employer, including assistance in addressing work-related problems.



10) Comprehensive guidance and counseling provides individualized counseling to participants, including drug/alcohol and mental health counseling.

11) Financial Literacy Education provides youth with the knowledge and skills they need to achieve long-term financial stability. Activities may include developing a budget, setting up a checking or savings account, managing spending, credit, and debt; understanding credit reports and credit scores.

12) Entrepreneurial Skills Training provides the basics of starting and operating a small business and develops entrepreneurial skills. Training may include taking initiative, seeking out business opportunities, developing budgets, forecasting, and acquiring capital.

13) Services that provide labor market information. Employment and labor market information is provided to assist in informed choices. This will include employment opportunities, knowledge of job markets, and wage information.

14) Postsecondary preparation and transition activities help youth prepare for and transition to postsecondary education and training. Services include postsecondary education options, including technical training schools, community colleges, 4 - year colleges, and Registered Apprenticeship programs.

### **C. THE PROCESS FOR IDENTIFICATION OF YOUTH SERVICE PROVIDERS**

The Youth services provider was competitively procured in 2019. Central Ozarks Private Industry Council was selected as the Youth provider for the region.

### **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. CWDB meets monthly with the executive director of the Central Ozarks Private Industry Council to discuss performance and service delivery processes. Communication takes place daily with the executive director through email and telephone.

### **E. THE PROVIDERS OF THE YOUTH SERVICES IN THE LWDA, INCLUDING THE AREAS AND ELEMENTS THEY PROVIDE;**

Central Ozarks Private Industry Council, Inc. is the Youth program 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

Year-round services are provided to eligible In-School and Out-of-School Youth, through staff of the Youth service provider, and in collaboration with partners. The Youth advisors attend school and community activities, such as career fairs and school events. Youth advisors work closely with school counselors to be informed of the activities and services available to youth in the area. Advisors are involved in activities for graduating students and provide them information on resources available at the Job Centers, such as the National Career Readiness Certificate, labor market information, and training opportunities. Youth program staff work closely with partner agencies to coordinate services and ensure all Youth are aware of the services available to them.

Referrals are made to partner agencies to braid services and maximize resources. University of Missouri Extension, Missouri Ozarks Community Action Agency, employers, Missouri Division of Vocational Rehabilitation, Missouri Family Support Division, Probation & Parole, faith-based organizations, and Adult Education and Literacy are some of the partners that are involved in providing year-round services to youth participants. Meetings have been held with partners to identify weaknesses in the service delivery system and to find solutions to these problems.

## **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.)**

All Youth are assisted in completing the Wagner- Peyser registration, which includes:

- Job Center Orientation to describe all available services to the Youth and required steps to receive services, which includes the WIOA eligibility process;
- Entering demographic information, background employment history, education history and personal data regarding their potential to enter employment on the Wagner- Peyser application and selecting the Wagner -Peyser participation date;
- Developing a resume for job search that is based on current work history, highest level of education and volunteer experiences;
- Assessment of "occupational interest using ONET Interest Profile or Get My Future assessment;
- Provision of Local Labor Market Information to determine how the Youth's interest match the local labor market and the skill requirements to gain employment in high demand sustainable employment;
- Identification of potential barriers to employment and referral to partner agencies in an effort to resolve or eliminate the barrier(s); this includes referral to the WIOA Youth Program and services;

WIOA eligibility must be determined and documented in MO Jobs prior to enrollment in WIOA activities and services. Activities include:

- WorkKeys Assessment (when applicable) to determine if basic skills deficiency is a barrier;
- In-School Youth are assessed with TABE 11/12 or test results are obtained from the secondary school (if testing is within the past six months) to document basic skills; this may include a copy of the Youth's Individual Employment Plan if available;
- Completion of Objective Assessment (OA) interview as a point in time assessment of the Youth's strengths, goals, and barriers. The OA identifies the Youth's strengths, talents, and abilities and any barriers to their active participation in the Youth program and the workforce.
  - All assessment results, including the basic skills assessment and OA interview results, are used to determine the category of services the Youth will need, to obtain their long-term employment goal.
  - WIOA requires the OA to identify career pathways and appropriate services for Youth based on evaluation the Youth's current skills the at the time of assessment and the skills that need to be developed including Work Readiness soft skills.
  - An Individual Service Strategy (employment plan) is developed including the career pathway identified as a result of labor market research, basic skills assessment and occupational interest results; long-term goal for employment is included and the short-term goals and objectives needed to obtain the goals.
  - Review of Mo Scores is conducted to identify appropriate training providers available to assist with career pathway development who are WIOA approved when Occupational Skills Training is required.
  - Additional local labor market review is conducted with Work Based Training is assessed to be needed to ensure career pathway development and attainment of the Youth's long-term employment goal.

- Job Development may be needed to connect the Youth to approved employers when WorkBased Training is assessed to be a necessary component of training to develop job specific skills.
- Financial Needs Assessment is determined when considering career pathway development that requires access to training dollars (non-WIOA and WIOA funding) and access to Support Services if non-WIOA resources are not available. Financial Needs Assessment is updated monthly if Support Services or additional training funding is requested.
- Case Management is provided continuously throughout WIOA participation and case notes are entered according to schedule (bi-weekly for Work Based participation and monthly for OST participation).
- Evaluations are reviewed and additional services are provided when necessary during participation in Work Based services; monthly Progress & Attendance reports received from the training provider are reviewed and discussed with Youth participating in OST.
- Job development and placement services are provided at the end of training to ensure the youth enters a training related occupation connected to the Youth's career development pathway.
- Credentials and entered employment are documented for performance standards.
- Follow-up services are conducted for 12 months following the Youth's exit from the program to ensure job retention.

## **H. THE PROCEDURES FOR SERVING YOUTH THAT ARE MOST IN NEED (HOMELESS, DISABLED, OFFENDERS, ETC.);**

Youth are assessed to determine their barriers to completing their education or entering employment. Barriers may include basic skills deficient, runaway, offender, homeless, pregnant/parenting, school dropout, foster child, aged out of foster care, individual with a disability, English language learner, justice involved, dealing with substance abuse.

Youth that are most in need are of the highest priority and all resources will be explored in order to assist them.

Partner agencies including, Department of Social Services, Division of Youth Services, Division of Vocational Rehabilitation, Adult Education and Literacy, faith-based organizations, homeless shelters, school districts, and the Juvenile Justice system are engaged to assist in serving the Youth that are most in need.

## **I. THE IDENTIFICATION OF THE PARTNERSHIPS AND DESCRIBE THE COORDINATION OF SERVICES WITH OTHER AGENCIES WITHIN THE LWDA.**

The Region coordinates services with several partner agencies to meet the needs of Youth participants. The coordination consists of Adult Education and Literacy programs, WorkKeys testing, supportive services, participant recruitment and job placement, referrals for additional services, and partnerships on special programs. Partners include:

East Central College AEL program • Phelps County Regional Planning Commission  
• Rolla Technical Institute • Rolla Technical Center • Salem R80 School District •  
Potosi R3 School District • Valley R6 School District • St James Chamber of  
Commerce • Rehabilitation Through Innovation - Cuba • Compass Health • Valley  
R6 – School District • Alternative School – St. James • Vocational Rehabilitation  
• St. James Caring Center • Camdenton Lake Career and Technical Center AEL  
program • Mid-Mo Learning Center • Eldon Career Center • Goodwill • Lamb House  
• The Potter’s House • Horizon’s Alternative School • Community for Christ  
Outreach program • Health Professional Opportunity Grant program • Tri-County  
Transit • Idiots Club • Moberly Area Community College AEL program <sup>119</sup>

# 60. INNOVATIVE SERVICE-DELIVERY PROJECTS FOR OSY

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**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.**

Innovative projects for Out-of-School Youth include:

## **Fulton Welding Training**

The welding program began on January 31, 2020 and ended on March 20, 2020. Nine participants began the program and eight completed successfully. The program consisted of 60 total hours of classroom time held at the Chamber of Commerce office in Fulton, MO. The last two classes were conducted at State Technical College of Missouri. This was done to encourage the youth to consider Occupational Skill Training after graduation. Local employers are serving as work sites for paid Work Experience to provide the youth more experience working for a private employer in a position that includes welding. Youth can participate in a maximum of 480 hours of Work Experience depending on the technical skills required as long as the employer is providing supervision. The wage paid to the youth during Work Experience is the same entry level wage paid to new employees. Support services were provided to purchase steel-toed boots and work clothing.

## **Camp Wonderland**

A joint venture between Vocational Rehabilitation and CWDB is planned for the summer of 2021. Youth referred from VR will be placed in Work Experience at Camp Wonderland, located at the Lake of the Ozarks, to participate in several different Work Experience activities. The intent is to explore working in several occupations, including maintenance, laundry, food service activities with camp attendees. The opportunity will offer soft skill training opportunities and support efforts to meet an employer's expectations. WIOA Youth funding will pay a wage (to be determined based on budget) for each hour of attendance. Youth will receive Support Services to assist with travel and purchase uniforms to be worn during the Work Experience.



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## **Laclede Literacy Council**

One Dislocated Worker and two Youth participated in a project through the Laclede Literacy Council. The Dislocated Worker provided one-on-one instruction and tutoring to assist the two Youth participants in increasing their basic skill levels. The Youth also participated in Work Experience, providing janitorial services when classroom training was not in session. The Dislocated Worker participant will be hired by the Literacy Council in August, 2020 and plans on continuing her education to become a teacher.

## **Job Point**

Central Ozarks Private Industry Council, the region's Youth provider is in partnership with Job Point in Columbia to serve Youth. Youth attend AEL classes in the morning and do Work Experience in the afternoon. Once the HiSET is obtained, they are assisted with job development to connect to a job related to their career goal. WIOA Work Experience and OJT are utilized. Youth who are assessed to benefit from post-secondary training are enrolled in Occupational Skill Training.

## **Emerson Electric**

Emerson Electric is supporting the Youth OJT program and has agreed to hire and train youth to work in their scroll compressor production line. The OJT program provides supervised instruction and access to full benefits after 30 days. The jobs start at \$12.29 per hour. WIOA Support Services are used to purchase steel-toed boots.

# AGRICULTURAL EMPLOYMENT SERVICES (AES)

## 61. MIGRANT AND SEASONAL FARMWORKERS / AGRICULTURAL EMPLOYMENT SERVICES

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**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 Board is in the process of developing an MOU with UMOS/AES and cooperates with the State Agricultural Employment Services staff. Participants that are eligible for WIOA and UMOS will be referred for dual enrollment. Co-enrollment with both programs will allow the braiding of funding for services.

## 62. EMPLOYER ENGAGEMENT

**Describe the strategies and services that will be used in the LWDA facilitate engagement of employers in workforce development programs, including small employers and employers in in-demand industry sectors and occupations.**

The Local Veterans Employment Representative (LVER) will attend Chamber of Commerce Luncheons and meetings with local Human Resource professionals, as well as meet one-on-one with area employers, large and small, to share information, not only about the advantages of hiring veterans, but also about Job Center services, in general.

·Job Center staff will assist employers with recruitment by posting their job announcements in MoJobs, managing those job orders, and referring qualified candidates in accordance with the employer's preferred method for applying. When necessary and appropriate, staff will assist candidates to complete the employer's application process, to include developing resumes and completing online applications. Staff will also provide technical assistance to employers using the MoJobs web site to conduct their own recruitment efforts. Staff will assist with Job Fairs and individual hiring events. Staff will assess and evaluate job candidates to determine whether they meet the employer's minimum qualifications.



·The Workforce Coordinator will provide Employment Transition Team (ETT) services to employers who are reducing their workforce or closing their business. She will provide layoff aversion resources/information, such as Missouri Division of Employment Security's Shared Work Program. She will also attend Chamber of Commerce meetings and local Human Resource professionals' meeting, as well as lead the Nexus meetings and meet one-on-one with employers, large and small, to provide information regarding Job Center services and coordinate events and activities to assist with their recruitment efforts.

·The Trade Navigator will provide information regarding the Trade Act program to employers who are reducing their workforce, relocating or closing their business due foreign competition/products and work to develop on-the-job training agreements for Trade-affected workers.

All Job Center staff will conduct job development contacts with employers who are known to hire candidates with specific skills and/or qualifications in an effort to expand opportunities for job seekers AND employers. They will maintain knowledge and understanding of programs such as WIOA, Trade Act, Missouri Registered Apprenticeships, on-the-job training, Work Opportunity Tax Credit, Federal Bonding, and others in order to provide employers information on the full array of services available to assist them in hiring, training, and retaining employees.

## **63. SERVICES TO MEET THE WORKFORCE NEEDS OF EMPLOYERS**

**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 needs of area employers. Explain the collaboration with Missouri Job Center Jobs Teams to facilitate recruitment and meet business demand.**

Each sub-region will have a Nexus group made up of local employers, all led by the Workforce Coordinator. This group will meet quarterly and focus on the needs of the employers in the local communities. Due to the elimination of the NGCC model, there are no longer designated “Jobs Teams” in the Job Centers. Instead, staff from the Center(s) in the sub-region will comprise the “Business Services Team” and assist with recruitment activities/events.

## **64. ECONOMIC DEVELOPMENT**

**Describe how the Board will better coordinate workforce development programs with economic development including how the LWDB will promote entrepreneurial skills training and microenterprise services.**

The Board is working to strengthen the relationship with economic development by engaging more with the regional planning commissions and has attended several joint planning sessions. Job Center staff attend Chamber of Commerce meetings.

Entrepreneurial skills training and microenterprise services are initiatives that the Board will address in the coming year, but does not have in operation currently.

# 65. SECTOR STRATEGY INITIATIVE / CAREER PATHWAYS

**Describe the Board’s sector-strategy initiative. Describe how the Board will be collaborating and aligning resources of all partners, public and private, toward developing a talent pipeline, and how that alignment will create meaningful career pathways for workers possessing skill levels serving important regional industries. Indicate 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 and career pathways.**

The Region is in the early stages of the sector-strategy initiative. Meetings have been held with employers in the advanced manufacturing sector and education partners to identify skill and training needs, but progress has been slow.

The CWDB is operating a program through the Health Profession Opportunity Grant (HPOG) which provides education and training to TANF recipients and other low-income individuals for occupations in the health care field. Participants are given the opportunity to obtain higher education, training, and support services needed to secure employment that will lead to self-sufficiency. The Missouri Hospital Association was a valuable partner in this project.

The region would like to replicate this program in other sectors.



## **66. BUSINESS SERVICES PLAN**

Boards shall maintain a Business Services Plan, outlining team members, including WIOA core and combined 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. The plan should explain how the services provided by business service staff will be recorded in the client case management system for the calculation of two types of Effectiveness in Serving Employers Measure. (1-number of businesses served and 2-market penetration of businesses in the area). Include the Business Services Plan as Attachment 29.

**SEE ATTACHMENT 29**

# INNOVATIVE SERVICE DELIVERY STRATEGIES

## 67. MISSOURI RE-ENTRY PROCESS /EX-OFFENDER INITIATIVE

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**Describe how the LWDB will support the Missouri re-entry process / ex-offender initiative. Include the services to be provided for ex-offenders and the process to be used to identify employers willing to hire ex-offenders.**

Central Workforce Development board has taken a new and innovative approach to reentry in Missouri. CWDB has strengthened partnerships with other state agencies to ensure that justice involved individuals receive the services they need to be successful upon their reentry into our communities. CWDB provides employment preparation services to justice-involved individuals prior to, during and after reentry. These services include workforce preparation activities, career guidance and employment assessments including ACT WorkKeys assessments. The services are available to individuals while they are still incarcerated and give them the opportunity to gain employment prior to being released. Justice-involved individuals receive assistance with resume building, career planning, job search, goal setting, and life planning so they can be successful upon their release from incarceration.

CWDB is making efforts to engage local employers by educating them on the benefits of hiring justice involved individuals. CWDB conducts outreach events for employers as well as meeting with employers individually.



# 68. WORK-BASED LEARNING / TRANSITIONAL JOBS

**DESCRIBE THE BOARD'S INNOVATIVE STRATEGIES FOR PROMOTING AND INCREASING ENROLLMENTS IN THE WORK-BASED LEARNING PROGRAMS, SUCH AS REGISTERED APPRENTICESHIP, ON-THE-JOB TRAINING (OJT), WORK EXPERIENCE, INTERNSHIPS, INCUMBENT WORKER TRAINING, TRANSITIONAL JOBS, AND CUSTOMIZED TRAINING. INCLUDE PROCESSES TO TARGET AND ENCOURAGE EMPLOYER PARTICIPATION.**

The Region agrees work-based learning is the most effective way to assist customers in gaining employment that leads to self sufficiency. Work-based learning programs are promoted at every opportunity by the Board and job center staff.

Methods of promoting and recruiting for work-based learning programs include:

- CWDB has recently redesigned the region's website. The website will be the information portal to connect employers to training opportunities in the region. Registered apprenticeships will be promoted as an avenue for employers to recruit and hire lower skilled workers to fill skilled occupation jobs.
- Partnerships with the Chambers of Commerce are used to promote work-based training programs, particularly registered apprenticeship programs. Monthly announcements promoting services for employers are submitted to the chambers for inclusion in their monthly digital newsletters.
- The region partners with secondary and post secondary education providers to assist with WIOA eligible job placement of students graduating from educational programs. Paid internships combined with work readiness training promotes the utilization of work-based training to connect participants to high paying, training related job opportunities.
- The region's job developer networks with employers from high-demand job clusters to promote the registered apprenticeship program. Members of the same industry clusters are encouraged to support and use the apprenticeship program for hiring new workers.
- The local veteran's representative and job developer collaborate in promoting registered apprenticeships and work-based training opportunities as a way of assisting veterans in gaining employment.
- Registered apprenticeship and work-based training programs are promoted as an effective source for reemployment of justice-involved individuals and other targeted populations needing employment and training services for reemployment.
- Registered apprenticeship and work-based training are promoted as a way of connecting individuals who recently obtained a HISET through attendance of AEL as a way of increasing job specific skills relating to sustainable employment.

# 69. CERTIFIED WORK READY COMMUNITIES INITIATIVE (CWRC)

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**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.**

**The following counties are certified Work Ready Communities that are actively engaged in maintaining their status:**

Audrain · Boone · Callaway · Cole · Cooper · Crawford  
· Dent · Gasconade · Maries · Moniteau · Osage · Phelps  
· Pulaski · Washington

**These counties are engaged in earning their certified status:**

Camden – 90% of goal attained  
Howard 97% of goal attained  
Laclede-98% of goal attained  
Miller- 72% of goal attained  
Morgan- 95% of goal attained

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The region's service provider, Central Ozarks Private Industry Council (COPIC) assists the Certified Work Ready Communities initiative by providing WorkKeys administration services. The Work Ready Emerging category goals include students attending either secondary or post-secondary school which coincides with WIOA In School Youth participants. COPIC monitors state grant funding timelines and assists schools with applying for these funds. COPIC registers students into the online testing site, provides proctoring, and score reporting services. Student completion of WorkKeys helps schools meet testing requirements, while at the same time meeting WIOA ISY requirements for assessing basic skills. The\ schools refer students to COPIC for WIOA work experiences and other appropriate ISY services.

COPIC also provides Career and Work Ready classroom presentations to students when time allows. This allows COPIC to market and inform about Job Center services to target populations for WIOA and other programs, and provides for referrals for those who express interest.

# 70. TRADE ADJUSTMENT ASSISTANCE

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**DESCRIBE THE BOARD'S STRATEGIES FOR ENSURING CUSTOMERS ARE AWARE OF THE TRADE ADJUSTMENT ASSISTANCE (TAA) PROGRAM AND ARE CO-ENROLLED INTO BOTH WIOA DISLOCATED WORKER AND TAA, EXCEPT IN EXTENUATING CIRCUMSTANCES? (INTEGRATION OF SERVICES OR CO-ENROLLMENT POLICY SHOULD BE ATTACHMENT 23)**

Trade Navigator positions have been created and assigned throughout the State. Their role and responsibilities are to conduct outreach throughout their assigned Region(s) to: 1) spread the word about Trade Act services; 2) develop partnerships with employers, training providers, and community leaders; 3) assist the Workforce Coordinator(s) with Employment Transition Team (ETT) meetings/activities; 4) provide technical support to designated Job Center staff who work with the Trade Act program; 5) develop Trade OJT's and apprenticeships; 5) monitor case management activities of local Trade staff in the Job Centers.

Each Job Center will have one or more OWD staff designated to provide Trade Adjustment Assistance services to customers. Those services will include orientations to the Trade Act program, as well as case management services. Trade staff will complete co-enrollments in the WIOA Dislocated Worker program and communicate and coordinate with the Board and WIOA staff to ensure customers are provided wrap-around services.

**SEE ATTACHMENT 23**

# 71. MISSOURI COMMUNITY COLLEGES

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**DESCRIBE HOW THE BOARD WILL COORDINATE WITH THE LOCAL COMMUNITY COLLEGES. PLEASE DESCRIBE IN DEPTH THE REFERRAL PROCESS OF PARTICIPANTS BETWEEN THE COMMUNITY COLLEGES AND JOB CENTERS. PLEASE INCLUDE THE MOU (COOPERATIVE AGREEMENT) BETWEEN THE BOARD AND COMMUNITY COLLEGES IF YOUR LWDA HAS ANY AS ATTACHMENT 30 TO THE PLAN.**

The Board works with State Technical College, East Central College, and Moberly Area Community College to provide educational opportunities to customers. East Central College and Moberly Area Community College are the Adult Education and Literacy Providers at two of the region's job centers. The colleges are listed on the Eligible Training Provider list and this information is made available to customers.

Students in need of Job Center services or training assistance are referred by the colleges to the centers. Job Center staff refer customers to the colleges when AEL or training assistance is needed.

There is no Memorandum of Understanding with the Community Colleges.

**SEE ATTACHMENT 30**

# 72. INCUMBENT WORKER POLICY

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**IF THE LWDB HAS AN INCUMBENT WORKER POLICY, PLEASE INCLUDE IT AS ATTACHMENT 31. IF NOT PLEASE INCLUDE A STATEMENT THAT THE LWDB DOES NOT HAVE AN INCUMBENT WORKER POLICY.**

**SEE ATTACHMENT 31**

# STRATEGIES FOR FAITH-BASED & COMMUNITY-BASED ORGANIZATIONS

## 73. FAITH-BASED STRATEGIES

**Describe those activities to be undertaken to:**

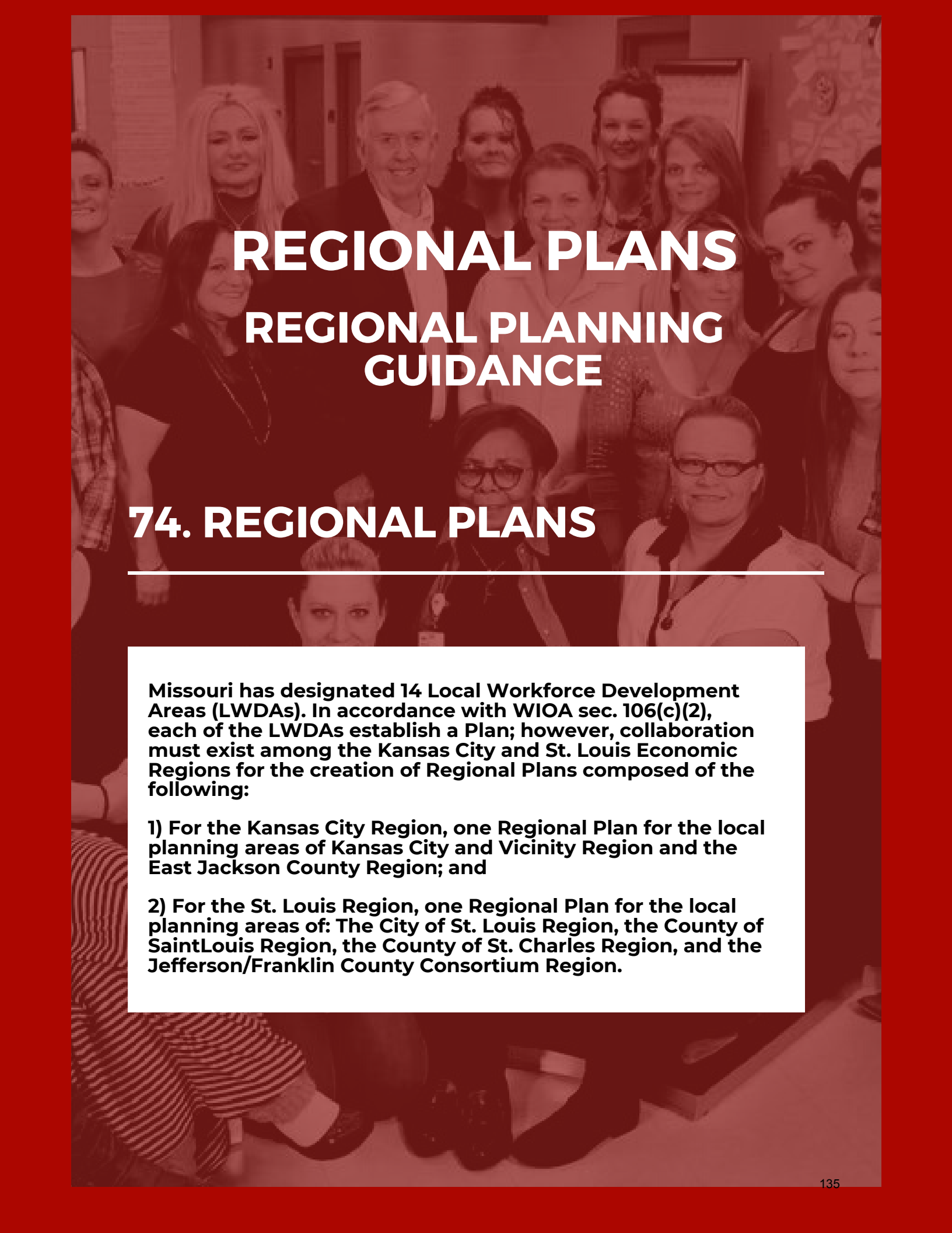
**(1) increase the opportunities for participation of faith-based and community organizations as committed and active partners in the One-Stop Delivery System; and**

**(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.**

Faith-based and community organizations are important partners in the One-Stop Delivery system. These organizations assist in the provision of supportive services that may include food, clothing, utilities, and transportation. Community organizations also assist in recruitment for training programs. Engagement with these partners is always being strengthened in order to braid services and resources in assisting customers. In many cases these relationships are forged when situations arise in meeting the needs of customers. Communication with faith-based and community organizations will take place to ensure that their customers are being referred to the One Stops for WIOA services. This will be an agenda item at board meetings and will be incorporated in discussions with these partners. When contact is made with faith-based and community organizations regarding services for customers, staff will emphasize the importance of the mutual referral of customers.

Partnerships are in place with these faith-based and community organizations: Stepping Stones Childcare Center • All God's Children • Green Tree Learning Center • Ministerial Alliance • Lamb House • The Potter's House • Community for Christ • Central Missouri Community Action Agency • Missouri Ozarks Community Action Agency



# REGIONAL PLANS

## REGIONAL PLANNING GUIDANCE

### 74. REGIONAL PLANS

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**Missouri has designated 14 Local Workforce Development Areas (LWDAs). In accordance with WIOA sec. 106(c)(2), each of the LWDAs establish a Plan; however, collaboration must exist among the Kansas City and St. Louis Economic Regions for the creation of Regional Plans composed of the following:**

- 1) For the Kansas City Region, one Regional Plan for the local planning areas of Kansas City and Vicinity Region and the East Jackson County Region; and**
- 2) For the St. Louis Region, one Regional Plan for the local planning areas of: The City of St. Louis Region, the County of Saint Louis Region, the County of St. Charles Region, and the Jefferson/Franklin County Consortium Region.**

**While this establishes 14 Boards that are encouraged to collaborate, cooperate, and plan across common needs, they will not explicitly submit a Regional Plan. This establishes two Boards within the Kansas City Region that must contribute to a Regional Economic Plan for the Kansas City regional economy and four Boards within the St. Louis Region that must contribute to a Regional Economic Plan for the St. Louis regional economy**

**Boards within the Kansas City and St. Louis regional economic planning areas must complete a regional planning requirement by including within each original LWDB Plan a Regional Economic Plan that is identically shared by all Boards in each economic region.**

**Include the Regional Plan as Attachment 32. Copies of Local Plans from other LWDA's in the region are not required for your Local Plan. Please submit the combined portion of the Regional Plan with signatures of the CEOs, Chairs and LWDB Directors.**

**NOTE: Following approval of the Local Plan and Regional Plan, plans will be required to be posted on the LWDB website. Any updates or plan modifications will be required to be posted by the LWDB after approval. Please keep a current Local Plan and Regional Plan, if applicable, available on your website at all times.**



## Central Region Comprehensive Job Centers

### **Rolla**

1107 Kingshighway  
Rolla, MO 65401  
Phone – 573-364-7030  
Fax: 573-364-1865

### **Columbia**

101 Park De Ville Dr., Ste E,  
Columbia, MO 65203  
Phone – 573-441-6361  
Fax: 573-884-5055

### **Lebanon**

2639 S. Jefferson Ave.  
Lebanon, MO 65536  
Phone – 417-532-6146  
Fax: 417-532-6013

### **Jefferson City**

3600 Country Club Drive  
Suite 2004, Room 100  
Jefferson City, MO 65109  
Phone-573-526-8115  
Fax: 573-526-3494

## Affiliate Job Centers

### **Affiliate Sites**

Camdenton  
409 West Highway 54  
Camdenton MO 65020  
Phone - 573-466-2357  
Fax: None

Fort Leonard Wood  
140 Replacement Avenue Bldg. 470, Suite 2201  
Fort Leonard Wood, MO  
Phone – 573-596-0294  
Fax: 573-596-0281

Note: The next plan modification will change the status of the Fort Leonard Wood location to a LVER/DVOP WP site only.

Central Region One-Stop Partners

Agency Name	Program	Contact Name	Job Center Services
Central Workforce Development Board 1107 Kingshighway Rolla,MO 65401	WIOA Title I Adult, Dislocated Worker, and Youth	Thomas R. Dudley Board Chair 573-438-2767 trdudley@potosicityhall.org	Career and training services, job search assistance, assessments, support services, tuition assistance. Services for in-school and out-of-school youth.
Job Point 400 Wilkes Columbia, MO 65201	WIOA Title I YouthBuild Boone County	Steven Smith, President & Chief Executive Officer 573-777-1505 steves@jobpoint.org	Job Point provides clients with skills training and employment services.
United Migrant Opportunity Services (UMOS) UMOS National Farmworker Jobs Program 432 W Fir Road Carthage, MO 64836	Title I Migrant and Seasonal Farmworker Programs	Jeri Cochran, Lead Case Manager – Missouri 417-204-2395 jeri.cochran@umos.org	Assists migrant and seasonal farmworkers with seasonal unemployment and underemployment. Offers career and training services. Assistance with books, lodging, fees, work-related equipment, tuition.
Department of Higher Education and Workforce Development PO Box 1087 Jefferson City, MO 65102	WIOA Title III Wagner-Peyser Act, Jobs for Veterans Act, Disabled Veterans Outreach Program, Local Veterans Employment Representatives, Trade Act Title II, Trade Adjustment Assistance, North American Free Trade Agreement	Jennifer Taylor, Regional Manager 573-364-7030 Jennifer.taylor@dhewd.mo.gov	Wagner-Peyser – Career services including labor market information, assessments, employment plans and counseling, labor exchange services.  Trade Adjustment Assistance – provides opportunity to obtain skills, credentials, and resources to become re-employed. Includes employment and case management services, training, job search, and weekly cash payments.  Jobs for Veterans – Assisting veterans in transitioning into the civilian workforce. Includes job search assistance, labor market information, employment workshops, National Career Readiness Assessment, Show-Me Heroes program.
Moberly Area Community College 601 Business Loop 70 West, Suite 216 Columbia, MO 65203	WIOA Title II Adult Education & Literacy	Shannon Hinson Director of Adult Education and Literacy 660-263-4100 shannonm@macc.edu	Preparation for High School Equivalency test. Pre-test, orientation, instruction. Columbia Job Center only.

Central Region  
Attachment 2

East Central College 1964 Prairie Dell Road Union, MO 63084	WIOA Title II Adult Education & Literacy	Alice Whelan Adult Education Program Director 636-584-6532 Alice.Whalen@eastcentral.edu	Preparation for High School Equivalency test. Pre-test, orientation, instruction. Rolla Job Center only.
Ozarks Technical Community College 1001 East Chestnut Expressway Springfield, MO 65802	WIOA Title II Adult Education & Literacy	Ramona George Adult Education and Literacy College Director 417-447-8861 georger@otc.edu	Preparation for High School Equivalency test. Pre-test, orientation, instruction. Lebanon Job Center only.
Missouri Vocational Rehabilitation 3024 DuPont Circle Jefferson City, MO 65109	Rehabilitation Act, Title 1	Elizabeth Perkins Manager, Workforce Implementation 573-522-8082 Elizabeth.perkins@vr.dese.mo.gov	Employment and training services for people with a disability. Provides vocational guidance and counseling, assistance with transition services, supported employment services.
Missouri Department of Labor 421 East Dunklin Jefferson City, MO 65102	State Unemployment Compensation Law activities	Anna Hui, Director 573—751-4091 diroffice@labor.mo.gov	Re-employment Services and Eligibility Assessment (RESEA) program provides assistance to unemployed individuals with mandatory re-employment activities and training options.
Missouri Department of Social Services Broadway State Office Building Jefferson City, MO 65102	Temporary Assistance for Needy Families, Community Services Block Grant, Rehabilitation Services for the Blind	Pat Luebbering Chief Financial Officer 573-751-4815 Patrick.Luebbering@dss.mo.gov	Provides eligible participants with training, employment, skill building, job search skills, and other resources.
MERS Goodwill Lippman Center 2545 South Hanley Rd. St. Louis, MO 63144	Older Americans Act Title V Senior Community Service Employment Program (SCSEP)	Laura MCintosh SCSEP Director 314-646-5815 lmcintosh@mersgoodwill.org	Work-based job training for low-income adults age 55 and older. Provides skills training and work experience. Rolla and Lebanon only.
SER Jobs for Progress National, Inc. 100 E. Royal Lane Suite 130 Irving, TX 75039	Older Americans Act Title V Senior Community Service Employment Program (SCSEP)	Emma Trevino, National Director Isaura Betancourt 2610 Buttonwood Drive, Suite 200 Columbia, MO 65201 573-886-8988 IBetancourt@ser-national.org	Work-based job training for low-income adults age 55 and older. Provides skills training and work experience. Rolla and Lebanon only
Rolla Technical Center/Institute 1304 E 10 <sup>th</sup> St. Rolla, MO 65401	Carl D. Perkins Vocational Education	Amy Herrman Director, RTI/C 573-458-0160 aherrman@rolla.k12.mo.us	Provides customers with career and technical training, eligible training provider

## **Memorandum of Understanding**

**Between**

**Central Workforce Development Board**

**And**

**Workforce Development System Partners**

The Workforce Innovation and Opportunity Act of 2014 (WIOA) requires all WIOA partners to contribute to infrastructure funding of the One-Stop system in each Local Workforce Development Area (LWDA). Each local Workforce Development board is required to establish a Memorandum of Understanding (MOU) with each partner in the LWDA that includes a One-Stop operating budget and an infrastructure funding agreement (IFA) that details how infrastructure funding will be contributed.

The Central Workforce Development Board (CWDB) and the Workforce Innovation and Opportunity Act partners (identified below and referred to collectively as “partners”) enter into this Memorandum of Understanding (MOU).

All parties agree that the purpose of this MOU is to document the roles, responsibilities, and funding commitments the parties have negotiated and mutually agreed upon for the operation and funding of the Americas Job Center(s) in the Central Region of Missouri.

**Central Region WIOA Partners and the Corresponding Provider Agency Are Listed Below:** Per WIOA Section 121(B)(1)(B)

**WIOA Title I Adult, Dislocated Worker, and Youth programs (Section 131, 126) WIOA Title III Wagner-Peyser Act (29 USC 49), Jobs for Veterans Act (38 USC 41) Disabled Veterans’ Outreach Program (DVOP) and Local Veterans’ Employment Representatives (LVER)**

**Trade Act Title II, Chapter 2, Trade Adjustment Assistance (TAA) (19 USC 2317) and North American Free Trade Agreement (NAFTA) (19 USC 2271)**

Partner Agency: Workforce Development, Missouri Department of Higher Education & Workforce Development

**Unemployment Insurance (UI) (5 USC 85)**

Partner Agency: Missouri Department of Labor and Industrial Relations

**WIOA Title II Adult Education and Literacy (*Section 206*)**

Partner Agencies: East Central College - Rolla  
Moberly Area Community College - Columbia  
Ozarks Technical Community College - Lebanon

**Rehabilitation Act, Title I (29 USC 720 et seq)  
Vocational Rehabilitation**

Partner Agency: Vocational Rehabilitation

**Carl D. Perkins Vocational and Applied Technology Education Act (20 USC 2301)  
Postsecondary Vocational Education**

Partner Agencies: Rolla Technical Center/Institute

**Older Americans Act Title V (42 USC 3056)  
Senior Community Service Employment Program (SCSEP)**

Partner Agencies: Goodwill International  
SER

**Social Security Act Title IV-A (42 USC 601. Subject to Subparagraph (C) )  
Temporary Assistance to Needy Families (TANF), Community Services Block Grant  
Employment & Training Programs (42 USC 9901 et seq)  
Rehabilitation Services for the Blind**

Partner Agency: Missouri Department of Social Services

**WIOA Title I Migrant and Seasonal Farm Worker Programs (*Section 167*)**

Partner Agency: UMOS

**WIOA Title I Youthbuild (*Section 171*)**

Partner Agency: JobPoint (Boone County only)

**Job Corp**

Not Offered in the Central Region

**WIOA Indian and Native American Program**

Not Offered in the Central Region

**Employment and Training Activities Carried Out by the Department of Housing and Urban Development**

Not Offered in the Central Region

**Second Chance Act of 2007**

Not Offered in the Central Region

**WIOA Title II Adult Education and Literacy (Section 206)**

Partner Agencies: East Central College - Rolla  
Moberly Area Community College - Columbia  
Ozarks Technical Community College - Lebanon

**Rehabilitation Act, Title I (29 USC 720 et seq)  
Vocational Rehabilitation**

Partner Agency: Vocational Rehabilitation

**Carl D. Perkins Vocational and Applied Technology Education Act (20 USC 2301)  
Postsecondary Vocational Education**

Partner Agencies: Rolla Technical Center/Institute

**Older Americans Act Title V (42 USC 3056)  
Senior Community Service Employment Program (SCSEP)**

Partner Agencies: Goodwill International  
SER

**Social Security Act Title IV-A (42 USC 601. Subject to Subparagraph (C) )**

**Temporary Assistance to Needy Families (TANF)**

**Community Services Block Grant Employment & Training Programs (42 USC 9901 et seq)**

**Rehabilitation Services for the Blind**

Partner Agency: Missouri Department of Social Services

**WIOA Title I Migrant and Seasonal Farm Worker Programs (Section 167)**

Partner Agency: UMOS

**WIOA Title I Youthbuild (Section 171)**

Partner Agency: JobPoint (Boone County only)

Central Region One-Stop Partners

Agency Name	Program	Contact Name	Job Center Services	Referral Method
Job Point 400 Wilkes Columbia, MO 65201	WIOA Title I YouthBuild Boone County	Steven Smith, President & Chief Executive Officer Job Point 400 Wilkes Columbia, MO 65201 573-777-1505 steves@jobpoint.org	Manages the YouthBuild grant, links people and jobs by providing career assessments, skills training, and job placement assistance and support. Affordable Housing, Reentry Services, Ticket to Work program.	<p>Refers any student applying for, or enrolled into the YouthBuild program that are eligible and appropriate for enrollment in WIOA programs. Assists in completion/collection of any required eligibility or enrollment documentation specific to WIOA participants. Central Region will provide referrals for qualified individuals to Job Point's YouthBuild and other training programs. Assist with tuition, provide support services, assist with job placement of youth, promote and sponsor registered apprenticeships, enrollment in Summer Jobs programs as appropriate, share case record documentation.</p> <p>A written referral is printed and given to the customer with the contact information form, in most cases, the staff member calls ahead to confirm that resources/funding is available. Incoming referrals are normally made by email, staff initiate contact with the customer, Referrals are documented in MoJobs in case notes, in the objective assessment, and the training plan.</p>
UMOS 2701 S. Chase Avenue, Suite B Milwaukee, WI 53207	Title I Migrant and Seasonal Farmworker Programs	Jose Martinez VP of Farmworker and Community Based Services 2701 S. Chase Ave. Milwaukee, WI 53207 414-389-6006 jose.martinez@umos.org	Provides programs and services which improve the employment, educational, health and housing opportunities for under-served populations. Offers career and training services. Assistance with books, lodging, fees, work-related equipment, tuition. May provide screening, recruitment and training, paid internships from employers. CWDB has collaborated in service to participants by providing support services and tuition assistance.	A written referral is printed and given to the customer with the contact information form, in most cases, the staff member calls ahead to confirm that resources/funding is available. Incoming referrals are normally made by email, staff initiate contact with the customer. Referrals are documented in MoJobs in case notes, in the objective assessment, and the training plan.



<p>Department of Higher Education and Workforce Development PO Box 1087 Jefferson City, MO 65102</p>	<p>WIOA Title III Wagner-Peyser Act, Jobs for Veterans Act, Disabled Veterans Outreach Program, Local Veterans Employment Representatives, Trade Act Title II, Trade Adjustment Assistance, North American Free Trade Agreement</p> <p>WIOA Title I Adult, Dislocated Worker and Youth</p>	<p>Dr. Mardy L. Leathers Director, Workforce Development Missouri Department of Higher Education &amp; Workforce Development PO Box 1087 Jefferson City, MO 65102 573-751-3349 mardy.leathers@dhewd.mo.gov</p>	<p>Wagner-Peyser – Career services including labor market information, assessments, employment plans and counseling, labor exchange services.</p> <p>Trade Adjustment Assistance –provides opportunity to obtain skills, credentials, and resources to become re-employed. Includes employment and case management services, training, job search, and weekly cash payments.</p> <p>Jobs for Veterans – Assisting veterans in transitioning into the civilian workforce. Includes job search assistance, labor market information, employment workshops, National Career Readiness Assessment, Show-Me Heroes program.</p>	<p>Since Office of Workforce Development staff and WIOA staff are normally co-located, referrals are made in-person to the appropriate staff. Referrals are documented in MoJobs in case notes, in the objective assessment, and the training plan.</p>
<p>Ozarks Technical Community College Springfield Campus Suite GRF 113</p>	<p>WIOA Title II Adult Education &amp; Literacy</p>	<p>Ramona George Adult Education and Literacy College Director 417-447-8861 georger@otc.edu</p>	<p>Preparation for High School Equivalency test. Pre-test, orientation, instruction. Provides assistance to individuals in overcoming barriers to employment, including lack of a high school diploma, low education skills, and lack of English language skills. Lebanon Job Center only.</p> <p>AEL staff will include information about Job Center services in new student orientation, will provide agency referral for students to the Job Center for job-seeking assistance, employment workshops, and supportive services. Job Center staff will be available to enroll AEL students in jobs.mo.gov in person at AEL class sites or as otherwise arranged. Job Center staff will refer individuals who need to learn English as a second language, are in need of remediation or who do not have a high school equivalency.</p>	<p>The AEL program is co-located in the Lebanon Job Center, so referrals are normally made in-person. Telephone, email, and fax may also be used.</p> <p>Referrals are documented in MoJobs case notes, the objective assessment, and in the training plan.</p>

<p>East Central College 1964 Prairie Dell Road Union, MO 63084</p>	<p>WIOA Title II Adult Education &amp; Literacy</p>	<p>Alice Whelan Adult Education Program Director East Central College 636-584-6532 Alice.Whalen@eastcentral.edu</p>	<p>Preparation for High School Equivalency test. Pre-test, orientation, instruction. Provides assistance to individuals in overcoming barriers to employment, including lack of a high school diploma, low education skills, and lack of English language skills. Rolla Job Center only.</p> <p>AEL staff will include information about Job Center services in new student orientation, will provide agency referral for students to the Job Center for job-seeking assistance, employment workshops, and supportive services. Job Center staff will be available to enroll AEL students in jobs.mo.gov in person at AEL class sites or as otherwise arranged. Job Center staff will refer individuals who need to learn English as a second language, are in need of remediation or who do not have a high school equivalency.</p>	<p>The AEL program is co-located in the Rolla Job Center, so referrals are normally made in-person.</p> <p>Telephone, email, and fax may also be used.</p> <p>Referrals are documented in MoJobs case notes, the objective assessment, and in the training plan</p>
<p>Moberly Area Community College 101 College Avenue Moberly, MO 65270 660-263-4100</p>	<p>WIOA Title II Adult Education &amp; Literacy</p>	<p>Shannon Hinson Director of Adult Education and Literacy Moberly Area Community College 101 College Avenue Moberly, MO 65270 660-263-4100 Shannonm@macc.edu</p>	<p>Preparation for High School Equivalency test. Pre-test, orientation, instruction. Provides assistance to individuals in overcoming barriers to employment, including lack of a high school diploma, low education skills, and lack of English language skills. Columbia Job Center only.</p> <p>AEL staff will include information about Job Center services in new student orientation, will provide agency referral for students to the Job Center for job-seeking assistance, employment workshops, and supportive services. Job Center staff will be available to enroll AEL students in jobs.mo.gov in person at AEL class sites or as otherwise arranged. Job Center staff will</p>	<p>The AEL program is co-located in the Columbia Job Center, so referrals are normally made in-person.</p> <p>Telephone email and fax may also be used.</p> <p>Referrals are documented in MoJobs case notes, the objective assessment, and in the training plan</p>

			refer individuals who need to learn English as a second language, are in need of remediation or who do not have a high school equivalency.	
Missouri Vocational Rehabilitation 3024 DuPont Circle Jefferson City, MO 65109	Rehabilitation Act, Title 1	Robin Coffman Chief of Staff Missouri Vocational Rehabilitation 3024 DuPont Circle Jefferson City, MO 65109 573-751-4446 robin.coffman@dese.mo.gov	Adult Education & Literacy Disability Determination Services Dropout Reporting High School Equivalency Independent Living Troops to Teachers Veterans Education Vocational Rehabilitation Business Services Counselor Services Disability Resources Publications Rehabilitation Technology Supported Employment Ticket to Work Transition Services Vocational Rehabilitation and Rehabilitation Services for the Blind will be engaged to provide assessments for the job centers to ensure universal accessibility. Joint outreach projects will be conducted to employer and job seekers. Vocational Rehabilitation will designate a representative to serve on the region's youth council and business services team.	A written referral will be printed and given to the customer with contact information included. Staff will normally call ahead to confirm that resources are available. Referrals are documented in MoJobs case notes, the objective assessment, and in the training plan
Department of Labor and Industrial Relations 3315 West Truman Boulevard Jefferson City, MO 65102	State Unemployment Compensation Law activities	Anna Hui, Director Department of Labor and Industrial Relations 3315 West Truman Boulevard Jefferson City, MO 65102 573-751-3262 diroffice@labor.mo.gov	Administers Missouri's Unemployment Insurance program, the Shared Work program, the Reemployment Services Eligibility Assessment program, Disaster Unemployment Assistance, Trade Readjustment Allowances, including Reemployment Trade Adjustment Assistance.  DOLIR makes a contribution to the Office	A priority phone line is maintained in each job center for claimants to speak directly with DES staff.  An electronic feedback system is in place for job center staff to refer UI eligibility issues to DES for investigation.

			<p>of Workforce Development for Labor Exchange services.</p> <p>Job center staff provide meaningful assistance to UI claimants onsite, or by phone or other technology. Job Center staff must be familiar with the DES online claims filing system and the rights and responsibilities of UI claimants.</p>	
<p>Missouri Department of Social Services Broadway State Office Building Jefferson City, MO 65102</p>	<p>Temporary Assistance for Needy Families, Community Services Block Grant, Rehabilitation Services for the Blind</p>	<p>Pat Luebbering Chief Financial Officer 573-751-4815 Patrick.Luebbering@dss.mo.gov</p>	<p>Provides eligible participants with many services including, but not limited to, health care, food assistance, child support, blind services. Also, Ticket to Work, Healthcare Industry Training Program, and Missouri Work Assistance program.</p> <p>CWDB is contracted for Summer Jobs, SkillUP, and Healthcare Industry Training programs.</p>	<p>A written referral will be printed and given to the customer with contact information included. Staff will normally call ahead to confirm that resources are available. Referrals are documented in MoJobs case notes, the objective assessment, and in the training plan.</p>
<p>MERS Goodwill Lippman Center 2545 South Hanley Rd. St. Louis, MO 63144</p>	<p>Older Americans Act Title V  Senior Community Service Employment Program (SCSEP)</p>	<p>Laura MCintosh SCSEP Director 314-646-5815 lmcintosh@mersgoodwill.org</p>	<p>Work-based job training for low-income adults age 55 and older. Provides skills training and work experience. Rolla and Lebanon only.</p> <p>Referrals are normally related to assistance with gaining employment and related support services.</p>	<p>A written referral will be printed and given to the customer with contact information included. Staff will normally call ahead to confirm that resources are available. Referrals are documented in MoJobs case notes, the objective assessment, and in the training plan.</p>
<p>SER 100 E. Royal Lane #130 Irving, TX 75039 469-549-3649</p>	<p>Older Americans Act Title V  Senior Community Service Employment Program (SCSEP)</p>	<p>Emma Trevino National Director of SCSEP SER 100 E. Royal Lane #130 Irving, TX 75039 469-549-3649 etrevino@ser-national.org</p>	<p>Work-based job training for low-income adults age 55 and older. Provides skills training and work experience. Rolla and Lebanon only.</p> <p>Referrals are normally related to assistance with gaining employment and related support services.</p>	<p>A written referral will be printed and given to the customer with contact information included. Staff will normally call ahead to confirm that resources are available. Referrals are documented in MoJobs case notes, the objective assessment, and in the training plan.</p>

<p>Central Workforce Development Board 1107 Kingshighway Rolla,MO 65401</p>	<p>Workforce Board</p>	<p>Thomas R. Dudley Board Chair 573-438-2767 trdudley123@gmail.com</p>	<p>Serve as connection between the Office of Workforce Development and job centers that deliver services to workers and employers. The CWDB's' role is to develop regional strategic plans and set funding priorities for their area.</p>	<p>Communication between partners is normally through email or telephone.</p>
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## Definitions

- A. **Affiliate Center:** A site that makes available one or more of the required or optional programs, services, and activities to job seekers and employers in the local area.
- B. **Career Services:** Services that must be provided through the local workforce development system to adults or dislocated workers as authorized under each partner's program. Services are listed in Article IV of this MOU.
- C. **Chief Elected Officials:** When used in reference to a local area, is the chief elected executive officers of the units of general local government in a local area.
- D. **Common Costs:** Per WIOA Section 121(i), is the costs shared by partner programs which may include costs for basic career services, such as initial intake, assessment of needs, basic skills assessment, identification of appropriate services, referrals by one partner to another partner's program, and other similar services that may be chargeable to more than one program. Common costs and methodologies for cost sharing are included in the cost-sharing portion of this MOU.
- E. **Comprehensive Center:** A physical site where services and activities under all required programs are made available to local job seekers and employers.
- F. **Cost Allocation:** Measurement of actual costs in relation to the benefit received in order to determine each partner's fair share of local workforce development system operating costs.
- G. **Fiscal Agent:** An entity appointed by local area chief elected officials and partners to be responsible for the administration and disbursement of WIOA and other funds allocated for workforce development programs activities in the local area.
- H. **Individuals with Barriers to Employment:** Defined in WIOA Section 3(24) as member of one or more of the following populations:
  - 1. Displaced homemakers.
  - 2. Low-income individuals.
  - 3. Indians, Alaska Natives, Native Hawaiians.
  - 4. Individuals with disabilities (including youth).
  - 5. Older individuals.
  - 6. Ex-offenders.
  - 7. Homeless individuals.
  - 8. Youth that are in, or have aged out of, the foster care system.
  - 9. Individuals who are English language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers.
  - 10. Eligible migrant and seasonal farmworkers.
  - 11. Individuals within two years of exhausting lifetime eligibility under Title IV of the Social Security Act.

12. Single parents—including single pregnant women.
  13. Long-term unemployed individuals.
- I. **Infrastructure Costs:** Per WIOA Section 121(h)(4), it is the costs necessary for the general operation of “One-Stop” centers to be shared by a local area and partners. Infrastructure costs include facility rental costs, utilities and maintenance, equipment (including assessment-related products and assistive technology for individuals with disabilities), and technology to facilitate access to the center—including planning and outreach activities.
  - J. **Local Area:** A geographic area of a state designated by the Governor in accordance with WIOA Section 106 that serves as a jurisdiction for the administration of workforce development activities delivered through a local workforce development system.
  - K. **Local WIOA Plan:** The local area workforce development plan developed by the local workforce development board in cooperation with the chief elected officials pursuant to WIOA Section 108 that describes the local workforce development system, the programs and services delivered through the system, an analysis of the local area workforce, workforce needs, and the strategies to align service delivery among core programs in a manner consistent with the State Plan to achieve performance goals.
  - L. **Local Workforce Development Board:** The board appointed by a local area’s chief elected officials to be certified by the Governor or designee per WIOA Section 107. The board is responsible for administration and oversight of the local area workforce development system in agreement with the chief elected officials and in collaboration with required and additional partners.
  - M. **Local Workforce Development System:** The system established in accordance with WIOA Section 121 through which career services, access to training services, employment and training activities, and partner programs and activities as well as related support and specialized services are made available to workers and employers in a local area.
  - N. **Job Center:** Referred to in WIOA as “One-Stop” centers, it is the term used collectively under the Missouri workforce system brand, for the comprehensive, affiliate, and specialized centers that operate in a local area and make WIOA programs, services, and activities available to job seekers and employers.
  - O. **One-Stop Operator:** One or more entities selected in accordance with WIOA Section 121(d) to operate an America’s Job Center and to perform service delivery activities in accordance with all applicable federal, state, and local rules and policies and the terms of this MOU.
  - P. **Proportionate Share:** The portion of local workforce development system operating costs to be contributed by each partner in proportion to the benefits the partner’s program receives from participation in the local workforce development system.
  - Q. **Required Partner:** An entity that carries out one or more of the programs or activities identified under WIOA Section 121(b)(1) required to make the services and activities under the partner’s program available through the local workforce development system.

- R. **Resource Sharing:** The cash and/or resources each partner will contribute to fund its proportionate share of costs for operation of the local workforce development system.
- S. **Shared Services:** For purposes of this MOU, it is a shared function or activity that benefits more than one partner program and partners contribute staff time rather than cash or other resources to fund their proportionate share of these types of costs.
- T. **State Infrastructure Funding Mechanism:** The formula that will be implemented by the state to calculate required partners' proportionate shares of infrastructure costs when consensus agreement cannot be reached among a local workforce development board and required partners in a local area.
- U. **State WIOA Plan:** The workforce plan developed with WIOA, and approved by the DOL that outlines the programs, services, strategies and performance goals for the statewide workforce development system.
- V. **Training Services:** Persons deemed unable to obtain or retain employment through career services are eligible to receive training services, which include, but are not limited to: occupational skills training, on-the-job training, programs that combine workplace training with related instructions, private-sector training programs, skills upgrades, entrepreneurial training, job-readiness training, adult education and literacy activities in combination with a training program, or customized training.
- W. **WIOA:** The Workforce Innovation and Opportunity Act of 2014, enacted to amend the Workforce Investment Act of 1998 (WIA) and to align and continuously improve workforce, education, and economic development systems to effectively address the employment and skill needs of workers, jobseekers, and employers.

**Article I: Local Workforce Development System Description**

- A. **Overview & General Description:** The Central Workforce Development Board includes the following counties: Audrain, Boone, Callaway, Camden, Cole, Cooper, Crawford, Dent, Gasconade, Howard, Laclede, Maries, Miller, Moniteau, Morgan, Osage, Phelps, Pulaski, and Washington.

Comprehensive and Affiliate Job Centers in the region are listed below.

Comprehensive Jobs Center	Address	Counties Served
Missouri Job Center - Columbia	101 Park De Ville Dr., Ste E, Columbia, MO 65203	Audrain, Boone, Callaway, Cole, Cooper, Howard, Moniteau
Missouri Job Center – Jefferson City	Closed due to tornado damage. A new location is being sought.	N/A
Missouri Job Center - Lebanon	2639 South Jefferson Avenue, Suite 1 Lebanon, MO 65536	Camden, Laclede, Miller, Morgan,
Missouri Job Center - Rolla	607 South Bishop, Rolla, MO 65401	Crawford, Dent, Gasconade, Maries, Phelps, Washington
<b>Affiliate Centers</b>		
Camdenton	409 West Highway 54,	Camden, Miller, Morgan,



	Camdenton, MO 65020	
Fort Leonard Wood	140 Replacement Ave. Bldg. 470, Suite 2201 Fort Leonard Wood, MO	Pulaski
Fulton	512 Market Street Fulton, MO 65251	Callaway

**B. Administrative Structure**

1. The Missouri Department of Higher Education & Workforce Development, Office of Workforce Development has responsibility for the administration and oversight of Missouri’s workforce development system at the state and local levels.
2. Chief Elected Official (CEO): The Chief Elected Official has been delegated authority to act on behalf of the other presiding commissioners for WIOA/One-Stop matters. The CEOs are responsible for the selection of the CWDB members, the development of Caucus by-laws and are identified as the recipients of WIOA Adult, Dislocated Worker, and Youth funds per WIOA Section 107(d)(12).
3. Local Workforce Development Board: Central Workforce Development Board, 1107 Kingshighway, Rolla, MO 65401. The CWDB is responsible for oversight and operation of the local workforce development system, which includes (with the agreement of the CEOs), the development of the local plan and the selection of One-Stop operators.
4. Fiscal Agent: Central Workforce Development Board - For purposes of this MOU, the Fiscal Agent is the party responsible for tracking shared local workforce development system costs, collection of partners’ financial data and documentation needed for reconciliation, completion of reconciliations, adjusting budgets to actual costs, invoicing and collecting payments from partners, and distributing adjusted budgets to partners in accordance with this MOU.
5. Comprehensive Job Center Operator (One-Stop Operator): Central Ozarks Private Industry Council.
6. Affiliate Jobs Center Operator: Central Ozarks Private Industry Council, Inc.

**Article II: Agreement Period**

- A. This MOU will be in effect from July 1, 2020, until June 30, 2024.
- B. The MOU will be reviewed by the partners after the first year of the agreement and annually for each following year. The document will be updated as needed at that time.

**Article III: Partner Responsibilities**

- A. WIOA identifies the following minimum responsibilities for required partners in each local area workforce development system. For consistency, each partner, including each additional partner, will assume the responsibilities identified below, unless otherwise specified in this Article.

1. Provide access to partner programs and activities through the local workforce development system.
  2. Use a portion of funds made available for partner program and activities to provide career services through the local workforce development system and to maintain the local workforce development system, including costs for infrastructure, in accordance with Article VI of this MOU.
  3. Continue as a party to this MOU and enter into renewal MOUs as long as participating as a partner in the local workforce development system.
  4. Participate in the operation of the local workforce development system consistent with the terms of this MOU, the federal laws that authorize partners program or activities, and all applicable state and local laws.
- B. In addition to the minimum responsibilities required under WIOA as identified in Section A of this Article, the partners will:
1. Collaborate with the CWDB to establish a local priority of service policy and will ensure priority of service to veterans and covered spouses for any qualified job training program pursuant to the Jobs for Veterans Act as prescribed in 38 USC 4215.
  2. Ensure the programmatic accessibility of facilities, programs, services, technology, and materials to individuals with disabilities per WIOA Section 188.
  3. Follow procedures identified in the State, Local, and Regional Plans for compliance with WIOA Section 188 provisions regarding nondiscrimination.
  4. Notify the CWDB of any changes to the rules governing partner's program that impact the partner's performance and/or proportionate share under this MOU. The CWDB will communicate the changes to the CEOs, One-Stop Operator, and other partners and will initiate the process to amend this MOU if necessary.
  5. Ensure compliance with Office of Workforce Development policies and procedures. Should a conflict exist between the Office of Workforce Development personnel policies and a partner's personnel policies; the partner's policies will prevail.
  6. Cooperate with efforts to implement the use of an integrated, technology-based intake and case management information system as required under WIOA.
  7. Participate and cooperate in data collection and reporting and other activities to track and evaluate performance of the local workforce development system using state and local performance accountability measures.

#### **Article IV: Coordination of Programs, Services, & Activities**

All parties agree to work in cooperation to prevent duplication and to streamline and coordinate services delivered through the local workforce development system as described in this Article.

- A. **Coordination of Services** – WIOA places a strong emphasis on planning across multiple partner programs to ensure alignment in service delivery. The partners agree to develop effective partnerships across programs and providers to provide individuals with employment, education, and training services they need. The partners will work together to ensure a customer-centered approach to service delivery.
- B. **Shared Service Delivery**– The parties agree that services will be shared among the partners as described below. The parties further agree that any staff assigned to provide a service will possess the skills and qualifications needed to sufficiently perform the functions involved in the delivery of the service.
- C. **Accessibility** – The partners will implement the strategies described below to ensure that access to services provided through the local workforce development system effectively meets the needs of workers, youth, and individuals with barriers to employment—including individuals with disabilities:

**Article V: Methods of Referral**

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.***

**Article VI: Cost Sharing**

Each partner agrees to pay its allocable share of infrastructure and other shared costs in proportion to use and the benefit received as negotiated and described herein. Total costs are detailed and calculated in the Budget, which is included with this MOU and hereby incorporated.

- A. **Identification of Shared Costs** – The parties agree that the costs detailed in the budget are beneficial to more than one partner program and therefore must be shared by the partners in proportion to the benefit received or use by each partner program.

1. **Infrastructure** – Shared non-personnel costs necessary for the general operation of the Central Region Jobs Centers.
  2. **Additional Costs** – Shared costs beneficial to more than one partner program that relate to the operation of the local workforce development system, including costs for the provision of career services that are not funded with staffing resources per Article IV, and other common costs that are not considered “infrastructure” costs as defined in WIOA Section 121(h).
- B. **Notice of Impasse** - If an agreement has not been concluded successfully by March 2, 2020, the CWDB must officially notify the Director of the Office of Workforce Development in writing. Upon receipt and acknowledgement of such notice, the State will attempt to assist with up to 60 days of mediation or arbitration to produce a successful agreement, or until May 1, 2020.

**State Infrastructure Cost-allocation Mechanism** – If by June 1, 2020, the local infrastructure cost-allocation mechanism has not been completed, signed, and submitted to the State, the State will be statutorily compelled to impose a State infrastructure cost allocation mechanism as prescribed by WIOA sec. 121(h) and 20 CFR Part 678. The Office of Workforce Development will notify the CEO, the CWDB and the required Partners of the specific allocations in this mechanism prior to the start of PY 2020, if feasible.

Imposition of the State funding mechanism makes fewer funds available than a local agreement. The U.S. Department of Labor noted in its preamble to the WIOA Final Rules, “...while under the local funding mechanism Partner programs may contribute through any funds allowed by their authorizing statutes, under the State funding mechanism, infrastructure funds must come from administrative funds for the majority of Partner programs.”

- E. **Budget** – The Budget spreadsheet included as an attachment to this MOU details all shared services, shared costs, cost pools, and cost allocation methods. Cost allocation and reconciliation will be calculated and documented in the Budget.

#### **Article VII: Termination/Separation**

- A. **MOU Termination:** This MOU will remain in effect until the end date specified in Article II, Section A, unless:
1. All parties mutually agree to terminate this MOU.
  2. WIOA and the corresponding regulations are repealed.
  3. Local area designations are changed.
- B. **Partner Separation** – Any partner may terminate their participation as a party to this MOU upon 60 days written notice to the CWDB. In such an event:
1. The CWDB will provide written notice to all remaining partners and to OWD Grants Administration.
  2. The CWDB will review the budget to determine where adjustments can be made that will prevent an increase in the remaining partners’ shared cost amounts.

3. The CWDB will amend this MOU per Article VIII and will prepare a revised budget document

**C. Effect of Termination**

1. Required Partners – Each required partner understands that participation as a party to this MOU is required under WIOA Section 121(b)(1)(A)(III) and any required partner that opts to terminate its participation as a party to this MOU:
  - a. Is still obligated as a required partner to provide access to program activities and services through a direct linkage with a comprehensive Central Region Jobs Center.
  - b. Will be subject to, and will cause all other required local partners to be subject to, the state infrastructure funding mechanism.
  - c. Will be required to pay its proportionate share of infrastructure costs as determined under the state infrastructure funding mechanism.
  - d. Must be reported to OWD Grants Administration and to the state agency that administers the partner program, as applicable. For required partners that get program funds directly from the DOL, the DOL will be notified.
  - e. May be subject to sanctions by the state and/or federal agency that administers the partner program.
  - f. Must make best efforts to find another entity that will fulfill the required partner role and/or will make recommendations to the CWDB on budget adjustments or other means to defray a cost increase to the remaining partners.
  - g. Will send written notice to OWD Grants Administration and to the state agency that administers the partner program, as applicable, prior to submitting written notice of the separation to the CWDB. Required partners that receive funds directly from the DOL must send written notice to the DOL Grant Officer assigned to the partner in addition to OWD Grants Administration.
2. Any non-required partner that terminates its role as a party to this MOU is no longer eligible to participate as a partner in the local workforce development system.

**Article VIII: Amendment**

- A. This MOU and Budget may be amended upon mutual agreement of the parties as allowable under applicable federal, state and local laws. This MOU must be amended when one or more of the following occurs:
  1. The addition or removal of a partner from this MOU.
  2. A change of the Job Center operator, the administrative structure, or the physical location of a Missouri Jobs center.

3. A change that significantly alters negotiated terms to this MOU—including, but not limited to—changes in shared services, service delivery, referral methods, costs or cost sharing.
  4. Any other change that will impact shared costs, which does not include updates to the budget as a result of quarterly reconciliation.
- B. All parties agree that amendments involving changes with no impact on shared services, cost-sharing, or other negotiated terms need only be signed by authorized representatives of the CWDB, the CEOs, and the affected partner(s). All other amendments will require the signatures of all parties. All amendments will involve the following process:
1. The party seeking an amendment will submit a written request to the CWDB that includes:
    - a. The requesting party's name.
    - b. The reason(s) for the amendment request.
    - c. Each Article and Section of this MOU that will require revision.
    - d. The desired date for the amendment to be effective.
    - e. The signature of the requesting party's authorized representative.
  2. If the request is approved, the CWDB will notify the remaining partners of the intent to amend and will allow 30 days from the date of the notice (unless another timeframe is specified in the notice) for the remaining partners to review the requested changes and to submit a response to the CWDB. No response by a partner will be considered approval of the requested changes.
  3. Any partner with questions and/or concerns regarding the requested changes must be submitted to the CWDB in writing within the specified timeframe.
  4. The CWDB will provide a written response to the partner within 15 days of receipt of the partner's questions. The CWDB will have the discretion to share questions/concerns with other partners and/or to schedule a meeting to achieve consensus on a final amendment draft.
  5. The final, approved amendment draft will be signed by authorized representatives of the affected partners then submitted to the CWDB for the final signature unless it is an amendment that requires the signatures of all parties, in which case, CWDB must secure all local signatures and submit to ODJFS for final signature.
  6. The CWDB will distribute copies of the fully executed amendment to all parties and to the Office of Workforce Development.
- C. This MOU is the entire agreement among the parties with respect to each party's role and responsibilities in the local workforce development system. All parties agree that any amendments to applicable laws or regulations cited herein will result in the correlative modification of this MOU without a formal, written amendment.

- D. All parties agree to communicate details of any amendments to their respective staff members whose responsibilities may be impacted by the changes and further agree to ensure that their staff members are referencing or utilizing the most current version of the MOU in the performance of their responsibilities.
- E. Amendments that will require the signatures of all parties must be executed no later than 90 days prior to the end of the MOU period. Amendments that require only the signatures of the CWDB, the chief elected officials, and the affected partner(s) must be executed no later than 45 days from the end of the current State Fiscal Year to allow time for Purchase Order modifications.

### **Article IX: Confidentiality**

All parties acknowledge that program participant information and certain other types of information are considered confidential under federal and state law. All parties further acknowledge that service delivery and other activities conducted by the parties' staff members under this MOU will generate and involve the use of confidential information for more than one partner program. Therefore, all parties agree to implement the strategies described below to minimize the risks of unauthorized disclosure:

- A. All parties will ensure that their respective staff members who will deliver services and carry out activities through the local workforce development system and in the Central Region Job Centers are properly informed and have completed training on the use, protection, disclosure, and disposal of confidential data as well as the criminal penalties for unauthorized use or disclosure under federal and state confidentiality laws.
- B. Further, all parties will develop procedures to implement the following safeguards, which are common requirements across federal and state confidentiality laws, and will ensure that their respective staff members are effectively trained on such procedures and follow them.
  - 1. Identifying the staff members who will be authorized to access confidential data in the performance of their work under this MOU.
  - 2. Authorizing access to such staff members in a written statement to be signed by the staff member that identifies and describes the confidential data, the authorized representative of the partner program that owns the data, the system that contains the data, the allowable uses of the data, the procedures for safeguarding the data, and the requirements, restrictions, and penalties under the applicable federal and state confidentiality laws.
  - 3. Storing confidential data in an area that is physically safe from access via computer, remote terminal or any other means during duty hours, non-duty hours, or when not in use.
  - 4. Segregating each partner program's confidential data from other data.
  - 5. Restricting access of confidential data to only authorized employees and officials of the parties to this MOU who must access the data in the performance activities under this MOU.
  - 6. Prohibiting disclosure of any confidential data to a third party without prior written permission from the authorized representative of the partner program responsible for the data.

7. Limiting collection and use of any information, systems, or records that contain personal identifying data to purposes that support programs and activities under this MOU, and, when possible, de-identifying data and presenting it in aggregate form for purposes such as evaluation or reconciliation.
- C. The CWDB will allow partner representatives to make onsite inspections to ensure compliance with federal and state data-protection laws, regulations, and standards.
  - D. In the event of any suspected or actual breach or violation of confidentiality laws or regulations for a particular program,
  - E. Federal and State laws and regulations regarding the use and disclosure of confidential information under WIOA and the partner programs include:
    1. 29 USC 2935(a)(4) WIOA Reports, Recordkeeping, Investigation.
    2. The Privacy Act (5 USC 552a).
    3. The Family Educational and Privacy Rights Act (20 USC 1232g), also referenced in WIOA Section 136(f)(3).
    4. 42 USC 602(a)(1)(A)(iv) and 42 USC 608(a)(9)(B) regarding information on TANF recipients.
    5. 7 USC 2020(e)(8) and 7 CFR 272.1(c) regarding information on recipients of Supplemental Nutrition Assistance Program (SNAP) benefits.
    6. 34 CFR 361.38 Protection, use and release of personal information of Vocational Rehabilitation Services participants.
    7. Department of Labor, Training and Employment Guidance Letter (TEGL) 39-11 regarding handling and protection of personally identifiable information.

### **Article X: Dispute Resolution**

- A. For purposes of this MOU and for other issues relevant to participation in the local workforce development system, each party expressly agrees to participate in good faith negotiations to reach a consensus on the terms and conditions in this MOU.
- B. Every effort will be made to resolve the dispute at the local level. The CWDB will report the dispute to the Office of Workforce Development, which will intervene with the parties to resolve the dispute. The CWDB and/or partners may ask other state agencies responsible for oversight of partner programs to participate in the dispute resolution process.
- C. If the parties cannot reach a consensus agreement on infrastructure costs by June 1, 2020, the Office of Workforce Development is required to initiate the state infrastructure funding mechanism to ensure that infrastructure costs are paid.

The U.S. Department of Labor noted in its preamble to the WIOA Final Rules, "... while under the local funding mechanism Partner programs may contribute through any funds allowed by their authorizing statutes, under the State funding mechanism,



infrastructure funds must come from administrative funds for the majority of Partner programs.”

#### **Article XI: Safety and Security**

- A. All parties acknowledge that the staff members who will deliver services or conduct activities in Central Region Jobs Centers must be provided with a safe and healthy working environment that is compliant with the Occupational Safety and Health Administration (OSHA) standards.
- B. All parties will ensure that the staff members are effectively trained on policies and procedures relevant to workplace safety and workplace conduct.
- C. Each party with staff assigned to work in the Central Region Jobs Centers will identify a contact person at each party’s administrative office who will be notified of any safety concerns or personnel issues.

#### **Article XII: Limitation of Liability**

To the extent permitted by law, each party agrees to be responsible for any liability that directly relates to any and all of its own acts or omissions or the acts or omissions of its employees. In no event will any party be liable for any indirect or consequential damages caused by actions or omissions of another party or by the employees of another party.

#### **Article XIII: General Provisions**

All parties agree to follow all federal, state and local laws and regulations as applicable under this MOU, including those listed below, which are generally applicable to WIOA, most federally-funded partner programs, and to parties that provide programs and services on behalf of the State of Missouri.

- A. **Jobs for Veterans Act** – As stated in Article III B 1, each party agrees to provide priority of service to veterans and covered spouses for any qualified job training program pursuant to 38 USC 2813.
- B. **Americans with Disabilities** – Each party, its officers, employees, members, and subcontractors hereby affirm current and ongoing compliance with all statutes and regulations pertaining to The Americans with Disabilities Act of 1990 and Section 504 of the Rehabilitation Act of 1973.
- C. **Pro-Children Act** – If any activities under this MOU call for services to minors, each party agrees to comply with the Pro-Children Act of 1994 (45 CFR 98.13) that requires smoking to be banned in any portion of any indoor facility owned, leased, or contracted by an entity that will routinely or regularly use the facility for the provision of health care services, day care, library services, or education to children under the age of 18.
- D. **Drug-Free Workplace.** Each party, its officers, employees, members, subrecipient(s) and/or any independent contractors (including all field staff) associated with this MOU agree to comply with 29 CFR 94 and all other applicable state and federal laws regarding a drug-free workplace and to make a good faith effort to maintain a drug-free workplace. Each party will make a good faith effort to ensure that none of each party’s officers, employees, members, and subrecipient(s) will purchase, transfer, use,

or possess illegal drugs or alcohol or abuse prescription drugs in any way while working or while on public property.

**E. Fair Labor Standards and Employment Practices**

1. Each party hereby affirms compliance with all applicable federal and state laws, rules, and regulations governing fair labor and employment practices.
2. Pursuant to WIOA Section 188, in carrying out this MOU, each party affirms that it will not discriminate against any employee or applicant for employment because of race, color, religion, gender, national origin, military status, disability, age, genetic information, or sexual orientation, in making any of the following employment decisions: hiring, layoff, termination, transfer, promotion demotion, rate of pay, or eligibility for in-service training programs.
3. Each party agrees to post notices affirming compliance with all applicable federal and state non-discrimination laws in conspicuous places accessible to all employees and applicants for employment.
4. Each party agrees to collect and maintain data necessary to show compliance with the foregoing nondiscrimination provisions of WIOA Section 188.

**F. Civil Rights Assurance.** All parties hereby agree that they will comply with Title VI of the Civil Rights Act of 1964 (42 USC 2000d et seq.) and the Age Discrimination Act of 1975 (42 USC 6101 et seq.).

**H. Nondiscrimination and Equal Opportunity.** Each party agrees to comply fully with the nondiscrimination and equal opportunity provisions of WIOA Section 188, Nondiscrimination, and 29 CFR Part 38, Implementation of the Nondiscrimination and Equal Opportunity Provisions of the Workforce Innovation and Opportunity Act.

**I. Conflict of Interest** – All parties agree to comply with the following, as applicable:

- a. All parties agree that they, their officers, employees, and members have not nor will they acquire any interest, whether personal, business, direct or indirect, that is incompatible, in conflict with, or would compromise the discharge and fulfillment of functions and responsibilities under this MOU. If any party, its officers, employees, or members acquire any incompatible, conflicting, or compromising interest, the party will immediately disclose the interest in writing to the CWDB at 1107 Kingshighway, Rolla, MO 65401. The parties further agree that the person with the conflicting interest will not participate in any activities hereunder until CWDB, in collaboration with other state partners determines that participation would not be contrary to public interest.
- b. Each party will establish safeguards to prohibit employees from using their positions for a purpose that constitutes or presents the appearance of personal or organizational conflict of interest, or personal gain.

## Infrastructure Funding Agreement

The annual cost share amount for Missouri Vocational Rehabilitation for the period of July 1, 2020 through June 30, 2021 is:

The annual cost share amount for Missouri Vocational Rehabilitation is:

Columbia Job Center – \$ 467.02

Lebanon Job Center – \$ 1,824.54

Rolla Job Center -     \$ 365.98

Total                         \$2,657.54

This amount may be paid as a one-time payment or quarterly. CWDB will invoice Vocational Rehabilitation based on their payment preference.

The Infrastructure Funding and cost share amount will be reviewed and negotiated annually.

## Memorandum of Understanding

### Signature Page

***By signing, each party affirms that this MOU accurately describes the negotiated roles, responsibilities, and costs.***

**Rehabilitation Act, Title I (29 USC 720 et seq)**

**Vocational Rehabilitation**

Margie Vandeven, Ph.D.

Printed Name & Title

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

Signatures

For Missouri Department of Elementary & Seco  
Name Robin Coffman  
Title Chief of Staff



**Signed on 2020-04-13 15:52:57 GMT**

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DocumentID: OGNkNDRIYzItMW  
SigningID: YWYwM2MwYWQtOD  
Signing date: 4/13/2020  
IP Address: 168.166.80.242  
Email: robin.coffman@dese.mo.gov

## **Infrastructure Funding Agreement**

East Central College utilizes space at the Rolla Job Center to conduct AEL classes.

The annual cost share amount for East Central College for the period of July 1, 2020 through June 30, 2021 will be \$1,557.18.

This amount may be paid quarterly or by a one-time payment.

CWDB will invoice East Central College according to their payment preference.

The Infrastructure Funding Agreement and cost share amount will be reviewed annually.

Memorandum of Understanding

Signature Page

*By signing, each party affirms that this MOU accurately describes the negotiated roles, responsibilities, and costs.*

Adult Education and Literacy (AEL) (Title III)

East Central College

Alice Whelan      Adult Education Program Director

Printed Name      Title

Alice Whelan      3/12/2020

Signature

Date

## Infrastructure Funding Agreement

MERS Goodwill is the Title V provider in the local workforce areas of the Rolla and Lebanon Job Centers.

The Goodwill annual infrastructure cost share amounts for the period of July 1, 2020 through June 30, 2021 are:

Rolla Job Center \$ 365.98

Lebanon Job Center \$ 364.91

Total annual infrastructure cost share amount is \$730.89.

This amount may be paid quarterly or as a one-time payment.

CWDB will invoice MERS Goodwill according to their payment preference.

The Infrastructure Funding Agreement and cost share amount will be reviewed and negotiated annually.

Memorandum of Understanding

Signature Page

*By signing, each party affirms that this MOU accurately describes the negotiated roles, responsibilities, and costs.*

MERS Goodwill

Laura MCintosh    SCSEP Director

Printed Name                      Title

Laura McIntosh    2/27/20

Signature

Date



## **Infrastructure Funding Agreement**

The Job Point annual amount of cost share is \$467.02 for the period of July 1, 2020 through June 30, 2021.

The cost share may be paid quarterly or as a one-time payment. CWDB will invoice Job Point based upon their preference.

The Infrastructure Funding Agreement and cost share amount will be reviewed annually.



## **Infrastructure Funding Agreement**

Moberly Area Community College is the Adult Education and Literacy provider in the local area of the Columbia Job Center and utilizes space at the Job Center.

The annual infrastructure cost share amount for Moberly Area Community College is \$6,005.45 for the period July 1, 2020 through June 30, 2021.

The Infrastructure Funding Agreement and cost share amount will be reviewed and negotiated annually.

**Memorandum of Understanding**

**Signature Page**

***By signing, each party affirms that this MOU accurately describes the negotiated roles, responsibilities, and costs.***

**Moberly Area Community College**

Shannon Hinson                      Director of Adult Education and Literacy

Printed Name                              - Title

Shannon Hinson                      5/26/20

Signature    Date

## **Infrastructure Funding Agreement**

Ozarks Technical Community College is the Adult Education and Literacy provider in the local area of the Lebanon Job Center.

Their annual infrastructure cost share amount for the period of July 1, 2020 through June 30, 2021 is \$ 364.91.

This amount may be paid as a one-time payment or quarterly.

CWDB will invoice OTC based upon their preference.

The Infrastructure Funding Agreement and cost share amount will be reviewed and negotiated annually.

**Memorandum of Understanding**

**Signature Page**

***By signing, each party affirms that this MOU accurately describes the negotiated roles, responsibilities, and costs.***

**Ozarks Technical Community College**

Ramona George College Director Adult Education and Literacy  
Printed Name Title

Ramona George 3/2/2020  
Signature Date

REC'D  
MAY 11 2020  
MAY 11 2020

### **Infrastructure Funding Agreement**

Rolla Technical Institute/Center (RTI/C) will provide annually \$365.98 in in-kind cost share for the period of July 1, 2020 through June 30, 2021.

This cost-share amount is the RTI/C infrastructure fee for being a mandatory Carl D. Perkins Career and Technical Education WIOA partner.

For the in-kind cost share RTI/C will screen and refer post-secondary students to the career center to apply for educational and employment assistance through WIOA, HPOG, and Skill Up. RTI/C will also screen and refer secondary students to apply for employment through the Youth Access program.

RTI/C will make every effort to accommodate the Job Center when needing space for an evening class. This will be at no cost to the Job Center.

The in-kind cost share will be tracked quarterly.

The Infrastructure Funding Agreement and cost share amount will be reviewed annually and negotiated as needed.

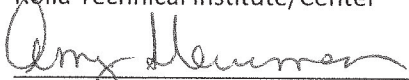
RT/C

Memorandum of Understanding

Signature Page

*By signing, each party affirms that this MOU accurately describes the negotiated roles, responsibilities, and costs.*

Rolla Technical Institute/Center

  
\_\_\_\_\_

Authorized Signature, Rolla Public Schools

  
\_\_\_\_\_

Date



## Infrastructure Funding Agreement

Missouri Department of Labor and Industrial Relations (DOLIR) makes a contribution to the Office of Workforce Development for Labor Exchange Services, which is in turn shared with the Local Workforce Development Boards.

Therefore, DOLIR is exempt from negotiating costs.


Memorandum of Understanding

Signature Page

*By signing, each party affirms that this MOU accurately describes the negotiated roles, responsibilities, and costs.*

Unemployment Insurance

Missouri Department of Labor

<u>Anna Hui</u>	<u>Director, Department of Labor</u>
Printed Name	Title
<u></u>	<u>3/13/20</u>
Signature	Date

## SER-Jobs for Progress National Inc.

### Infrastructure Funding Agreement

SER is the Title V provider in the local workforce area served by the Columbia Job Center.

SER infrastructure cost share amount for the period of July 1, 2020 through June 30, 2021 is \$467.02

The payment may be made quarterly or as a one-time payment.

CWDB will invoice the agency according to their preference.

The Infrastructure Funding Agreement and cost share amount will be reviewed annually and negotiated as needed.

SER-Jobs for Progress National Inc.

Memorandum of Understanding

Signature Page

*By signing, each party affirms that this MOU accurately describes the negotiated roles, responsibilities, and costs.*

SER- Jobs for Progress National Inc.

Ignacio Salazar, President & CEO  
Printed Name

  
\_\_\_\_\_  
Signature Ignacio Salazar, President & CEO



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

<b>MOU Title:</b>	<b>One-Stop Delivery System</b>
-------------------	---------------------------------

1. Department of Social Services (DSS) is signing the Workforce Innovation and Opportunity Act (WIOA) Memorandum of Understanding (MOU) with the following stipulations:
  - a. All fourteen (14) Workforce Development Boards MOUs must fully comply with the WIOA regulations.
  - b. Local cost sharing negotiations must allow for DSS, including DSS contractors, to provide “in kind” services in lieu of cash payments as applicable.
  - c. WIOA requires one-stop partners to contribute funding to establish and maintain the one-stop delivery system based on each partner’s proportionate use of the system and the relative benefits received (WIOA sec. 121(h)(1)(B)(i) and 121(h)(2)(C); 20 CFR 678.420(b), 34 CFR 361.420(b), and 34 CFR 463.420(b)). One-stop partners must use a reasonable cost allocation methodology in determining appropriate partner contributions based on proportionate use and relative benefits received (20 CFR 678.420(b)(2)(i), 34 CFR 361.420(b)(2)(i), and 34 CFR 463.420(b)(2)(i)).
  - d. DSS, its affiliates, successors, assignees, and contractors will continue to adhere to their confidentiality and security policies.
  - e. 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.
  - f. In the event, there is a conflict of language between the MOU and this Disclosure Statement, the language in this Disclosure Statement shall prevail.
  - g. In the event there is a conflict between law, regulations, and policy governing DSS and the WIOA MOU, then the law, regulations, and policies governing DSS shall prevail.

Patrick Luebbering, Director  
Division of Finance and Administrative Services

Temporary Assistance for Needy Families  
Community Services Block Grant  
SNAP Employment and Training

## **Infrastructure Funding Agreement**

UMOS will provide 25 brochures for each of the three Central Region job centers and provide a teleconference as needed for each of the centers. Additional brochures may be available if needed.

The Infrastructure Funding Agreement and cost share amount will be reviewed annually and negotiated as needed.

Memorandum of Understanding

Signature Page

*By signing, each party affirms that this MOU accurately describes the negotiated roles, responsibilities, and costs.*

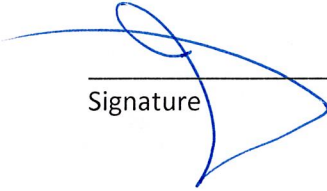
WIOA Migrant and Seasonal Farmworker Programs

UMOS

Jose Martinez - VP of Farmworker and Community  
Printed Name Title

Based  
Services

6/9/2020  
Date

  
Signature

Memorandum of Understanding

Signature Page

By signing, each party affirms that this MOU accurately describes the negotiated roles, responsibilities, and costs.

Missouri Department of Higher Education & Workforce Development, Office of Workforce Development, WIOA partner for Title I Adult, WIOA Dislocated Worker ,WIOA Youth, and Title III Wagner-Peyser, Trade Assistance Act, and Jobs for Veterans State Grant.



\_\_\_\_\_  
Dr. Mardy L. Leathers, Director, Workforce Development  
Missouri Department of Higher Education & Workforce Development

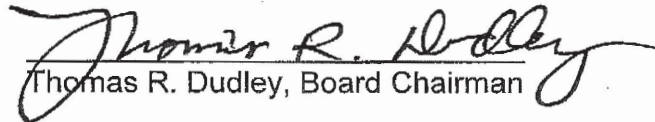
June 16, 2020

Date

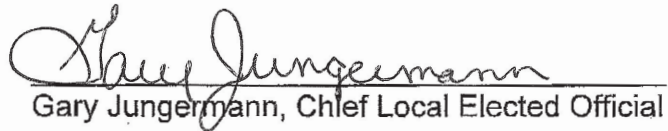


Central Workforce Development Board

WIOA Title I Adult, Dislocated Worker, and Youth programs

  
Thomas R. Dudley, Board Chairman

04.27.2020  
Date

  
Gary Jungermann, Chief Local Elected Official

5/12/2020  
Date

## Central Workforce Development Board

### Sub-State Monitoring Policy

**Responsible Representative:** The region's program quality assurance manager will perform program monitoring and data element validation. This staff position is independent of program operations and reports directly to the executive director. Financial Monitoring will be conducted by the fiscal officer, and may involve other fiscal staff. Staff are employed directly by the Board 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 subrecipient and regional performance reviews to the Board and Chief Elected Official on an annual basis. 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 OWD policies.

**Quality Assurance:** The quality of regional programs is of paramount importance. Programs will be monitored to ensure they meet the needs of customers, meet or exceed performance goals, and have an effective delivery process. 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 OWD. All new enrollments will be monitored within 90 days of participation rate.

#### **Data Validation:**

The purpose of this policy is to help ensure the accuracy of quarterly and annual performance reports, safeguard data integrity, and promote the timely resolution of data anomalies and inaccuracies.

Data validation is a series of internal controls or quality assurance techniques established to verify the accuracy, validity, and reliability of data. The establishment of a shared data validation framework that requires a consistent approach across programs ensures that all program data consistently and accurately reflect the performance of the contractor/subrecipient.

The purposes of validation are:

1. Verify that the performance data reported by grant recipients to DOL are valid, accurate, reliable, and comparable across programs;

2. Identify anomalies in the data and resolve issues that may cause inaccurate reporting;
3. Outline source documentation required for common data elements; and
4. Improve program performance accountability through the results of data validation efforts.

CWDB is responsible for conducting quarterly Data Element Validation (DEV) reviews to verify that performance data elements reported are valid, accurate, reliable, and comparable across programs. The review is to identify anomalies in the data, or missing data, to resolve issues that cause inaccurate reporting, and to improve program performance accountability through the results of data validation efforts.

The source documentation requirements found in Training and Employment Guidance Letter (TEGL) 23-19 Attachment II will be used to validate the required elements identified in the attachments of Office of Workforce Development's Technical Assistance Guides (T.A.G.).

The CWDB quality assurance manager must submit a system access request in order to receive access to the "PIRL data sampling" report located in the statewide electronic case management system.

The responsible staff must complete quarterly reviews at the beginning of October, January, April, and July on both active and exited records. Staff are responsible for validating the data for the quarter that just ended.

Staff will follow the OWD detailed desk-aid on how to access the PIRL data sampling report to randomly identify files to review. Depending on the size of each record set, the corresponding number of sample records shown below, at a minimum, must be examined. These guidelines are applicable for every review. If the minimum number of sample records is not available, all available records must be reviewed.

<u>Universe</u>	<u>Sample Size</u>
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

The data element sheets generated by the statewide electronic case management system will be downloaded into Microsoft Excel; the quality assurance manager will conduct their reviews directly in the workbook.

Each element will be marked as either a "pass" or a "fail". All failures must have corresponding

comments describing why the element failed and the corrective action being taken to correct the data, if applicable.

If any missing or erroneous data is discovered throughout the validation process, staff must take appropriate actions to correct it. These corrective actions may include, but are not limited to:

1. Submitting detailed Change Requests to correct inaccurate data;
2. Working with the Office of Performance & Strategy/Workforce Data unit to resolve out-of-range variances and /or large quantity of data anomalies;
3. Providing additional training or technical assistance to workforce staff responsible for the erroneous data entry, if applicable;
4. Collecting missing documentation to verify required data elements, if applicable.

CWDB will provide training to workforce staff on the importance of correct data entry as it relates to obtaining positive performance outcomes on an annual basis, at a minimum. The Region will provide training to workforce staff on the allowable source documentation requirements contained in OWD's WIOA Adult/Dislocated Worker TAG, WIOA Youth TAG, and Attachment II of TEGL 23-19.

#### Record Retention

Financial records, supporting documents, statistical records, and all other non-Federal entity records pertinent to a Federal award must be retained for a period of three years from the date of submission of the final expenditure report or, for Federal awards that are renewed quarterly or annually, from the date of the submission of the quarterly or annual financial report, respectively, as reported to the Federal awarding agency or pass-through entity in the case of a subrecipient.

CWDB will retain copies of worksheets on data elements and/or records reviewed during the data validation review process, and any corrective actions taken such as submitted Change Requests or technical assistance.

**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 OWD 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
9. Annual risk assessment analysis of subrecipients

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



## Statewide Sub-State Monitoring Requirements

The State and Local Workforce Development Boards (LWDB) must develop—and maintain on file—written policy and procedures for monitoring subrecipient compliance with the terms of grants, contracts, or other agreements pursuant to Workforce Innovation and Opportunity Act (WIOA)<sup>1</sup> Title I Workforce Development Activities.<sup>2</sup>

The following minimum elements and standards must be included in the LWDB's sub-state monitoring plan:

1. **Responsible Representative**—Each LWDB must identify who will perform the oversight functions. Local policy must address the entity, or (if applicable) staff position, that will perform any monitoring activities. The policy must outline the method of selecting the organization or staff position designated to perform monitoring. The policy must describe how the supervisory or reporting relationships of the monitor, and any other duties of the monitor, will not be connected to the monitored duties and systems and thus avoid any actual or apparent conflict of interest.
2. **Accountability**—WIOA mandates that the LWDB and the Chief Elected Official (CEO) are responsible, in partnership, for oversight of WIOA Title I programs.<sup>3</sup> Local Workforce Development Area (LWDA) monitors must submit an annual report each Program Year to their LWDB and CEO so they can fulfill that oversight responsibility.
3. **Compliance and Performance**—The Office of Workforce Development (OWD) requires an annual administrative and programmatic monitoring report **directly** submitted to each LWDB and CEO regarding **compliance** with the terms and conditions of each contractual scope of work. Local Monitors also must provide subrecipient and LWDB's program **performance** reviews **directly** to the LWDBs and CEOs on an annual basis. Other areas to cover in monitoring reports are the adequacy of assessment, planning of activities and services, coordination with One-Stop Delivery System partners to meet the comprehensive needs of customers, and customer outcomes. The regulations implementing WIOA require that when monitoring identifies problems, those issues must be resolved by prompt and appropriate corrective action.<sup>4</sup>

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<sup>1</sup> Pub. L. 113-128 [[29 U.S.C. 3101 et seq.](#)].

<sup>2</sup> WIOA Section 185(c) [[29 U.S.C. 3245\(c\)](#)].

<sup>3</sup> WIOA sec. 107(d)(8) [[29 U.S.C. 3122\(d\)\(8\)](#)].

<sup>4</sup> [20 CFR 683.420\(a\)](#).

4. **Compatibility**—Policies must demonstrate that the LWDB’s programmatic, administrative, and operational oversight systems effectively measure compliance in a manner compatible with WIOA regulations and OWD policies.
5. **Compliance**—Policies must include a review of program quality and provide for continuous improvement of service delivery. LWDB’s monitoring efforts should include a comprehensive examination of historical change requests as well as compliance issues cited in prior federal, State, and local reviews. A written determination should state whether corrective measures taken to address those issues have proven effective.
6. **Risk Assessment**—Prior to issuing an award under WIOA title I and annually thereafter the LWDB must conduct a risk assessment to assess the organization’s overall ability to administer Federal funds as required under 2 CFR 200.205. As part of this assessment, the LWDB may consider any information that has come to its attention and will consider the organization’s history with regard to management of other grants. The LWDB must develop a risk assessment procedure and consider the following: Financial stability, quality of management systems and standards, history of performance, timeliness of compliance, conformance to terms and conditions of previous awards, reports & findings from audits, and ability to implement effectively statutory, regulatory, or other requirements.
7. **Methodology and Target Universes**—Monitors must use random-sampling techniques in participant file reviews to test **compliance in every funding stream for which the LWDB has a contract with OWD**. LWDBs are encouraged to use the reports feature in the electronic statewide case management system to obtain random-samples, whenever possible.

When reviewing WIOA Adult and Dislocated Worker participant records, combine the two funding streams, then sample by service. Every Program Year, the LWDB must monitor a separate statistically valid sample of Adult and Dislocated Worker participants enrolled in **each** of the following services:

- Classroom Training;
- On-the-Job Training;
- Work experience/Internship/Apprenticeship;
- Supportive Services/Needs-related payments; and
- Any other services that result in a **direct payment** to, or on behalf of, a participant.

Depending on the size of each record set requiring review, the corresponding number of sample records shown below, *at a minimum*, must be examined. Samples should be adjusted as necessary based on the results of the Risk Assessment required to be performed on each subrecipient entity as dictated by Local Policy. These guidelines are applicable for every review.<sup>5</sup>

**Record Set Size**

**Sample Size**

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<sup>5</sup> Sample size based on algorithmic tables for simple random sampling developed by The Research Advisors, Franklin, MA ©2006.

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

This table is for a random sampling with a confidence level of 90 percent and a margin of error of 8 percent.

8. At a minimum, review participant records for:
- Documentation of participant eligibility and/or priority for the programs and services received;
  - Orientation to services;
  - Signed acknowledgement from the participant that notification of complaint and grievance rights and procedures was received;
  - Justification for the provision of Individualized Career Services or Training services;
  - Method of assessment;
  - Employment planning;
  - Individual Training Accounts;
  - Appropriateness and accuracy of participant payments (i.e., Supportive Services);
  - Appropriate data entry;
  - Posting of outcomes, including the attainment of a degree or certificate and any supplemental employment data; and
  - Any other applicable Data Elements.

Local monitors must ensure Youth monitoring procedures account for WIOA requirements, such as:

- The current<sup>6</sup> Out-of-School Youth (OSY) percentage expenditure requirement;
- Twenty percent work-based learning with educational component requirement;
- Five percent limit on In-School Youth enrolled with the “Requires additional assistance” barrier; and
- Five percent over-income exception.

9. ***Date Element Procedures***—The LWDB must conduct **quarterly** Data Element Validation (DEV) reviews to ensure the integrity of performance outcomes. The LWDB must incorporate their DEV procedures in their internal control procedures as required by 2 CFR 200.303. The DEV review will be performed to conform to the State

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<sup>6</sup> The WIOA requirement for 75 percent expenditures on OSY may be subject to adjustment due to federal waiver.



procedures complying with WIOA Section 116(d)(5)<sup>7</sup> and federal guidance.<sup>8</sup> This review is to verify that the performance data elements reported by Missouri are valid, accurate, reliable, and comparable across programs. The review is to identify anomalies in the data or missing data, to resolve issues that may cause inaccurate reporting, and to improve program performance accountability through the results of data validation efforts. Monitors must use random-sampling techniques when selecting the exited file to review. Depending on the amount of records that exited the prior program year, the corresponding number of sample records shown below, *at a minimum*, must be examined. These guidelines are applicable for every review.<sup>9</sup>

The State Compliance Monitors will review Local DEV monitoring efforts *at least annually* to ensure compliance of the written DEV procedures, provide feedback and technical assistance, and/or corrective action, if applicable. Local Monitors responsible for local DEV review efforts will be required to attend an annual DEV reviewing training. This training will occur either during a JobStat meeting or at the annual Monitoring Summit.

<u>Exited Record Set Size</u>	<u>Sample Size</u>
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

10. **Financial Monitoring Review**—The LWDB must conduct an annual on-site Financial Monitoring Review (FMR) of subrecipients to ensure fiscal integrity. Additional reviews may be warranted, based on the evaluations of risk of noncompliance. The FMR will be performed to comply with WIOA section 184(a)(4) [[29 U.S.C. 3244\(a\)\(4\)](#)], annual OWD agreements, and 2 CFR [Part 200](#) and [Part 2900](#). The FMR is conducted to ensure the adequacy of internal controls and the reliability of the subrecipient’s financial management system as they relate to the administrative subaward. The FMR must ensure that the subrecipient meets the terms and conditions of the subaward and the fiscal goal or requirements, and that amounts reported are accurate, allowable, supported by documentation, and properly allocated. The FMR must result in a written report to the LWDB identifying areas of noncompliance and recommendations to remedy. The FMR must include, but is not limited to, reviews of the following process:

- Audit Resolution/Management Decision;
- Financial Reports;
- Internal Controls;

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<sup>7</sup> [29 U.S.C. 3141\(d\)\(5\)](#).

<sup>8</sup> U.S. Department of Labor, Employment and Training Administration, Training and Employment Guidance Letter ([TEGL](#)) 07-18, “Guidance for Validating Jointly Required Performance Data Submitted under the Workforce Innovation and Opportunity Act (WIOA),” December 19, 2018.

<sup>9</sup> Sample size based on algorithmic tables for simple random sampling developed by The Research Advisors, Franklin, MA ©2006.

- Source Documentation;
- Cost Allocation/Indirect Costs;
- Cash Management; and
- Procurement.

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

# CHIEF LOCAL ELECTED OFFICIALS CAUCUS AGREEMENT

THIS AGREEMENT, made and entered into this 27th day of June 2018, by and between the COUNTIES of:

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

in the State of Missouri.

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## WITNESSETH

WHEREAS, the Chief Local Elected Officials (CLEOs) of the aforementioned counties and/or cities did previously adopt resolutions authorizing the creation of a caucus, in order to administer the provisions of Public Law 113-128, the Workforce Innovation and Opportunity Act (hereinafter “the Act”), and

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

## AGREEMENT

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

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

do hereby constitute a caucus for the purposes of Section 107 Public Law 113-128, the Act.

**SECTION 2:** The Chief Local Elected Officials (Presiding Commissioners) of the local government entities in Section 1 shall constitute the Central Workforce Investment Region Caucus of Chief Local Elected Officials (hereinafter, the Caucus) which shall appoint the Central Workforce Board (CWB) for the region under Section 107 of the ACT.

**SECTION 3:** The Caucus may adopt operational and procedural bylaws (Attachment A) consistent with this Agreement, applicable federal and state laws and rules or regulations promulgated pursuant thereto. Bylaws or amendments thereto may be adopted by the affirmative vote of a simple majority of the members of the Caucus, provided that written copies thereof were delivered to each Caucus member at least 10 calendar days prior to the date of the meeting at which such bylaws or amendments thereto are to be considered.

**SECTION 4:** The Caucus shall execute an agreement with the Central Workforce Board (CWB) to perform the functions of the Board under Section 107(d) of the Act, and the Caucus shall approve all local plans under Section 108 of the Act.

**SECTION 5:** The Caucus shall perform all functions for chief local elected officials as contained in Public Law 113-128, the Workforce Innovation and Opportunity Act.

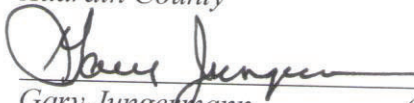
**SECTION 6:** This Agreement shall be effective when approved by each member of the Caucus through their signature. This Agreement shall supersede any and all written or oral Caucus agreements under Public Law 105-220, the Workforce Investment Act. This Agreement shall expire on June 30, 2019, at which time a new Agreement shall be required.

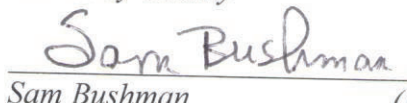
**SECTION 7:** Any amendments to this Agreement may be adopted with the concurrence of each and every member of the Caucus. The Caucus may be dissolved and this Agreement may be rescinded only with the consent of the Governor.


**SECTION 8:** The original Agreement, with complete signatures and notarized seal(s), as well as any amendments thereto, shall be submitted to the Division of Workforce Development, Attention: Performance Research Section, P.O. Box 1087, Jefferson City, Missouri 65102-1087.

IN WITNESS WHEREOF, the parties representing the government entities listed in Section 1, through their signatures below, have read and understand this Agreement and hereto have caused this Agreement to be executed:

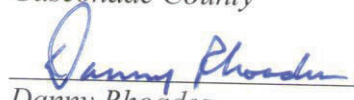
  
Steve Hobbs 6-27-18  
(Date)  
Presiding Commissioner  
Audrain County

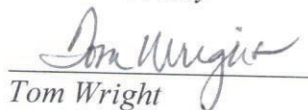
  
Gary Jungermann 6/27/18  
(Date)  
Presiding Commissioner  
Callaway County

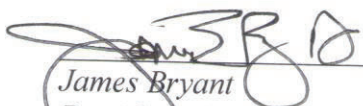
  
Sam Bushman 6/28/18  
(Date)  
Presiding Commissioner  
Cole County

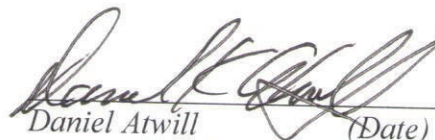
  
Leo Sanders 6-28-18  
(Date)  
Presiding Commissioner  
Crawford County

  
Larry Miskel 6/27/18  
(Date)  
Presiding Commissioner  
Gasconade County

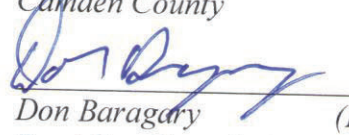
  
Danny Rhoades 6/27/18  
(Date)  
Presiding Commissioner  
Laclede County

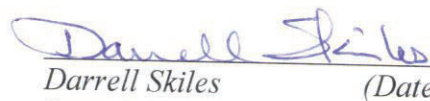
  
Tom Wright 6-27-18  
(Date)  
Presiding Commissioner  
Miller County

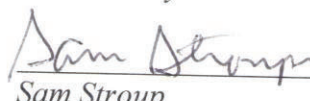
  
James Bryant 7-9-18  
(Date)  
Presiding Commissioner  
Morgan County

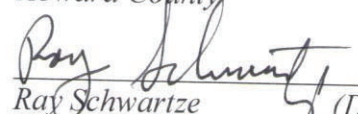
  
Daniel Atwill (Date)  
Presiding Commissioner  
Boone County

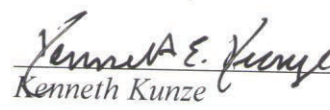
  
Greg Hasty 6/28/18  
(Date)  
Presiding Commissioner  
Camden County

  
Don Baragary 7/9/18  
(Date)  
Presiding Commissioner  
Cooper County

  
Darrell Skiles 6/27/18  
(Date)  
Presiding Commissioner  
Dent County

  
Sam Stroup 6/27/18  
(Date)  
Presiding Commissioner  
Howard County

  
Ray Schwartze 6-27-18  
(Date)  
Presiding Commissioner  
Maries County

  
Kenneth Kunze 6/28/18  
(Date)  
Presiding Commissioner  
Moniteau County

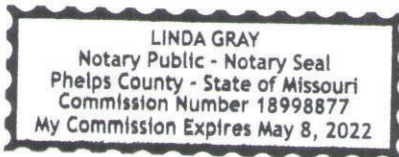
  
Dave Dudenhoeffer 6/27/18  
(Date)  
Presiding Commissioner  
Osage County

Randy Verkamp Jan 27, 2018  
Randy Verkamp (Date)  
Presiding Commissioner  
Phelps County

Gene Newkirk 6/29/18  
Gene Newkirk (Date)  
Presiding Commissioner  
Pulaski County

Marvin Wright 6-27-18  
Marvin Wright (Date)  
Presiding Commissioner  
Washington County

ATTEST:



Linda Gray 6-27-18  
Linda Gray 6-28-18  
Linda Gray 7-9-18  
(Name) (Date)  
Notary Public

The Chief Elected Official for the Central Region is Gary Jungermann, Presiding Commissioner for Callaway County.

Contact information is

Gary Jungermann  
Callaway County Commission  
10 E. 5<sup>th</sup> Street  
Fulton, MO 65251  
Phone: (573) 642-0737  
Fax: (573) 642-1032  
Email: [comish@callawaycounty.org](mailto:comish@callawaycounty.org)  
<https://callawaycounty.org/commission/>

Michael L. Parson  
Governor



Mardy L. Leathers  
Director

Missouri Division of Workforce Development

July 23, 2019

The Honorable Gary Jungermann  
Presiding Commissioner  
Callaway County Court House  
10 East 5th Street  
Fulton, Missouri 65251

T. R. Dudley, Chair  
Central Workforce Development Board  
Resource Associates  
303 Clara Avenue  
Potosi, Missouri 63664

Dear Commissioner Jungermann and Mr. Dudley:

I am pleased to inform you that the member list submitted for the Central Workforce Development Board, received June 14, 2019, with corrections on July 23, 2019, meets Local Workforce Development Board requirements for recertification. The following Central Workforce Development Board membership list is approved.

Board Members:

T.R. Dudley	Peter Callan	Matt Hurley	Tamara Tateosian
Brian Johnson	Ray Crouch	Curtis Koelling	Deanne Stubblefield
Patrick Kelly	Denise Boeckmann	Kathy Hueste	David Miller
Sharon Gibson	Mark Maasen	Elizabeth Perkins	Betty Jo Sydenstricker
Vicki Nelson	Diane Heckemeyer	Jennifer Taylor	
Kathy Groves	Russ Unger	Dewey Thompson	

Please inform us of changes to your Board membership as soon as possible following a change so that we may keep our database current. Should you have questions or comments on this process, please feel free to contact Debra Lee at (573) 751-7822 or [debra.lee@ded.mo.gov](mailto:debra.lee@ded.mo.gov).

We look forward to working with you and your Board.

Sincerely,

Mardy Leathers  
Director

ML/YW/DL/CB

C: Julie Carter  
Kevin Stadler  
DWD Senior Staff

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

[jobs.mo.gov](http://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 Relay Services are available at 711.



## Central Workforce Development Board

### Committees

<b>Bylaws</b>	<b>Disabilities</b>	<b>Employer Engagement</b>	<b>Evaluation</b>	<b>One-Stop</b>	<b>Personnel</b>	<b>Youth</b>
Chair David Miller	Chair Elizabeth Perkins	Chair Betty Jo Sydenstricker	Chair Peter Callen	Chair Jennifer Taylor	Chair Kathy Groves	Chair Sharon Gibson
Betty Jo Sydenstricker	Mark Maasen	Tamara Tateosian	Kathy Groves	Elizabeth Perkins	Patrick Kelly	Mark Maasen
Peter Callen	Jennifer Taylor	Denise Boeckmann	Dewey Thompson	Dewey Thompson	Peter Callen	Patrick Kelly
Kathy Groves	Deanne Stubblefield	Ray Crouch	Elizabeth Perkins	Ray Crouch	Sharon Gibson	Ray Crouch
T.R. Dudley		Matt Hurley	T.R. Dudley	Kathy Hueste	T.R. Dudley	Kathy Hueste
		Curtis Koelling	David Miller	Deanne Stubblefield	Dewey Thompson	Deanne Stubblefield
		Russ Unger		Denise Boeckman		Russ Unger
		Mark Maasen		David Miller		Curtis Koelling
				Matt Hurley		Tamara Tateosian



## Local Workforce Development Board New Member Certification and Biennial Board Recertification Form

Name of Local Workforce Development Board: Central Region WIB

*(The rows below will expand to fit. Attach additional copies of this page, as needed, to list additional board members. For a board recertification submission, report all current board members (including ex officio non-voting members ) not just the members added since the last reporting.)*

Appointee's name & title*	Membership category†	Nominating organization	Appointee's company or organization, mailing address, phone #, fax #, and email address	FEIN ‡ (for <i>Business nominees only</i> )	Member being replaced (if applicable)
T. R. Dudley	Bus	Nancy Yount Washington County Chamber of Commerce	Member of Chamber of Commerce PO Box 398, Potosi, MO 63664 Ph: 573-438-5421 Fax: 573-438-1107 <a href="mailto:trdudley@potosicityhall.org">trdudley@potosicityhall.org</a>	38-3840916	
Brian Johnson	Bus	Trish Creach, Director Camdenton Chamber of Commerce Ph: 573- 346-2227	Johnson Construction Company P.O. Box 351 Camdenton, MO 65020 Ph: 573-216-0860 <a href="mailto:bej427@yahoo.com">bej427@yahoo.com</a>	43-1590387	
Patrick Kelly	Bus	Dana Keller Mexico Area Chamber of Commerce	Missouri American Water Company 506 Southwestern, Mexico, MO 65265 Ph: 573-581-9389 <a href="mailto:Patrick.kelly@amwater.com">Patrick.kelly@amwater.com</a>	23-1340234	
Betty Jo Sydenstricker	Bus	Dana Keller Mexico Area Chamber of Commerce	RE/MAX On The Move 3626 S. Clark St., Suite C Mexico, MO 65265 Ph: 573-581-8282 <a href="mailto:Bettyjoonthemove@gmail.com">Bettyjoonthemove@gmail.com</a>	26-2453575	

Sharon Gibson	Bus	Kris Richards of Washington County Chamber of Commerce Ph: 573-438-5141	Country Corner Florist & Antiques 12733 State Hwy 185., Potosi, MO 63664 Ph: 573-438-2372 <a href="mailto:sgibson@potosi.k12.mo.us">sgibson@potosi.k12.mo.us</a>	43-1505353	
Vicki Nelson	Bus	Steve Vogt, Mayor Belle, MO Ph: 573-8593513	Mid America Bank Hwy 28., Belle, MO 65013 Ph: 573-859-3399 <a href="mailto:vnelson@midambk.com">vnelson@midambk.com</a>	43-0691607	
Kathy Groves	Bus	Cale Fessler Williams Woods University Ph: 573- 592-4217	Williams Woods University One University Avenue Fulton, MO 65251 Ph: 573-592-4217 Fax: 573592-4180 <a href="mailto:Kathy.groves@williamwoods.edu">Kathy.groves@williamwoods.edu</a>	43-0654876	
Peter Callan	Bus	Sue Kopfle Chief Human Resources Officer MU Health Care Ph: 573-884-8643	University of Missouri Health Care One Hospital Drive, DC059.20 Columbia, MO 65212 Ph: 573-884-2572 Fax: 573-882-8188 <a href="mailto:callanpo@health.missouri.edu">callanpo@health.missouri.edu</a>	43-6003859	
Ray Crouch	Bus	Stevie Kearse Executive Director Rolla Area Chamber of Commerce Ph: 573-364-3577	Director of Manufacturing MO-SCI Corporation 4040 Hypoint North, Rolla, MO 65401 Ph: 573-364-2338 Fax: 573-364-9589 <a href="mailto:rcrouch@mo-sci.com">rcrouch@mo-sci.com</a>	43-1372193	
Denise Boeckmann	Bus	Doris Keilholz Osage County Collector	Osage Accounting and Tax Service LLC 104 E. Main P.O. Box 679 Linn, MO 65051 Ph: 573-897-4188 <a href="mailto:osagetax@sbcglobal.net">osagetax@sbcglobal.net</a>	43-1906661	
Mark Maasen	Bus	Trish Creach Executive Director Camdenton Area Chamber of Commerce Ph: 573-346-2227	Owner Poly Lift 17163 N. State Hwy. 5 Sunrise Beach, MO 65079 Ph: 573-216-2029 <a href="mailto:mark@polylift.com">mark@polylift.com</a>	43-1281451	

Diane Heckemeyer	Bus	Ross Kasmann President, Engineering Surveys & Services Ph: 573-680-1801	Engineering Surveys & Services Fay Street Columbia, MO 65201 Ph: 573-645-7369 573-564-4289 <a href="mailto:dheckemeyer@ess-inc.com">dheckemeyer@ess-inc.com</a>	1113  Fax: Email:	11-3669044
Dewey Thompson	Educ	Alan St. John Missouri Training Institute, College of Business	Missouri Training Institute UMC- College of Business 304 Cornell Hall Columbia, MO 65211 Ph:573-882-2861 Fax:573-884-4151 <a href="mailto:thompsonde@missouri.edu">thompsonde@missouri.edu</a>		
Elizabeth Perkins	Voc Rehab	<a href="#">Tim Gaines</a> Asst Commissioner Dept of DESE Ph: 573-751-3251	Missouri-DESE Office of Adult Learning & Rehab Serv. 3024 Dupont Circle Jefferson City, MO 65109 <a href="mailto:Elizaeth.perkins@vr.dese.mo.gov">Elizaeth.perkins@vr.dese.mo.gov</a>		
Kathy Hueste	AEL	Elaine Bryan, Director of Adult Education and Literacy with DESE	Adult Education Director Lake Career & Technical P.O. Box 1409 Camdenton, MO 65020 Ph: 573-346-9271 <a href="mailto:bbanks@columbia.k12.mo.us">bbanks@columbia.k12.mo.us</a>		
Russ Unger	Labor	Sheet Metal Workers Local #36	Sheet Metal Workers, Local #36 P.O. Box 471 Fulton, MO 65251 Ph: 573-642-1833 Fax: 573-642-6910 <a href="mailto:runger@sheetmetal36.org">runger@sheetmetal36.org</a>		
Matt Hurley	Labor	John Gaal Carpenters' District Council Ph: 314-644-4800	Carpenters Building 1401 Hampton Avenue St. Louis, MO 63139-3199 <a href="mailto:mhurley@cjtf.org">mhurley@cjtf.org</a>		
Curtis Koelling	Labor	Cheryl Thruston Director with the MO AFL-CIO	Business Agent Painters Local Union #1185 1744 Halifax Road Holts Summit, MO 65043 Ph: 573-896-0206		

			<a href="mailto:ckoelling@dc58.org">ckoelling@dc58.org</a>		
David Miller	CBO/Hud TANF	Brent Bassett Pulaski County Clerk	Missouri Ozarks Community Action Inc. P.O. Box 69 Richland, MO 65556 Ph: 573-765-3263 <a href="mailto:dmiller@mocacaa.org">dmiller@mocacaa.org</a>		
Deanne Stubblefield	TA/MWA TANF	JaCinda Rainey Social Services Mgr. Missouri Dept of Social Services – FSD Ph: 816-889-2751	Mers/Goodwill 601 Business Loop 70 W. Suite 241B Columbia, MO 65203 Ph: 573-607-9798 <a href="mailto:dstubblefield@mersgoodwill.org">dstubblefield@mersgoodwill.org</a>		
Jennifer Taylor	Wagner Pyser & Vet/Core & Intensv Srv Provider/Econ	Mardy Leathers, Dir. DWD 421 E. Dunklin St. Jefferson City, MO 65102	Division of Workforce Dev. 421 E. Dunklin St. Jefferson City, MO 65102-1087 <a href="mailto:Jennifer.taylor@ded.mo.gov">Jennifer.taylor@ded.mo.gov</a>		

\* Include the names of all ex officio, non-voting members of the board appointed to the board by the CEO.

†Categories include Business, Small Business, Workforce (Labor/Apprenticeship/Employees-Workforce), AEL, VR, Wagner/Peyser (DWD), Higher Education, Economic Development, TANF/MWA, or OTHER additional categories designated by the Chief Elected Official. If “OTHER,” specify the category or reason for the appointment. If a member is “double hatting” (representing two board categories) list both categories that person represents.

‡Use the Federal Employer Identification Number (FEIN) issued by the U.S. Internal Revenue Service *for the business the nominee represents*, not a personal FEIN.

### ATTESTATION

I, Gary Jungermann, the undersigned Chief Elected Official (CEO) or CEO Consortium Chair (as applicable) of the  
(PLEASE PRINT OR TYPE)

Central Region WIB Local Workforce Development Area, hereby attest that the information provided within this Local Workforce Development Board certification application is complete and accurate to the best of my knowledge. I also certify that all applicable provisions of the Workforce Innovation and Opportunity Act, federal regulation, and any additional requirements by the state of Missouri have been followed in the selection process of the appointee(s) listed above.

\_\_\_\_\_  
(CEO or CEO Consortium Chair signature)

\_\_\_\_\_  
(Date)

For information about [Missouri Division of Workforce Development](#) services, contact a [Missouri Job Center](#) near you.

Locations and additional information are available at [jobs.mo.gov](http://jobs.mo.gov) or 1-(888)-728-JOBS (5627).

Missouri Division of Workforce Development is an [equal opportunity](#) employer/program.

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

Missouri Relay Services at 711.

**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:

*T.R. Dudley*  
 (T.R. Dudley) Date

*Kathy Groves 6/26/19*  
 (Kathy Groves) Date

\_\_\_\_\_  
 (Vicki Nelson) Date

*Ray Crouch 5-18-2020*  
 (Ray Crouch) Date

*Denise Boeckmann 6/26/19*  
 (Denise Boeckmann) Date

*Betty Jo Sydenstricker 6-26-19*  
 (Betty Jo Sydenstricker) Date

\_\_\_\_\_  
 (Sharon Gibson) Date

*Matt Hurley 6/26/19*  
 (Matt Hurley) Date

*Deanne Stubblefield 6/26/19*  
 (Deanne Stubblefield) Date

*Curtis L. Koelling 6/26/19*  
 (Curtis Koelling) Date

*Patrick Kelly 6/26/19*  
 (Patrick Kelly) Date

*David Miller 06/26/2019*  
 (David Miller) Date

*Diane Heckemeyer 06/26/19*  
 (Diane Heckemeyer) Date

*Kathy Hueste 6/26/19*  
 (Kathy Hueste) Date

*Elizabeth Perkins 6-26-19*  
 (Elizabeth Perkins) Date

*Peter Callan 6/26/2019*  
 (Peter Callan) Date

*Jennifer Taylor 07/02/2019*  
 (Jennifer Taylor) Date

*Dewey Thompson 6/26/19*  
 (Dewey Thompson) Date

*Mark Maasen 6-26-19*  
 (Mark Maasen) Date

\_\_\_\_\_  
 (Russ Unger) Date

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

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 (T.R. Dudley) Date

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 (Kathy Groves) Date

\_\_\_\_\_  
 (Vicki Nelson) Date

\_\_\_\_\_  
 (Ray Crouch) Date

*Denise Boeckmann 6/26/19*  
 (Denise Boeckmann) Date

*Betty Jo Sydenstricker 6-26-19*  
 (Betty Jo Sydenstricker) Date

\_\_\_\_\_  
 (Sharon Gibson) Date

*Matt Hurley 6/26/19*  
 (Matt Hurley) Date

*Deanne Stubblefield 6/26/19*  
 (Deanne Stubblefield) Date

*Curtis L. Koelling 6/26/19*  
 (Curtis Koelling) Date

*Patrick Kelly 6/26/19*  
 (Patrick Kelly) Date

*David Miller 06/26/2019*  
 (David Miller) Date

*Diane Heckemeyer 06/26/19*  
 (Diane Heckemeyer) Date

\_\_\_\_\_  
 (Kathy Hueste) Date

*Elizabeth Perkins 6-26-19*  
 (Elizabeth Perkins) Date

*Peter Callan 6/26/2019*  
 (Peter Callan) Date

*Jennifer Taylor 07/02/2019*  
 (Jennifer Taylor) Date

*Dewey Thompson 6/26/19*  
 (Dewey Thompson) Date

*Mark Maasen 6-26-19*  
 (Mark Maasen) Date

*Russ Unger 5-19-20*  
 (Russ Unger) Date

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

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*T.R. Dudley*  
 (T.R. Dudley) Date

*Kathy Groves 6/26/19*  
 (Kathy Groves) Date

\_\_\_\_\_  
 (Vicki Nelson) Date

\_\_\_\_\_  
 (Ray Crouch) Date

*Denise Boeckmann 6/26/19*  
 (Denise Boeckmann) Date

*Betty Jo Sydenstricker 6-26-19*  
 (Betty Jo Sydenstricker) Date

*Sharon A. Gibson*  
 (Sharon Gibson) Date

*Matt Hurley 6/26/19*  
 (Matt Hurley) Date

*Deanne Stubblefield 6/26/19*  
 (Deanne Stubblefield) Date

*Curtis L. Koelling 6/26/19*  
 (Curtis Koelling) Date

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*Diane Heckemeyer 06/26/19*  
 (Diane Heckemeyer) Date

\_\_\_\_\_  
 (Kathy Hueste) Date

*Elizabeth Perkins 6-26-19*  
 (Elizabeth Perkins) Date

*Peter Callan 6/26/2019*  
 (Peter Callan) Date

*Jennifer Taylor 07/02/2019*  
 (Jennifer Taylor) Date

*Dewey Thompson 6/26/19*  
 (Dewey Thompson) Date

*Mark Maasen 6-26-19*  
 (Mark Maasen) Date

\_\_\_\_\_  
 (Russ Unger) Date



## STATEMENT OF ASSURANCES CERTIFICATION

In order to minimize the documents attached to the local workforce development plan, the officials listed below certify through their signature that the region has met the following requirements:

- Assures the local stakeholders (businesses, organized labor, public officials, community-based organizations and WIOA service providers) were involved in the development of this plan;
- Assures a written agreement has been developed between the local workforce development board and the current one-stop operator(s);
- Assures a written agreement has been developed between the chief elected official(s) and the local workforce development board;
- Assures the chief elected official(s) agree(s) with the selection of the one-stop operator;
- Assures the chief elected official(s) authorized the designation/selection of the region's fiscal agent; and
- Assures the Governor and his administrative staff that all WDB members are nominated, and maintenance of membership over time is completed, on good faith and actions in compliance with the Division of Workforce Development WDB member certification Issuance 14-2014.

The Central Region Workforce Development Board certifies that it has complied with all of the required components of the Workforce Innovation and Opportunity Act. The region also assures that funds will be spent in accordance with the Workforce Innovation and Opportunity Act and its regulations, written U.S. Department of Labor guidance implementing this Act, and all other federal and state laws and regulations.

Steve Jungmann      6/26/2019  
Chief Elected Official (or CEO Chair)      Date

Jonathan R. Dudley      06.26.2019  
Workforce Development Board Chair      Date

Kevin Stadler - Assnt. Director      6-26-19  
Workforce Development Board Director      Date

## **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	Category
<i>Section 107 (2) A.</i> 12	<b><i>a majority shall be representatives of business in local area;</i></b> 51% Private
<i>Section 107 (2) B.</i> 3	<b><i>Not less than 20% represent workforce of local area, who</i></b> <i>(i) shall include representatives of labor organizations</i>
0 N/A	<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>
1	<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 veterans or that provide or support competitive integrated employment for individuals with disabilities; and</i>
1	<i>(iv) may include representatives of <u>organizations</u> that have demonstrated experience and expertise in addressing the employment, training, or education needs of eligible youth, including representatives of <u>organizations that serve out-of-school youth</u></i>
<i>Section 107 (2) C.</i>	<b><i>shall include representatives of entities administering education and training activities in the local area, who</i></b>
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>
0	<i>(iii) may include representatives of local educational agencies, and of community-based organizations with demonstrated experience and expertise in addressing the education or training needs of individuals with barriers to employment;</i>
<i>Section 107 (2) D.</i>	<b><i>each local board shall include representatives of governmental and economic and community development entities serving the local area, who</i></b>
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 <u>public assistance</u></i>
0	<i>(v) may include representatives of philanthropic organizations serving the local area</i>

Total Minimum Membership = 23	*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.
-------------------------------	---

### 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 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 and shall have all powers of the board. A quorum shall be deemed to be present when at least a simple majority of the committee is present. Each and every decision of the majority of the committee members present at any regular or special meeting shall be valid as the binding act of the board. The Executive Committee shall meet to conduct business when the full board is unable to meet and shall report any action taken to the full board at the next scheduled meeting.

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

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

- 3.3 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 reach 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** The board will meet a minimum of six times in a fiscal year.
- 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.

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These By-Laws have been adopted by the Board on this 17th day of June, 2019, attested by the Officer signature below.

# Code of Ethics and Business Conduct Policy for Central Region Workforce Development Board, Incorporated (CWDB) Employees and Employees of Sub-Contractors

## **Statement of Our Core Values**

### **Build Trust and Credibility**

The success of our organization is dependent on the trust and confidence we earn from our employees and clients. We gain credibility by adhering to our commitments, displaying honesty and integrity and reaching goals solely through honorable conduct. It is easy to *say* what we must do, but the proof is in our *actions*. Ultimately, we will be judged on what we do.

When considering any action, it is wise to ask: will this build trust and credibility for CWDB? Will it help create a working environment in which CWDB can succeed over the long term? Is the commitment I am making one I can follow through with? The only way we will maximize trust and credibility is by answering “yes” to those questions and by working every day to build our trust and credibility.

### **Respect for the Individual**

We all deserve to work in an environment where we are treated with dignity and respect. CWDB is committed to creating such an environment because it brings out the full potential in each of us, which, in turn, contributes directly to our organization’s success. We cannot afford to let anyone’s talents go to waste.

CWDB is an equal employment/affirmative action employer and is committed to providing a workplace that is free of discrimination of all types from abusive, offensive or harassing behavior. Any employee who feels harassed or discriminated against should report the incident to his or her manager or to human resources.

### **Set Tone at the Top**

Management has the added responsibility for demonstrating, through their actions, the importance of this Code. In any organization, ethical behavior does not simply happen; it is the product of clear and direct communication of behavioral expectations, modeled from the top and demonstrated by example. Again, ultimately, our actions are what matters.

To make our Code work, managers must be responsible for promptly addressing ethical questions or concerns raised by employees and for taking the appropriate steps to deal with such issues. Managers should not consider employees’ ethics concerns as threats or challenges to their authority, but rather as another encouraged form of organization communication. At CWDB, we want the ethics dialogue to become a natural part of daily work.

# Code of Ethics and Business Conduct Policy for Central Region Workforce Development Board, Incorporated (CWDB) Employees and Employees of Sub-Contractors

## **Uphold the Law**

CWDB's commitment to integrity begins with complying with laws, rules and regulations where we do business. Further, each of us must have an understanding of our policies, laws, rules and regulations that apply to our specific roles. If we are unsure of whether a contemplated action is permitted by law or policy, we should seek the advice from management. We are responsible for preventing violations of law and for speaking up if we see possible violations.

## ***Proprietary Information***

It is important that we respect the property rights of others. We will not acquire or seek to acquire improper means of other proprietary or confidential information. We will not engage in unauthorized use, copying, distribution or alteration of software or other intellectual property.

## ***Selective Disclosure***

We will not selectively disclose (whether in one-on-one or small discussions, meetings, presentations, proposals or otherwise) any material nonpublic information with respect to CWDB, organization operations, plans, financial condition, results of operations or any development plan. We should be particularly vigilant when making presentations or proposals to clients or ex-employees to ensure that our words do not contain nonpublic information.

## **Avoid Conflicts of Interest**

### ***Conflicts of Interest***

We must avoid any relationship or activity that might impair, or even appear to impair, our ability to make objective and fair decisions when performing our jobs. At times, we may be faced with situations where the organization actions we take on behalf of CWDB may conflict with our own personal or family interests. We owe a duty to CWDB to advance its legitimate interests when the opportunity to do so arises. We must never use CWDB property or information for personal gain or personally take for ourselves any opportunity that is discovered through our position with CWDB.

### ***Here are some other ways in which conflicts of interest could arise:***

1. Being employed (you or a close family member) by, or acting as a consultant to, a competitor or potential competitor, supplier or contractor, regardless of the nature of the employment, while you are employed with CWDB.
2. Hiring or supervising family members or closely related persons.
3. Serving as a board member for an outside commercial company or organization.



## Code of Ethics and Business Conduct Policy for Central Region Workforce Development Board, Incorporated (CWDB) Employees and Employees of Sub-Contractors

4. Owning or having a substantial interest in a competitor, supplier or contractor.
5. Having a personal interest, financial interest or potential gain in any CWDB transaction.
7. Accepting gifts, discounts, favors or services from a customer/potential customer, competitor or supplier, unless equally available to all CWDB employees.

Determining whether a conflict of interest exists is not always easy to do. Employees with a conflict of interest question should seek advice from management. Before engaging in any activity, transaction or relationship that might give rise to a conflict of interest, employees must seek review from senior management.

### ***Gifts, Gratuities and Courtesies***

CWDB is committed to competing solely on the merit of our products and services. We should avoid any actions that create a perception that favorable treatment of outside entities by CWDB was sought, received or given in exchange for personal organization courtesies. Organization courtesies include gifts, gratuities, meals, refreshments, entertainment or other benefits from persons or companies with whom CWDB does or may do business with. We will neither give nor accept organization courtesies that constitute, or could reasonably be perceived as constituting, unfair business inducements that would violate law, regulation or policies of CWDB or customers, or would cause embarrassment or reflect negatively on CWDB's reputation.

Employees with questions about accepting organization courtesies should talk to management.

### **Set Metrics and Report Results Accurately**

#### ***Accurate Public Disclosures***

We will make certain that all disclosures made in financial reports and public documents are full, fair, accurate, timely and understandable. This obligation applies to all employees, including all financial executives, with any responsibility for the preparation for such reports, including drafting, reviewing and signing or certifying the information contained therein. No goal of any kind is ever an excuse for misrepresenting facts or falsifying records.

#### ***Recordkeeping***

We create, retain and dispose of records as part of our normal course of organization in compliance with all policies and guidelines, as well as all regulatory and legal requirements.

## Code of Ethics and Business Conduct Policy for Central Region Workforce Development Board, Incorporated (CWDB) Employees and Employees of Sub-Contractors

All corporate records must be true, accurate and complete, and company data must be promptly and accurately entered in our books in accordance with generally accepted accounting principles.

We must not improperly influence, manipulate or mislead any unauthorized audit, nor interfere with any auditor engaged to perform an internal independent audit of our books, records, processes or internal controls.

### **Promote Substance over Form**

At times, we are all faced with decisions we would rather not have to make and issues we would prefer to avoid. Sometimes, we hope that if we avoid confronting a problem, it will simply go away.

We must have the courage to tackle the tough decisions and make difficult choices, secure in the knowledge that CWDB is committed to doing the right thing. At times this will mean doing more than simply what the law requires. Merely because we can pursue a course of action does not mean we *should* do so.

Although CWDB's guiding principles cannot address every issue or provide answers to every dilemma, they can define the spirit in which we intend to do organization and should guide us in our daily conduct.

### ***Accountability***

Each of us is responsible for knowing and adhering to the values and standards set forth in this Code and for raising questions if we are uncertain about any policy. If we are concerned whether the standards are being met or are aware of violations of the Code, we must speak with management.

CWDB takes seriously the standards set forth in the Code, and violations are cause for disciplinary action up to and including termination of employment.

### **Be Loyal**

#### ***Confidential and Proprietary Information***

Integral to CWDB success is our protection of confidential information, as well as nonpublic information entrusted to us by employees, clients and other business partners. Confidential and proprietary information includes such things as financial data, how we conduct business, client names/addresses or nonpublic information about other companies, including current or ex-employee actions or affairs. We will not disclose confidential and nonpublic information without a valid business purpose and proper authorization.

### **Do the Right Thing**

## Code of Ethics and Business Conduct Policy for Central Region Workforce Development Board, Incorporated (CWDB) Employees and Employees of Sub-Contractors

Several key questions can help identify situations that may be unethical, inappropriate or illegal. Ask yourself:

- Does what I am doing comply with the CWDB guiding principles, Code of Conduct and policies?
- Have I been asked to misrepresent information or deviate from normal procedure?
- Would I feel comfortable describing my decision at a staff meeting?
- How would it look if it made the headlines?
- Am I being loyal to my family, my employer and myself?
- What would I tell my child to do?
- Is this the right thing to do?

I, \_\_\_\_\_, have read and agree to abide by the CWDB's Code of Ethics and Business Conduct Policy.

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Date

Central Workforce Development Board  
Conflict of Interest Policy  
March 20, 2019

The Central Workforce Development 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 Workforce Development Board 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 Workforce Development 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:**

**Local Fiscal Agent**

Central Region Workforce Investment Board, DBA Central Workforce Development Board is the fiscal agent for the Central Region.

Contact information is: Central Workforce Development Board

1107 Kingshighway  
Rolla, MO 65401  
573-426-6030

## PROCUREMENT

Procurement involves the overarching process of buying goods and services. The process includes, but not limited to, purchase planning, sourcing activities, value analysis and strategic vetting of vendors, vendor selection, negotiations, and the actual purchasing of goods and services. It is important not to equate the procurement process with the “purchasing.”

Purchasing of goods and services is a subset of a broader procurement process, and can best be described as the process involved in ordering goods and services. This segment references the applicable Federal, state and agency requirements governing the procurement of goods and services using DWD administered grants.

The Uniform Guidance, 2 CFR 200.317-200.326, provides procurement standards for all recipients of Federal grants. All Sub-recipients and their sub-recipients must establish procurement policies and procedures that are within the guidelines of 2 CFR 200.317-200.326.

Additionally, all Sub-recipients and their sub-recipients must be guided by the following provisions:

1. All applicable WIOA and USDOL regulations must be followed.
2. The Missouri statutes authorize the Division of Purchasing and Material Management (DPMM) to provide procurement services through a joint purchasing program to political subdivisions and quasi-public governmental bodies. Sub-recipients and their sub-recipients are equally encouraged to use this resource. Additional information, member listing, and a membership form for the Cooperative Procurement Services program can be found at [www.oa.mo.gov/purch](http://www.oa.mo.gov/purch).
3. For purposes of this Manual, ‘purchase’ shall mean acquisition of any goods or services, including selection of service providers or staffing services/agencies. Sub-recipient must, therefore, not utilize simple purchasing procedures to procure services that invoke full procurement procedure.
4. Sub-recipients and their sub-recipients must incorporate the following guidelines into their procurement policy:
  - a. A documented written assessment procedure to determine need. The assessment must include the name of the preparer, the date it was prepared, and evidence of approval by a designated officer – usually a board member.
  - b. A documented written procedure to determine resource availability vis-a-vis cost, and who determined resources were available, date of the evaluation, how it was done, and what type of procurement must be followed based on the cost estimate.

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 \$3,500.00

This type of purchase may be made from any local vendor without solicitation of bids. The agency is required to utilize the best known price. The purchase order, needs assessment, cost estimate, and invoice are the only documentation required.

B. Purchase of \$3,501.00 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.
2. 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.

3. 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.
4. 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.
5. 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.

6. 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.
7. 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.
8. 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. All response bids must have the following:
  - a. The responsive proposals should be analyzed in accordance with the evaluation criteria.
  - b. 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. The committee shall prepare a formal report on the award, recommendation for award or 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.
9. 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.
10. 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 or lack thereof.
11. Three Bids Unavailable Waiver – The three bid requirement described 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.
12. Items Exempt from Competitive Procurement: Sole Source Exemption – Exempt procurements must follow the requirements in this section of the guide dealing with reasonableness of cost and price analysis, cost reimbursement basis, and debarred and suspended parties. Agencies are required to select the best know price from vendors.
- The following items are exempt from competitive procurement:
- a. Magazines
  - b. Books
  - c. Periodicals
  - d. Newspapers
  - e. Any form of direct advertising space and time, unless there are multiple businesses in the area able to provide the same services to the same coverage area needed and same demographics.
  - f. Conferences – The cost of attending or participating is exempted. The cost of putting together a conference is not exempted.
  - g. Training Sessions and Seminars – related to the individual’s profession or program.
  - h. Copyrighted materials such as films, film strips, books, pamphlets, video tapes, or audio tapes (computer software is not included in this category). Copyrighted materials are defined as those which are available for purchase from only the publisher owning an exclusive copyright or from a single distributor operating under an exclusive franchise from the publisher.
  - i. Update of computer software which the agency already owns.
  - j. Repair services and operational supplies from original manufacturer, if such repairs/parts/services/supplies must be performed or obtained by the original manufacturer or by the manufacturer’s authorized service center, because (1) the nature of the repair, service, or supplies are available only from the original manufacturer as a result of a lawful patent, or (2) the technical nature of the repair or service can only be performed by the original manufacturer due to a patent design or technical manufacturing process, or (3) repairs of such equipment would violate the terms of, or part of, the equipment warranty or purchase agreement.
  - k. Agencies eligible to acquire equipment from either State or Federal surplus property may do so without any additional procurement practices.
  - l. Agencies eligible to buy from state contract awarded by the Division of Purchasing may do so without any additional procurement practices.
  - m. Agencies may contract with DWD to provide statewide coordinated services.
  - n. Agencies may contract with the State of Missouri, Department of Elementary and Secondary Education (DESE) to provide educational services provided DESE does so at no additional administrative cost.
13. Emergency Purchases – Emergency purchases for a situation that creates a serious and obvious threat to public health, safety or operation of the agency in executing its legal responsibilities to the public, or property in its legal care or control, as may arise by reason of flood, epidemic, illness, riot, natural disaster, accident, equipment failure, or similar cases will require strict documentation of the existing emergency condition to be filed with the purchase order and invoice.

An emergency purchase can only be allowed when immediate action is necessary to resolve an extraordinary situation and the resolution of the condition receives priority over routine operations and duties of the agency.

The director of the agency, or someone acting in the director's capacity, must declare an emergency. Non-life-threatening emergencies in excess of \$2,500.00 require telephone concurrence from DWD. A written notification shall follow the telephone concurrence.

14. Sale of Agency-Owned Equipment – In the event that agency-owned equipment under \$5,000.00 is replaced or no longer deemed necessary or viable, the said equipment will be put up for sale. Attempts must be made to find the "Fair Market Value" of said item. A full disclosure of said item will be provided to interested bidders. Sealed, unopened bids will be solicited by placing an advertisement in at least one (1) local newspaper and on the C-WIB website for a period of at least one (1) week, not to exceed three (3) weeks. Items will be sold to the highest bidder. Agency-Owned and/or Other-Owned equipment in excess of \$5,000.00 will require the original awarding agency's permission before disposal and in accordance with their instructions.

**PROJECT -**

**Formula Funds - Adult**

**PY20/FY21**

<b>PY20</b>		
	<b>Central</b>	
	<b>Start Date:</b>	<b>End Date:</b>
	<b>7/1/2020</b>	<b>6/30/2022</b>
		<b>BUDGET</b>
Admin	Admin Salary/Fringe	\$10,000.00
	Admin Other	\$1,439.00
	Admin Indirect	\$500.00
	<b>Subtotal:</b>	<b>\$11,939.80</b>
Program	Program Sal/Frng	\$60,000.00
	Program Other	\$7,720.00
	Staffing Costs	
	Individual Training Account	\$23,795.00
	On the Job Training	\$2,727.00
	Pre-Apprenticeship	
	Registered Apprenticeship	
	Transitional Jobs	
	Customized Training	
	Incumbent Worker Training	
	Internship	
	Work Experience	
	Supportive Services	\$5,717.00
	Pay for Performance	
	Indirect Program	7,500.00
		<b>Subtotal:</b>
	<b>TOTAL</b>	<b>\$119,398.00</b>

## Formula Funds - Adult

<b>FY21</b>	<b>Central</b>	
	<b>Start Date:</b> 10/1/2020	<b>End Date:</b> 6/30/2022
	<b>Budget</b>	
Admin	Admin Salary/Fringe	35,000.00
	Admin Other	800.00
	Admin Indirect	23,780.00
	<b>Subtotal:</b>	<b>\$59,580.00</b>
Program	Program Sal/Frng	220,000.00
	Program Other Staffing Costs	75,356.00
	Individual Training Account	110,130.00
	On the Job Training	6,338.00
	Pre-Apprenticeship	
	Registered Apprenticeship	
	Transitional Jobs	
	Customized Training	
	Incumbent Worker Training	
	Internship	
	Work Experience	16,473.00
	Supportive Services	27,927.00
	Pay for Performance	
	Indirect Program	80,000.00
		<b>Subtotal:</b>
	<b>TOTAL</b>	<b>\$595,804.00</b>

**PROJECT - Formula Funds -**

**PY20/FY21**

<b>PY20</b>	<b>Central</b>	
	<b>Start Date:</b> 7/1/2020	<b>End Date:</b> 6/30/2022
	<b>Budget</b>	
Admin	Admin Salary/Fringe	\$2,700.00
	Admin Other	\$388.00
	Admin Indirect	\$10,000.00
	<b>Subtotal:</b>	<b>\$13,088.70</b>
Program	Program Sal/Frng	\$64,458.00
	Program Other Staffing Costs	\$4,000.00
	Individual Training Account	\$27,380.00
	On the Job Training	\$722.00
	Pre-Apprenticeship	
	Registered Apprenticeship	
	Transitional Jobs	
	Customized Training	
	Incumbent Worker Training	
	Internships	
	Work Experience	\$2,895.00
	Supportive Services	\$4,343.00
	Indirect Program	\$14,000.00
	<b>Subtotal:</b>	<b>\$117,798.30</b>
<b>TOTAL</b>		<b>\$130,887.00</b>

**PROJECT - Formula Funds - Dislocated Worker**

**PY20/FY21**

<b>FY21</b>	<b>Central</b>	
	<b>Start Date:</b> 7/1/2020	<b>End Date:</b> 6/30/2022
	<b>Budget</b>	
Admin	Admin Salary/Fringe	\$52,880.00
	Admin Other	\$2,000.00
	Admin Indirect	\$3,707.00
	<b>Subtotal:</b>	<b>\$58,587.00</b>
Program	Program Sal/Frng	\$275,000.00
	Program Other Staffing Costs	\$50,000.00
	Individual Training Account	\$145,056.00
	On the Job Training	\$2,183.00
	Pre-Apprenticeship	
	Registered Apprenticeship	
	Transitional Jobs	
	Customized Training	
	Incumbent Worker Training	\$2,041.00
	Internships	
	Work Experience	\$4,777.00
	Supportive Services	\$4,128.00
	Indirect Program	\$44,098.00
	<b>Subtotal:</b>	<b>\$527,283.00</b>
<b>TOTAL</b>		<b>\$585,870.00</b>



**PROJECT -**

**Formula Funds - Youth**

PY19		
PY19	Central	
	Start Date:	End Date:
	4/1/2020	6/30/2022
		<b>Budget</b>
Admin	Admin Salary/Fringe	\$50,000.00
	Admin Other	\$6,000.00
	Admin Indirect	\$31,364.00
	<b>Subtotal:</b>	<b>\$87,364.00</b>
In-School	IS Salary/Fringe	\$160,000.00
	IS Other Staffing/Oper Costs	\$10,000.00
	IS Occup Skills Trng	
	IS Work Experience	\$60,000.00
	IS Work Experience Staffing	\$10,000.00
	IS On the Job Training	
	IS Supportive Services	\$40,000.00
	IS Pre-Apprenticeship Programs	
	IS Internships	
	IS Financial Literacy Education	
	Dropout Prevention and Recovery	
	IS Alternative Secondary School Services	\$35,000.00
	IS Other Direct Part Cost	
	IS Pay for Performance	
IS Indirect	\$20,000.00	

	<b>Subtotal:</b>	<b>\$335,000.00</b>
Out-School	OS Salary/Fringe	\$200,000.00
	OS Other Staffing/Oper	\$25,000.00
	OS Occup Skills Trng	
	OS Older Youth ITA	
	OS Work Experience	80,000.00
	OS Work Experience Staffing	\$7,000.00
	OS On the Job Training	\$35,000.00
	OS Supportive Services	\$45,000.00
	OS Pre-Apprenticeship Programs	
	OS Internships	\$10,000.00
	OS-Financial Literacy Education	
	OS Dropout Prevention and Recovery	
	OA Adult Education and Literacy Activities	
	OS Alternative Secondary School Services	\$19,282.00
	OS Other Direct Part Cost	
	OS Pay for Performance	
	OS Indirect	\$30,000.00
		<b>Subtotal:</b>
	<b>TOTAL</b>	<b>\$873,646.00</b>

### **Complaint and Grievance Policy/EEO Policy**

The Central Workforce Development Board will follow the state policy, OWD Issuance 09-2016, on Complaint and Grievance Implementation of the Nondiscrimination and Equal Opportunity Provisions of the Workforce Innovation and Opportunity Act, or other current guidance on the topic located at [jobs.mo.gov/dwdissuances](http://jobs.mo.gov/dwdissuances).

The Board will comply with Section 188 and 29 CFR 38 of WIOA which prohibits discrimination against individuals who apply to, participate in, work for, or come into contact with programs and activities of the workforce development system, including partners that are part of the American Job Center delivery system. Section 188 prohibits discrimination on the basis of race, color, religion, sex, national origin, age, disability, or political affiliation or belief, among other bases.

## Central Region Supportive Services Policy

Supportive Services are not an entitlement. WIOA defines Supportive Services as services necessary to enable an individual to participate in activities authorized by WIOA.

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 MoJobs Service Notes. Job Centers have compiled community resource guides that list organizations, including faith-based groups that may provide assistance for participants. Referrals and/or collaborative discussions with these organizations regarding the availability of their resources to fund supportive service needs of clients will be made prior to using WIOA funds for supportive services. CWDB will follow the applicable guidelines for other funding sources.

**Note:** With the exception of Youth participants, individuals in follow-up may not receive any program-funded supportive services. Career planners may provide a program-funded supportive service only if the service is connected to the individual's participation in a career or training service. The program-funded supportive service must end when the career or training service ends.

*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 MoJobs 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 disabilities and are ineligible for assistance through accommodation resources listed on <https://jobs.mo.gov/dwde0#Disability%20Accommodations%20Resources> or through Vocational Rehabilitation; and are applicable to training, employment activities and/or job retention. In most cases, documentation is required to support each requested accommodation. This information is secured in a locked cabinet.
- Child care assistance is allowed for participants to attend training, work experience, complete job search, or the initial weeks of OJT or unsubsidized employment. The child care provider's weekly rate will be used; minus assistance in that same week paid by other supporting agencies such as FSD childcare payments. The weekly rate and amounts received from other agencies, in requested week(s) must be documented by the childcare provider. If the provider only charges a daily rate for a child, then this rate will need to be documented and explained by the provider that they are charging the customer a daily rate and how the rate is charged based on attendance of the child.
- 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.
- *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, a car insurance payment; a one-time house or rental payment and/or deposit, a deposit to activate services, and vehicle repairs.*

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

#### MoJobs Service Notes

All Supportive Services must be documented in MoJobs 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 \$1,000. The maximum dollar amount for supportive services may not exceed a cumulative amount of \$2,000 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 .43 per mile as determined by need as funding allows.
- To be eligible for travel reimbursement, the distance must be a minimum of 12.5 miles one way.
- Distance to and from the authorized location will be documented with Map Quest or a similar mapping service 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.

Supportive Service requests exceeding \$1,000 must be approved by the Central Ozarks Private Industry Council executive director. Justification for additional funding will be required.

Requests exceeding \$2,000 must be approved by the Central Workforce Development Board executive director. Justification for additional funding will be required.

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.

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 (13<sup>th</sup>) week after the most recent layoff that resulted in unemployment; or
  - After the thirteenth (13<sup>th</sup>) week, but by the end of the eighth (8<sup>th</sup>) week after being informed the short-term layoff will exceed six (6) month.
- The Region will verify that the participant is currently attending classes by using the Time and Attendance reporting form.

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

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

### **Trade Act Funding**

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



**National Emergency Grant (NEG)**

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

**Pell Grant**

DWD Issuance 18-2016 addresses the “Coordination of all Workforce Investment Act (WIOA) Title I-B Training Funds with Other Available Funding.” 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.

### Central Region Supportive Services Policy

The Central Region's Supportive Service Policy will follow all guidelines contained in DWD Issuance 13-2017, 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.

Supportive Services are not an entitlement. WIOA defines Supportive Services as services necessary to enable an individual to participate in activities authorized by WIOA.

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 MoJobs Service Notes. Job Centers have compiled community resource guides that list organizations, including faith-based groups that may provide assistance for participants. Referrals and/or collaborative discussions with these organizations regarding the availability of their resources to fund supportive service needs of clients will be made prior to using WIOA funds for supportive services. CWDB will follow the applicable guidelines for other funding sources.

*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 MoJobs 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 disabilities and are ineligible for assistance through accommodation resources listed on <https://jobs.mo.gov/dwde0#Disability%20Accommodations%20Resources> or through Vocational Rehabilitation; and are applicable to training, employment activities and/or job retention. In most cases, documentation is required to support each requested accommodation. This information is secured in a locked cabinet.
- Food assistance, if the participant is not eligible for other non-WIOA resources, i.e. Food Stamps, MOCA, Salvation Army, or when Food Pantry services are not available.
- Child care assistance is allowed for participants to attend training, work experience, complete job search, or the initial weeks of OJT or unsubsidized employment. The child care provider's weekly rate will be used; minus assistance in that same week paid by other supporting agencies such as FSD childcare payments. The weekly rate and amounts received from other agencies, in requested week(s) must be documented by the childcare provider. If the provider only charges a daily rate for a child, then this rate will need to be documented and explained by the provider that they are charging the customer a daily rate and how the rate is charged based on attendance of the child.
- 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.
- *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, a car insurance payment; a one-time house or rental payment and/or deposit, a deposit to activate services, and vehicle repairs.*

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

#### MoJobs Service Notes

All Supportive Services must be documented in MoJobs 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 \$750.00. The maximum dollar amount for supportive services may not exceed a cumulative amount of \$1,500.00 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 .43 per mile as determined by need as funding allows.
- To be eligible for travel reimbursement, the distance must be a minimum of 12.5 miles one way.
- Distance to and from the authorized location will be documented with Map Quest or a similar mapping service 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.

Supportive Service requests exceeding \$750 must be approved by the Central Ozarks Private Industry Council executive director. Justification for additional funding will be required.

Requests exceeding \$1,500 must be approved by the Central Workforce Development Board executive director. Justification for additional funding will be required.

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.

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 (13<sup>th</sup>) week after the most recent layoff that resulted in unemployment; or
  - After the thirteenth (13<sup>th</sup>) week, but by the end of the eighth (8<sup>th</sup>) week after being informed the short-term layoff will exceed six (6) month.
- The Region will verify that the participant is currently attending classes by using the Time and Attendance reporting form.

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

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

### **Trade Act Funding**

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

**National Emergency Grant (NEG)**

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

**Pell Grant**

DWD Issuance 18-2016 addresses the “Coordination of all Workforce Investment Act (WIOA) Title I-B Training Funds with Other Available Funding.” 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.

## Adult Priority of Service Policy

CWDB 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 subregion (Lake of the Ozarks, Meramec, Mid-Missouri) is not adequate to meet the projected need.

First priority of service will be give to veterans and eligible spouses who are also recipients of public assistance, low-income individuals, or individuals who are basic skills deficient. Second priority of service is 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. [There is no income restriction to receive career services.](#)

### 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 state below:

A minimum of 70% of Title I WIOA Adult finds will be allocated to Priority Level I, and a maximum of 30% of Title I WIOA funds will go directly 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 income 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 200% of the Lower Living Standard Income Level.

#### 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 purpose 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:



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#### 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 income 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 200% of the Lower Living Standard Income Level.

#### 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 purpose 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 being employed in a declining industry with the region (Skill Acquisition-Industry).

**Adult/Dislocated Worker – Training Expenditure Rate  
Criteria for Training Recipients**

The Central Region will provide training opportunities for Adult and Dislocated Workers who are in need of training and have met the following criteria:

- The participant has been engaged in career level services and has been unsuccessful in obtaining or retaining employment through these services.
- The participant has demonstrated through assessments that they possess the skills and abilities necessary to successfully participate in the selected training program.
- The training program is linked to in-demand employment opportunities in the Central Region. If a program is not linked to in-demand employment opportunities, the participant must provide a written request and justification to the CWDB executive director who will determine if an exception can be made.
- The participant is not able to obtain grant assistance from other sources to pay the costs of the training and related support services. State-funded training funds, Trade Adjustment Assistance, and federal Pell Grants must be applied to the training cost if applicable.

**A 60% maximum will be spent on staffing and non-participant costs and the other 40% will be spent on direct participant costs such as training, supportive services, etc.**

Individuals must be in need of training services and have the skills and qualifications required to successfully participate in the selected training program. The training must be linked to employment opportunities in the region.

### **Youth Barriers Eligibility Policy – Additional Assistance Barrier**

The barriers that may require additional assistance for In School Youth or Out of School Youth to enter or complete an educational program or to secure or hold employment may include, but are not limited to:

Children of incarcerated parents

Youth at risk of court involvement

Migrant Youth

Youth with family literacy problems

Youth dealing with domestic violence

Youth dealing with substance abuse issues

Youth lacking occupational goals, skills and/ or work history

Youth with chronic health issues

Youth with U.S work authorization

Youth homeless in last 90 days or chance of homelessness in next 90 days

For In School Youth – at risk of dropping out of school

#### **Youth dislocated from employment**

Documentation may include self attestation, school records, public court records, birth certificate, authorization to work, treatment services documentation, medical records, social security card, individual service strategy, and case notes.

**WIOA requires a 5% limitation on using "Requires Additional Assistance" as a barrier for In-School Youth. Only 5% of In-School Youth may be determined eligible through this barrier; this barrier should only be used as a last resort. The "Requires Additional Assistance" barrier should not be used if there is another qualifying barrier.**

### WIOA Youth Program Incentive Policy

The Central Region Workforce Development Board will award incentive payments to enrolled youth participants for recognition and achievement directly tied to training activities and work experiences to help ensure successful program outcomes. Incentives will be awarded to participants based upon their progress and/or achievements of milestones in the program tied to education, training, or work experience as outlined in their Individual Service Strategies.

The awardment of incentives must be tied to the goals of the specific program, outlined in writing before the commencement of the program that may provide incentive payments, and be in accordance with requirements contained in 2CFR part 200. The applicable documentation will be required.

Federal funds cannot be spent on entertainment costs, therefore, youth incentives may not include entertainment such as movie or sporting event tickets or gift cards to movie theatres or other venues whose sole purpose is entertainment. Incentives cannot be used as motivators for activities such as recruitment, submitting eligibility documentation, and participation in the program. Incentives are not allowed for workshop participation or for taking assessments such as the National Career Readiness Certificate. Incentives may not be paid to Youth who have exited the program and are now in follow-up, or to Youth for obtaining unsubsidized employment, entering the military or retaining employment. CWDB will exercise internal controls to ensure fiscal accountability in the payment of incentives.

A participant may receive more than one incentive for the achievement of multiple outcomes. Incentives cannot be awarded during the 12-month follow-up period. Due to availability of funds, incentive amounts may vary throughout a program year. **The total dollar amount a participant can receive in incentives shall not exceed \$500.00 per program year.**

Requests to receive incentives for achievement of HiSET, high school diploma, post-secondary degree or advanced training certification **must** be submitted within 3 months of attainment for incentive pay out.

All other incentives must be validated, by the participant, with any required proof of attainment, within 30 days of the date of achievement. Failure to meet this requirement will result in denial of the payment.

Allowable milestones for incentive payments by the region are:

Incentive Achievement	Incentive Amount
Obtain High School Equivalency Credential (HiSET)	\$100
Graduate from High School	\$100
Post-secondary degree, advanced training certification	\$100
Increase in Educational Functional Level	\$25
Earn a class grade level of A for semester	\$10 per A
Earn a class grade level of B for semester	\$5 per B

### Veterans Priority of Service

Department of Labor (DOL) TEGL 3-15, states that veterans and eligible spouses receive priority of services for all DOL-funded training programs which include WIOA programs.

TEGL 10-09 states that when programs are statutorily required to provide priority of service for a particular group of individuals, priority must be provided in the following order:

First – to veterans and eligible spouses who are also included in the groups given statutory priority for WIOA Adult formula funds. Veterans and eligible spouses who are also recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient would receive first priority for services provided with WIOA Adult formula funds.

Second – to non-covered persons (individuals who are not veterans or eligible spouses) who are included in the groups given priority for WIOA Adult formula funds.

Third – to veterans and eligible spouses who are not included in WIOA's priority groups.

Last – to non-covered persons outside the groups given priority under WIOA.

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.

Steps to ensure priority of service:

- Identifying veterans and other covered persons using the acceptable documentation;
- Coordinating service delivery, outreach, employer and all other related activities with Local Veterans Employment Representative (LVER) and Disabled Veterans Outreach Program (DVOP) staff;
- Identifying employers who are interested in hiring veterans;
- Promoting job fairs for veterans and eligible spouses before other customers;
- Assisting veterans and eligible spouses before other customers;
- MoJobs allows registered Veterans to view job postings 24 hours before the public.

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.

## Basic Skills Assessment Policy

The WIOA youth program design requires an objective assessment of academic levels, skill levels, and service needs of each participant, which includes a review of basic skills, occupational skills, prior work experience, employability, interests, aptitudes, supportive service needs and developmental needs. Assessments must also consider a youth's strengths rather than just focusing on areas that need improvement.

In assessing basic skills, CWDB will use assessment instruments that are valid and appropriate for the target population, and will provide reasonable accommodation in the assessment process, if necessary for individuals with disabilities.

TABE 11/12 and Workkeys will be the primary assessments used to determine basic skill levels. Subcontractor staff are trained to administer and proctor these assessments.

ACT WorkKeys and the resulting National Career Readiness Certificate (NCRC) are currently an integral part of Missouri Government's Training and Certification programs through Missouri Job Centers. The NCRC is the credential utilized by Missouri Work Ready Missouri. It is a recognized assessment for verifying basic skills for WIOA by the MoJobs system. WorkKeys assessment results crosswalk with the NRS Educational Functioning Levels (EFL).

The TABE 11&12 assessment by DRC Insight is another recognized assessment for verifying basic skills for WIOA by the MoJobs system. TABE 11&12 meets requirements of NRS Educational Functioning Levels (EFL). It also has the benefit of being the default assessment used by partner AEL providers, and has the added benefit of allowing for remote testing, developed during the COVID-19 pandemic.

CWDB may use previous basic skills assessment results if such previous assessments have been conducted within the past six months. Specifically, for In-School-Youth, CWDB will continue to accept the basic skills assessments provided by the participant's educational institution.

Staff will maximize partnerships with local organizations that serve individuals with disabilities, including Vocational Rehabilitation, to research and deploy appropriate assessments.

## **Individual Training Account (ITA) and Eligibility Policy for Individualized Career Services**

Individual Training Accounts (ITAs) are the funding mechanism for classroom and occupational skills training services. A training voucher will be issued with a prescribed amount, not to exceed the maximum amount per person, per year. The voucher will be used for tuition and related education costs for the approved training program. The voucher amount will be reduced proportionate to other financial resources available to the customer.

Training provided through an Individual Training Account is for the sole purpose of facilitating transition into the workforce. An Individual Training Account is not an entitlement. Every request for an ITA will be assessed on an individual basis to determine if the training investment will produce the desired results. Program training is a structured regimen leading to a recognized post-secondary credential, industry-recognized credential, employment, and measurable skill gains towards a credential and employment.

The Central Region WIOA ITA funding is limited to \$2,500 per participant per program year.

The limit will be \$5,000 when the training program is not Pell eligible, or if the participant has exhausted Pell funding, or is not eligible to receive a Pell grant.

Any decision to go above the ITA maximum amount must be approved by the CWDB director; justification must be provided for consideration. CWDB will follow the applicable guidelines for other funding sources.

The participant must be a WIOA Adult, Dislocated Worker, or Out-of-School Youth with a training level enrollment.

The training provider and program must be listed as approved on the Eligible Training Provider System. A printout from the ETPS system showing the approved program is required in the participant's file.

The allotted time for training is 24 months.

Participants will only receive one ITA funded training service at a time.

WIOA funds will not pay for repeated courses.



Participants must be unable to obtain other grant assistance or require assistance beyond the assistance made available, including Federal Pell Grants. WIOA is funding of last resort.

Participants that already have an in-demand degree are not priority of service.

Training must be in an occupation that leads to economic self-sufficiency or wages comparable to or higher than the wages from previous employment and directly linked to the employment opportunities in the local area, or an area to which the participant is willing to relocate.

ITA funding is contingent on availability of funds.

The reason the participant is not PELL eligible must be documented in the state data management system.

The WorkKeys assessment will be used as a 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 wage that leads to self-sufficiency. Career One Stop assessments will be used 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 skills and obtain credentials are considered for enrollment in the occupational skills training program.

Reasonable accommodations will be made, if needed, for the assessment of individuals with disabilities.

To qualify for, and continue receiving training funds, participants must:

1. Demonstrate through assessment results the basic skill sets to successfully complete training and obtain employment in the proposed occupation.
2. Maintain a 2.5 cumulative grade point average on a 4.0 scale and/or meet academic performance as specified in the training provider's student handbook. Training funds will be terminated if the participant is placed on academic probation by the training provider, or if academic performance falls below a 2.5 cumulative grade point average in a grade reporting period.
3. If the participant brings their grades up to the required 2.5 in the next term, the award may be reinstated for the following term. The participant must provide documentation of improved grades to the case manager and funding must be available.

4. Maintain attendance of 90% or as defined by the training provider.
5. Maintain contact with the program case manager as specified by the case manager.
6. Comply with training provider policies and requirements pertaining to classroom behavior.
7. For on-line courses, the participant must contact their case manager every other week to advise them of course progress. The school must send the program operator (funding agency) a monthly report confirming days of attendance, progress made, and any concerns.

### **Accessibility Policy for Persons with Disabilities**

The Central Workforce Development Board strives to ensure that individuals with disabilities have meaningful access to One-Stop programs and services in accordance with DWD Issuance 12-2017.

All Workforce Innovation and Opportunity Act financially assisted programs and activities must be programmatically accessible to all customers.

Each Job Center in the region maintains specific Assistive Technology including Window Eyes Screen Reader, Zoom Text, Big Keys LX Keyboard, Trackball Mouse, Phone Amplifier, Ubi Duo, TTY, and Relay Service. Job Center staff are informed on the process for accessing the Language Line and Sign Language Interpreters. Customers in need of American Sign Language services may contact the Job Center by phone/TTY using Missouri Relay 711 to request this service prior to their visit.

Enhanced partnerships with Missouri Vocational Rehabilitation and Rehabilitation Services for the Blind will lead to staff training and will support the accessibility of services to individuals with disabilities.

## **Accessibility Policy for Persons with Limited English Proficiency**

The Central Region ensures that the full array of One-Stop services is available to all individuals with limited English proficiency, in accordance with OWD Issuance 06-2014.

Workforce Boards, One-Stop operators, and other service providers have a responsibility to ensure non-discrimination in service delivery to LEP individuals.

LEP individuals will be advised of availability of competent, confidential language interpretation services.

Steps will be taken to ensure interpretative services are provided that demonstrate the level of fluency, comprehension, and confidentiality warranted for the purpose of the information at issue.

Reasonable steps may include, but are not limited to the following:

- Access to over-the-phone language services
- "I Speak" cards posted in each Job Center
- Providing oral interpretation or written translation of both hard-copy and electronic materials in the appropriate non-English language
- Written training materials in appropriate non-English languages by written translation
- Oral training content in appropriate non-English languages through in-person or telephone translation
- Implementation of an LEP Outreach Plan
- Coordination of services with AEL programs.

LEP individuals will not be required to provide their own interpreter. Job Center staff will not rely on an LEP individual's minor child or adult family or friend to interpret. The only exception will be if the LEP individual specifically requests that an accompanying adult provide language assistance and they agree to assist the individual.

### **Integration of Services Policy**

In accordance with OWD Issuance 03-2019, all customers of WIOA partners must be given the availability of services for which they are eligible, or may be eligible. The customer must be actively engaged and assisted in co-enrolling in services they choose.

The region supports the policy of co-enrollment across funding streams to offer a variety of services to customers, leverage resources, and to reduce duplication of services.

### Adult Education and Literacy Policy

Adult Education and Literacy (AEL) providers provide a valuable service to assist individuals in overcoming barriers to employment. The barriers include lack of a high school diploma, low educational skills and lack of English language skills.

The Region works closely with AEL providers; they are co-located in two of the region's comprehensive job centers. AEL partners are active members of the Central Region Workforce Development Board and serve on standing committees.

The Region met with AEL providers and had follow-up discussions to develop a process to work more effectively together. The process includes:

1. AEL Staff will include information about Job Center services in new student orientation to ensure that prospective AEL students are made aware of these services.
2. AEL will provide an agency referral for students to the Job Center for job seeking assistance, employment workshops and assist with eligibility for other assistance when appropriate.
3. Job Center staff will be available on an "as needed" basis to officially enroll AEL students in [jobs.mo.gov](https://jobs.mo.gov) in person at AEL class sites or as otherwise agreed upon between the AEL site staff & Job Center staff.
4. AEL and Job Center staff may attend each other's staff meetings.
5. The Job Center will provide an agency referral to individuals who need to learn English as a second language, are in need of remediation or who do not have a high school equivalency to the appropriate AEL program.
6. AEL programs and Job Center staff may coordinate efforts to provide Job Center workshops at AEL class sites.
7. The possibility of utilizing a common Referral Form for service providers and AEL will be explored.

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.

### **Vocational Rehabilitation and Rehabilitation Service for the Blind Coordination Policy**

CWDB is committed to improving the coordination and collaboration to braid services between Vocational Rehabilitation (VR) and Rehabilitation Services (RSB) for the Blind. This enhanced coordination will involve employer engagement activities, and recruiting, hiring, and providing support services to clients seeking employment. The region met with representatives of Vocational Rehabilitation and Rehabilitation Services for the Blind as part of the process of developing the local plan.

Both agencies provided input regarding how we can work together in the coming year. Vocational Rehabilitation is represented on the board and both agencies are represented on board sub-committees.

The following initiatives were identified:

- The region will put a large focus on Job Center accessibility (physical and programmatic) in the next year. VR and RSB will be engaged to provide assessments for the Job Centers to ensure universal accessibility.
- Joint outreach projects will be conducted to connect employers and job seekers. In the past two years Accessibility Summits were conducted in partnership between Vocational Rehabilitation and CWDB. RSB will be included in this event moving forward.
- Vocational Rehabilitation will continue their partnership at the Tipton Correctional Facility transition center.
- A special project, Camp Wonderland, will be operated in partnership with Vocational Rehabilitation and the CWDB Youth provider, Central Ozarks Private Industry Council.
- Meetings will be scheduled quarterly in which Vocational Rehabilitation and Rehabilitation Services for the Blind staff provide training for Job Center staff.

## Youth Apprenticeship Policy

Registered Apprenticeship is a model of job preparation that combines paid on-the-job training (OJT) with related instruction to increase workers' skill levels and wages. Registered Apprenticeship is also a business-driven model that provides a way for employers to recruit, train, and retain skilled workers.

The Registered Apprenticeship program consists of the following five core components:

**Business Involvement** – Businesses are the foundation of the Registered Apprenticeship program and must play an active role in building the program and be involved in the program design and execution.

**On-the-Job Training** – Every Registered Apprenticeship program includes structured OJT. The training is developed by mapping the skills and knowledge of the apprentice must learn over the course of the program to be proficient at the job.

**Related Instruction** – Apprentices will receive related instruction or classroom training that complements the OJT. Related instruction may be provided by a community college, technical school or college, and apprenticeship training school, online, or at the work site.

**Rewards for Skills Gains** – Apprentices receive increases in pay as their skills and knowledge increase.

**National Occupational Credential** – Every graduate of a Registered Apprenticeship program receives a nationally-recognized credential, referred to as a Certificate of Completion, issued by the U.S. Department of Labor or a federally recognized State Apprenticeship Agency.

The length of training and the skills and competencies required for mastery of an occupation are set by industry.

Registered Apprenticeship program sponsors are automatically eligible for placement on the Missouri-approved ETP list.

Pre-apprenticeship is a program designed to prepare individuals to enter and succeed in a Registered Apprenticeship program and has a documented partnership with at least one Registered Apprenticeship programs. A pre-apprenticeship program includes the following elements:

- Approved Training and Curriculum based on industry standards and approved by the documented Registered Apprenticeship partners that will prepare the individual needed to enter one or more Registered Apprenticeship programs.
- Strategies for Long-Term Success that increase opportunities for under-represented, disadvantaged or low-skill individuals to meet the entry requirements in one or more Registered Apprenticeship programs.



The Region supports apprenticeship as a workforce strategy for youth. The law cites pre-apprenticeship activities and work-based learning among the youth program elements. WIOA also recognizes apprenticeship as a career pathway for Job Corps students, and supports coordination of the Youth Build program with pre-apprenticeship and apprenticeship programs.

CWDB and regional employers including, Brewer Science, WalMart Distribution Center, Paramount Apparel and others, met with representatives of education on several occasions to determine employer needs and discuss the steps in developing an apprenticeship program. Most of the employers had immediate staffing needs to be met and the apprenticeship program is still in the early stages.

Apprenticeship programs are promoted through:

- CWDB has recently redesigned the region's website. The website will be the information portal to connect employers to training opportunities in the region. Registered apprenticeships will be promoted as an avenue for employers to recruit and hire lower skilled workers to fill skilled occupation jobs.
- Partnerships with the Chambers of Commerce are used to promote work-based training programs, particularly registered apprenticeship programs. Monthly announcements promoting services for employers are submitted to the chambers for inclusion in their monthly digital newsletters.
- The region partners with secondary and post secondary education providers to assist with WIOA eligible job placement of students graduating from educational programs. Paid internships combined with work readiness training promotes the utilization of work-based training to connect participants to high paying, training related job opportunities.
- The region's job developer networks with employers from high-demand job clusters to promote the registered apprenticeship program. Members of the same industry clusters are encouraged to support and use the apprenticeship program for hiring new workers.
- Registered apprenticeship and work-based training programs are promoted as an effective source for reemployment of justice-involved individuals and other targeted populations needing employment and training services for reemployment.
- Registered apprenticeship and work-based training are promoted as a way of connecting individuals who recently obtained a HISET through attendance of AEL as a way of increasing job specific skills relating to sustainable employment.

## Central Workforce Development Board

### Eligible Training Provider System Policy

#### 1. Local review process for eligible training providers and programs:

The Central Region Local Eligible Training Provider Selection policy will maintain compliance with the *Workforce Innovation & Opportunity Act Eligible Training Provider System Policy and Procedures Guidance for the State of Missouri*. The link to the web based Eligible Training Provider System (ETPS) is <https://jobs.mo.gov/jobseeker/missouri-eligible-training-provider-system>.

Eligible training providers may deliver occupational training programs to Workforce Innovation and Opportunity Act (WIOA) participants with an Individual Training Account (ITA). The CWDB will select and approve training providers and programs in the State's ETPS system for the region based upon the following criteria:

- Quality training programs linked to in-demand occupations as determined by the CWDB;
- Performance and cost information, including program-specific performance and cost information of the local outlets of multi-site training providers;
- Information indicating how programs are responsive to local requirements.

Training must lead to a certificate, an associate, or baccalaureate degree, or a competency or skill recognized by employers; and be at least one of the following: accredited, approved, certified, licensed, or registered by an authorizing agency or organization.

Training institutions include:

Two and four-year colleges and universities whose programs lead to an associate degree, baccalaureate degree, license or certificate;

Community-based organizations:

An entity that carries out apprenticeship programs not registered with the United States Department of Labor;

Joint vocational schools; and

Proprietary entities.

The CWDB will fulfill its responsibility to:

- Carry out the login and online procedures to the State's electronic ETPS;
- Determine and approve initial eligibility;

- Renew the eligibility of providers and programs; and
- Terminate ETPs or programs, when necessary due to poor performance or violation of WIOA requirements.

The CWDB's designated reviewer(s) will complete the review and determine the eligibility of a training program for use in the region within 10 business days following the date the training provider was approved by the State (DWD).

The reviewer(s) will submit a brief explanation for denial of any training course/program in ETPs. Only training programs approved by the CWDB are eligible for WIOA funding in the central region.

Job Center staff will review both ETPs and MO Jobs to ensure the program is approved at both the state and local levels before selecting the program to enroll a WIOA funded individual for training.

Job Center staff must ensure that student/ITA participants are provided career orientation and apprised of how to view consumer information, where to apply their ITA funding, for what types of training, in what likely occupations and how to compare a given training provider with another regarding successful placements and earnings of graduates.

## **2) State and local Workforce Innovation and Opportunity Act (WIOA) requirements for providers:**

The Governor must require providers seeking initial eligibility under WIOA title 1-B to provide verifiable program specific performance information. The State's initial eligibility criteria must require applicant providers to, at a minimum:

- Describe each program of training services to be offered;
- Provide information addressing a factor related to the indicator of performance, as described in WIOA sec. 116(b)(2)(A)(i)(I)-(IV), which include: unsubsidized employment during the second quarter after exit, median earning, and credential attainment;
- Provide information concerning whether the provider is in a partnership with business. This could include information about the quality and quantity of employer partnerships;
- Provide other information the Governor may require in order to demonstrate high quality training services, including a program of training services that leads to a recognized post-secondary credential; and,

- Provide information that addresses alignment of the training services with in-demand industry sectors and occupations, to the extent possible.

In continuing criteria for continued eligibility, the Governor must take into account the following factors:

- The performance of providers of training services on the performance accountability measures described in WIOA sec. 116(b)(2)(A)(i)(I)-(IV);
- Access to training services throughout the region, including rural areas, and the use of technology to deliver services;
- The degree to which training programs relate to in-demand sectors and occupations in the region;
- The providers ability to offer industry-recognized certificates and credentials;
- The ability of providers to offer programs that lead to post-secondary credentials;
- The quality of the program of training services provided;
- The ability of the providers to provide training services that are physically and programmatically accessible for individuals who are employed and individuals with barriers to employment, including individuals with disabilities;
- The timeliness and accuracy of the eligible training provider's performance reports; and,
- Other factors the Governor determines are appropriate in order to ensure: the accountability of providers; that One-Stop centers in the region will meet the needs of local employers and participants; and that participants will be given an informed choice among providers.

Training Providers must guarantee that the required nondiscrimination and equal opportunity language listed below will be included in all grants, cooperative agreements, plans, contracts, and other similar documents as noted in 29 CFR Part 38. Training Providers agree to comply fully with all nondiscrimination and equal opportunity provisions of the following laws:

- a. WIOA Section 188, which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIOA Title 1 financially assisted program or activity;
- b. Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the basis of race, color, and national origin;

- c. Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities;
- d. The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age;
- e. Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs;
- f. Title II Subpart A of the American with Disabilities Act of 1990, as amended, which state in part, “no qualified individual with a disability shall, by reason of such disability, be excluded from participation in or be denied the benefits of the services, programs or activities of a public entity, or be subjected to discrimination by any such entity; and
- g. Genetic Information Nondiscrimination Act of 2008, which prohibits discrimination on the basis of genetic information with respect to health insurance and employment;
- h. The Training Provider also assures that it will comply with 29 CFR Part 38 and all other regulations implementing the laws listed above. This assurance applies to the Training Provider’s operation of the WIOA Title 1-financially assisted program or activity, and to all agreements the provider makes to carry out the WIOA Title 1-financially assisted program or activity. The Training Provider understands that the United States has the right to seek judicial enforcement of this assurance.

Training providers must agree to follow all requirements of the Workforce Innovation and Opportunity Act, including:

- The organization should have an EO Officer or a staff person that deals with nondiscrimination and equal opportunity policies and regulations;
- The Missouri Division of Workforce Development’s “Equal Opportunity is the Law” poster should be posted in the facility;
- Contract agreements should contain nondiscrimination and equal opportunity provisions;
- Training providers should advertise to underserved populations;
- The organization should have an accommodations policy;
- There should be a process for analyzing equal opportunity demographics for students that attend the institution. The following may be requested during an EO monitoring visit:
  - A copy of all training program applications by demographics;
  - A copy of training program selection outcomes by demographics;

- A copy of training programs graduation/completed outcomes by demographics;
- A copy of training programs incomplete outcomes by demographics;
- A copy of training programs placement wages outcomes by demographics;
  
- The training provider should have a confidentiality policy including a process for collecting confidential information;
- The training provider should have a written complaint policy.

Additionally, the training provider must allow monitoring visits from the CWDB for EO compliance, WIOA compliance, and participant progress.

### **3) Training provider's performance levels:**

Source: 680.460 (f)(h), 680.490 (a)(b)

Training providers must provide the most recent available and verifiable performance data on all course participants. At a minimum, outcome data must be from performance within the previous two (2) years. Training providers must give sufficient explanation if performance data are not available (example: course was not offered previously).

The CWDB adheres to the information contained in the ETPS Policy and Procedures Guidance for the State of Missouri.

The Governor has established State Minimum Program Performance Level goals and will adjust these during testing and analyzing data on student outcomes in ETPS throughout Program Year 2016 (July 1, 2016 to June 30, 2017).

Credential Attainment Rate Goals:

Certificate: 68%

Associates: 30%

Bachelors: 50%

Employment (six months after exit): 60%

Employment (twelve months after exit): 60%

Median Earnings, Posted as hourly wage rate until median can be calculated:

As negotiated for WIOA quarterly median is at least \$4,204

Apprenticeship programs registered under the National Apprenticeship act are not required to submit performance information, but may voluntarily submit the information.

**4) Procedures for PELL grant reimbursement to WIOA for tuition:**

The following paragraphs are included in the award notification provided to training providers and WIOA participants

Training provider:

“ If the participant does later receive a Pell Grant for a pending application, the training provider agrees to reimburse the One-Stop center the WIOA funds used to underwrite the training for the amount the Pell Grant covers, including any education fees the training provider charges to attend the training.”

Participant:

“If the participant does later receive a Pell Grant for a pending application, they agree to reimburse the One-stop Center the WIOA funds used to underwrite the training for the amount the Pell Grant covers, including any education fees the training provider charges to attend the training.

Reference: 20 CFR 680.230(c), MO DWD Issuance 18-2016.

**5) Terms and requirements of training providers and programs:**

- The training provider and program is listed on the Missouri ETPS;
- Individuals with similar training/credentials are able to earn a living wage with the training or credential they provide;
- CWDB will keep data of the number of participants starting each program versus the number of participants completing the program;
- The cost of supportive services required to complete the training must not be prohibitive;
- Training providers will collect the required data for EO requirements;
- Training providers will submit student progress reports;
- Training Providers will allow CWDB to monitor for program compliance and to ensure compliance with EO requirements;
- Training providers must collect data on job placement of graduates of the program. This data must be available for review by the CWDB;
- Training providers must collect data on the number of students that start the program versus those that complete the program. This must be available for CWDB review;

- The CWDB will notify the training provider of the program's local approval or provide information on the corrective actions needed for approval. Programs denied approval can submit a request for another review at any time;

**General Provisions:**

- If it is determined that an eligible provider is intentionally supplying inaccurate information, the provider's eligibility for the program shall be terminated for 2 years (680.480) (b).
- If an eligible provider substantially violates any requirements under the Workforce Innovation and Opportunity Act (as determined by the local board and state agency, the eligibility of the provider may be terminated for the program involved, or other action as determined appropriate may be taken;
- A provider whose eligibility is terminated under the paragraphs above for a program shall be liable for repayment of all funds received for the program during any period of noncompliance;
- Should a provider lose its eligibility for a program(s) as described above, the provider will continue to be reimbursed for all students enrolled prior to the loss of eligibility and all conditions of the application will continue to be applied until those enrollments have completed training for the instruction for which they are currently enrolled.

**CWDB ETPS Verification:**

The CWDB will maintain a local list of training providers and programs that the region has conducted business with and are approved on the State (DWD) ETPS list.

The list will be used to:

- Serve as documentation for the CWDB to know which eligible training providers and programs are on the State (DWD) ETPS list;
- Allow the CWDB to know which eligible training providers WIOA participants have been enrolled with;
- Assist the CWDB in setting up a system to evaluate training provider's performance;
- Track the WIOA participant outcome by training provider and program for which WIOA participants have been enrolled.



WIOA participants must view and select eligible training providers from the State (DWD) ETPS list.

**Renewal of eligibility and termination procedures:**

- Programs will retain their local approval status for one year from the original approval;
- After one year the school will complete the process of the original approval for subsequent approval;
- If at any time the CWDB determines the training provider is no longer adhering to the terms and expectations listed in this document, the approval will be disqualified and the training provider notified. The local area may grant a probationary period for corrective action before disqualifying the program for local approval.

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**Individual Training Account:**

Source: 680.340(c)(f), 680.300, 680.310

WIOA participants MUST have an Individual Training Account (ITA) under the direction of the CWDB. The ITA will be set up in a manner that maximizes customer choice in selection of an eligible training provider and helps the participant successfully obtain a credential for completing the requirements of the postsecondary occupational training program. ITA funds are to be used only for skills training for in-demand occupations as determined by the CWDB.

The CWDB has the authority to determine procedures for making payments, selecting individual training account options such as: vouchers, checkbooks, electronic transfers, setting duration and amounts of individual training accounts and policy regarding exceptions. The authority to restrict the duration of ITAs or to restrict funding amounts will not be used to establish limits that arbitrarily preclude WIOA participants from selecting a training provider of their choice.

**Program Annual Subsequent Eligibility Procedures:**

The CWDB's designated reviewer(s) will review subsequent eligibility communication from DWD. The reviewer(s) will assess the consistency of the planned program/provider subsequent eligibility update to be performed by DWD with regional approved standards (related to local performance criteria such as completion rate, entered employment rate, etc.). If a DWD subsequent eligibility update decision (to either approve or not approve) for a specific program is found to be inconsistent with regional policy, DWD will be contacted regarding the concerns.

**Transferring WIOA Participants:**

The CWDB will determine the feasibility of transferring WIOA participants to another eligible training provider with the same or similar program, when an eligible training provider is removed from the ETPS list. Primary factors to be considered are the length of time remaining to complete the training program, necessity and reasonability of allowing participants to continue with a training provider removed from the State (DWD) ETPS list.

WIOA participants enrolled with an eligible training provider removed from the ETPS list may complete the program for the duration of an ITA. Disruption to the participant will be minimized to the extent possible.

**Training Providers Outside the Local Area or State:**

Source: 680.520(a)(b)

WIOA participants may choose training providers and programs outside of the local area or the State of Missouri, provided that the provider/training is on the ETP list in accordance with the local policies and procedures.

All approved training programs must be located within the continental United States.

**Registered Apprenticeships:**

Source: 680.460(j), 680.470(a)(b)(c)(d)

Inclusion of a registered apprenticeship on the State (DWD) list of ETPs and programs allows an individual that is eligible to receive WIOA Title I, Subtitle B assistance to apply those funds toward the cost of registered apprenticeship training.

Registered Apprenticeship program sponsors that request to be on the ETPS list are automatically approved and will remain on the list as long as the program:

- Is registered with the U.S. Department of Labor Office of Apprenticeship;
- Has not been deregistered by a finding of the U.S. Department of Labor;
- Has not had the program sponsor notify the State (DWD) that it no longer wants the program to be included on the list;

- Has not intentionally provided inaccurate information or has not violated any provision of Title I of WIOA or the WIOA regulation including 29 CFR Part 38 for no less than two years.

Apprenticeship programs are not required to track or report performance.

**Pre-apprenticeship Programs:**

Sources: 680.330(a), 680.450(a)(b), 680.460(c), 680.470(a)(d)(f)

Pre-apprenticeship programs that are connected to a Registered Apprenticeship program currently on the ETP list or a Registered Apprenticeship requesting to be included on the ETP list will be approved automatically to be eligible to receive funding under WIOA Title I, Subtitle B.

**Correspondence and Distance Learning/Internet-Based Programs:**

Training programs that provide instruction remotely off-site with curriculum that is self-instructional online will be subject to the same review process as other training providers and programs.

**Exempt Training Providers:**

**Source: 680.530(a)**

Providers of pre-vocational services, youth program services (other than training provided by ITA's). On-the Job Training (OJT), customized training/programs and institutions that offer specialized services are exempt from submitting and application in the State's ETP selection procedure.

Training providers offering individual career services such as pre-vocational services and youth program services must contract with the CWDB through the board's competitive bid process. OJT and customized training providers may also contract with the CWDB to deliver training services.

**Exempt Training Programs:**

Source: 680.350, 680.420

Master and higher degree or certificate programs, individual career services and prevocational services, secondary level training programs and K-12 grade levels are not eligible for the State ETP list.

**Removal of Training Providers and Programs:**

Source: 680 (a)(b)(c)

Only the State (DWD) can remove eligible training providers and programs from the ETP list after appropriate due process. The CWDB may take steps to request removal of eligible training providers and/or programs from the ETP list in consultation with the DWD ETPS Coordinator.

- DWD can remove a program, and eligible training providers, or both when it:
- Intentionally submits inaccurate data and there is evidence of this:
- Has substantially violated any provision of Title 1 of WIOA and its regulations, including 29 CFR Part 38;
- Is in violation of state and/or local laws; and/or
- Has ceased to be in business and/or lost its license to operate;
- Fails to meet performance levels.

**Participating in Provider Approval:**

Source 680.430 (c)

The CWDB is responsible for the identification of new and emerging sector strategies and occupations relevant to specific curriculum and will direct potential training providers to apply for ETP eligibility.

When the CWDB determines that new sectors are sufficiently in-demand to justify the approval of new providers, the CWDB director will send a formal letter of request to the State ETPS coordinator documenting the request.

**Demand Occupations:**

Source: 680.460 (f)

The CWDB will provide training institutions information on occupations that are in-demand and sectors of the economy that have a high potential for sustained demand or growth within the region's labor market area. The Board will use labor market information to determine occupational demand in the region or in another local area to which a youth, adult, or dislocated worker is like to be willing to relocate. Training providers will be encouraged to research in-demand occupations at [www.missourieconomy.org](http://www.missourieconomy.org).

**Monitoring of Approved Training Providers:**

Eligible training providers on the State (DWD) ETPS list are vendors that provide a service that is supported by WIOA funds granted to the CWDB. Eligible training providers on the ETPS list have an obligation to meet Equal Employment Opportunity (EEO) and non-discrimination requirements of federal law. Those providers utilizing WIOA funds are subject to monitoring to evidence EEO compliance.

The CWDB will monitor training providers to ensure they meet acceptable performance levels.

Onsite visits may be included in the monitoring process.

**Eligible Training Provider System**

**Review Criteria**

<b>Reporting Element</b>	<b>Training Provider Data</b>	<b>Approved- Yes or No Comments</b>
<b><i>Institution Information</i></b>		
Training Provider Name		
Institution Type		
<b><i>Program Information</i></b>		
Credential/Degree Earned		
CIP Code		
Cost Information		
Program Name and Description		
Growth Industry, High Demand Sector		
<b><i>Provider Performance Information</i></b>		
Institutional Credential Attainment Rate		
Certificate: 68%		
Associates 30%		
Bachelors: 50%		
Employment six months after exit – 60%		
Employment 12 months after exit – 60%		
Median Earnings – Quarterly median is at least \$4,204.		

### **Employment Transition Team Services/Layoff Aversion**

Through its members and partners, the Board stays abreast of the local business environment. The Local Veterans Employment Representative (LVER) attends local business meetings, Chamber and HR meetings, and meets one-on-one with area employers to share information about the services available through the Job Center and to learn about their needs. The Workforce Coordinator also meets with area employers through various business meetings, provides information about Job Center services and the Shared Work program with the Missouri Division of Employment Security, coordinates with labor organizations and leads Nexus meetings. The Workforce Coordinator also attends Board meetings. By establishing and maintaining these relationships, it allows for early warning of potential layoffs and the opportunity for early intervention. Any early warning about potential layoffs or opportunities for layoff aversion is directed to the Employment Transition Team Coordinator in the Central Office, or to the Workforce Coordinator.

The Board designates a representative from the closest Job Center to attend Employment Transition Team meetings and present Job Center services available to the dislocated workers and to play a role in any onsite or offsite follow up services provided, such as mobile job center, job or resource fairs and workshops.

## **Business Services Plan**

The Central Region has identified several goals that will drive the Business Services Plan.

The Region's primary goal is to develop strategies to increase the engagement of businesses and seek workforce information needed to develop effective, demand-driven services for workforce system customers. Convening workforce partners and aligning the workforce system with the needs of businesses will be an ongoing effort that will be done by meeting with businesses to determine their needs and working with partners to develop solutions.

The Business Services Team members are:

Susan McKnight , Office of Workforce Development - Business Services Team Lead

Geoff Bieniek, Local Veterans Employment Representative

Roger Brisley, Local Veterans Employment Representative

Katie Shofler, Trade Act Navigator, Office of Workforce Development

Lisa Mizer, Workforce Development Supervisor -Lebanon

Nichelle Pool, Workforce Development Supervisor- Columbia

Scott Sloan, Workforce Development Supervisor- Rolla

Trish Barnes, Workforce Development Supervisor- Jefferson City

Patricia Rogers, Central Ozarks Private Industry Council

Heather Brown, Central Workforce Development Board

Katy Cawdron, Rehabilitation Services for the Blind

Ron Williams, Vocational Rehabilitation

Brad Dorris, Adult Education and Literacy

Business Outreach Activities:

- The Local Veterans Employment Representative (LVER) will attend Chamber of Commerce Luncheons and meetings with local Human Resource professionals, as well as meet one-on-one with area employers, large and small, to share information, not only about the advantages of hiring veterans, but also about Job Center services, in general.



- Job Center staff will assist employers with recruitment by posting their job announcements in MoJobs, managing those job orders, and referring qualified candidates in accordance with the employer's preferred method for applying. When necessary and appropriate, staff will assist candidates to complete the employer's application process, to include developing resumes and completing online applications. Staff will also provide technical assistance to employers using the MoJobs web site to conduct their own recruitment efforts. Staff will assist with Job Fairs and individual hiring events. Staff will assess and evaluate job candidates to determine whether they meet the employer's minimum qualifications.
- The Workforce Coordinator will provide Employment Transition Team (ETT) services to employers who are reducing their workforce or closing their business. She will provide layoff aversion resources/information, such as Missouri Division of Employment Security's Shared Work Program. She will also attend Chamber of Commerce meetings and local Human Resource professionals' meeting, as well as lead the Nexus meetings and meet one-on-one with employers, large and small, to provide information regarding Job Center services and coordinate events and activities to assist with their recruitment efforts.
- The Trade Navigator will provide information regarding the Trade Act program to employers who are reducing their workforce, relocating or closing their business due foreign competition/products and work to develop on-the-job training agreements for Trade-affected workers.
- All Job Center staff will conduct job development contacts with employers who are known to hire candidates with specific skills and/or qualifications in an effort to expand opportunities for job seekers AND employers. They will maintain knowledge and understanding of programs such as WIOA, Trade Act, Missouri Registered Apprenticeships, on-the-job training, Work Opportunity Tax Credit, Federal Bonding, and others in order to provide employers information on the full array of services available to assist them in hiring, training, and retaining employees.

Each sub-region will have a Nexus group made up of local employers, all led by the Workforce Coordinator. This group will meet quarterly and focus on the needs of the employers in the local communities. Due to the elimination of the NGCC model, there are no longer designated "Jobs Teams" in the Job Centers. Instead, staff from the Center(s) in the sub-region will comprise the "Business Services Team" and assist with recruitment activities/events.

## **Business Services Plan**

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The Region's primary goal is to develop strategies to increase the engagement of businesses and seek workforce information needed to develop effective, demand-driven services for workforce system customers. Convening workforce partners and aligning the workforce system with the needs of businesses will be an ongoing effort that will be done by meeting with businesses to determine their needs and working with partners to develop solutions.

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Geoff Bieniek, Local Veterans Employment Representative

Roger Brisley, Local Veterans Employment Representative

Katie Shofler, Trade Navigator

Lisa Mizer, Workforce Development Supervisor -Lebanon

Nichelle Pool, Workforce Development Supervisor- Columbia

Scott Sloan, Workforce Development Supervisor- Rolla

Trish Barnes, Workforce Development Supervisor- Jefferson City

Patricia Rogers, Central Ozarks Private Industry Council

Heather Brown, Central Workforce Development Board

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The Central Workforce Development Board does not have a Memorandum of Understanding with the Community Colleges.

## Central Workforce Development Board

### Incumbent Worker Training Policy

#### Purpose

The Central Workforce Development Board has established a local policy for the Workforce Innovation and Opportunity Act (WIOA) Incumbent Worker Training Program as outlined in WIOA Section 134 et.al. [29 U.S.C. 3174.] The policy identifies the requirements that partners must adhere to in providing this service to adults, dislocated workers and youth.

The training participants must be employed at an in-demand industry sector and/or occupation.

#### Definitions

Incumbent Worker Training (IWT) means work based and/or classroom training by an employer which assists workers in obtaining skills necessary to retain employment or to avert layoffs. IWT provides both workers and employers the opportunity to build and maintain a quality workforce and increase both participants' and companies' competitiveness. Training will be conducted for 'in-demand' industries as established by the Workforce Development Board. (IWT is not permitted to be used to provide the occupational training for new hire needs (refer to OJT program). If a collective bargaining agreement covers the employer, then union concurrence with the training services is required.

Incumbent Worker means an individual who is employed, meets Fair Labor Standards Act requirements for an employer-employee relationship, and has an established employment history with the employer, working on average a minimum of 32 hours per week and employed at the respective employer for more than six (6) consecutive months.

In-Demand Sector or Occupation means an industry sector that has a substantial current or potential impact on the state, regional or local economy, or contributes to the growth or stability of other sector supporting businesses or an occupation that currently has or is projected to have a number of positions in an industry sector so as to have a significant impact on the state, regional or local economy. The determination of whether an industry sector or occupation is in-demand shall be made by the local board, as appropriate, using state and regional business and labor market projections, provided by MERIC. [WIOA Section 3(23)].

In-Demand Sector Industries as defined by the local board are Healthcare, Building Trades, Transportation and Logistics, and Advanced Manufacturing.

## **Employer Criteria**

The employer's eligibility is based on the following factors:

1. The occupation(s) for which incumbent worker training is being provided must be in-demand as determined by labor market information and the industry sectors identified by the Central Region.
2. The intended target for training is low level/ entry level positions where the individual(s) need skill training to retain or advance their employment. As training participants advance there is the potential for new positions for job seekers.
3. Employers applying for IWT funds must have at least one full-time, permanent worker (other than the owner) and be financially viable. For the purpose of these funds, any incumbent worker to be trained must be working at a facility located in the Central Region.
4. The training should allow the employee to gain industry-recognized training experience and/or lead to industry-recognized credentials. The implementation of registered apprenticeship programs is encouraged. Training can include, but is not limited to, industry or company-specific work skills, upgraded skills, technical computer skills, new manufacturing technologies, equipment operation training, changes in production processes, and development opportunities which may include, teamwork, communication, conflict resolution, and management skills.
5. Training must lead to opportunities for advancement and/or wage increases prior to or within 30 days of the successful completion of training.
6. Training may be conducted at the employer's own facility, at a public or private training provider's facility or a combination of sites that best meet the needs of the business. The company will select the training provider that best suits their training needs. Trainers may be public or private professional trainers, equipment vendors, or subject matter experts.
7. If IWT is being provided to a cohort of employees, not every employee in the cohort must have an established employment history with the employer for six (6) months or more, if the majority of employees being trained meet the employment history requirement.

## **Employee Criteria**

1. The paid employee must have worked six (6) consecutive months with the applicant's business (which may include time spent as a temporary or contract worker performing work for the employer receiving IWT funds). See item 7 above.
2. Employee must be at least 18 years of age and registered with Selective Service, a citizen of the United States or a non-citizen whose status permits employment in the United States.
3. To receive IWT, an incumbent worker does not have to meet the eligibility requirements for participation in career and training services for adults and dislocated workers under WIOA, unless they are also dually or co- enrolled as a participant in the WIOA Adult or Dislocated program.

### **Employer Matching Requirements**

1. Cash payments or in-kind
2. The employer can provide in-kind matching resources, such as trainee wages/benefits paid during the training period, leasing costs for classroom space, equipment purchased for training, training materials/supplies, and travel/lodging costs. In-kind match must be agreed upon and included on the Employer Non-Federal Share Requirements Form (DWD-PO-287).
3. The minimum amount of employer share in the Incumbent Worker Training cost depends on the size of the employer.

At least 10 percent of the cost will be paid by employers with 50 or fewer employees;

At least 25 percent of the cost will be paid by employers with 51 to 100 employees; and

At least 50 percent of the cost will be paid by employers with more than 100 employees.

### **Funding**

1. The availability of Incumbent Worker Training funds is based on the continuing availability of funds from the Office of Workforce Development.
2. Grants will be funded based on the size of the company, the number of people trained, and the cost of the training.
3. The maximum grant amount is \$10,000 per employer, per program year (July 1 – June 30).
4. Higher funding amounts may be approved by the local Workforce Development Board Executive Director. Boards can only use up to 20 percent of the combined total of Adult and Dislocated Worker allotments for the total workforce area IWT program activities.
5. Funds are awarded through an application process.
6. [Payment/reimbursement will be made to the employer after the employee's wage increase is met and documented.](#)

### **Employer Assurances**

The employer assures that:

1. They will disclose whether they are currently receiving training funds, either directly or indirectly, from Missouri state government. (If an employer is receiving training funds from Missouri state government they are not eligible to receive IWT funds as it would be a duplication of funding).
2. They are not presently debarred, suspended, proposed for disbarment, and declared ineligible, or

voluntarily excluded from participation in transactions by USDOL or the State of Missouri.

3. They do not have any outstanding tax liability to the State of Missouri and will disclose outstanding tax liabilities with other state(s).
4. They will not make offers of gratuities or favors to any officer, employee or board member, or to any subcontractor staff of CWDB.
5. They have not relocated from any location in the U.S., until the date that is 120 days after the date on which the business commences operations at a new location, if the relocation of such business or part of a business results in a loss of employment for any employee of such business at the original location and such original location is within the United States.
6. All records relating to activities covered under the Incumbent Worker Training Program will be available and accessible, upon request, during normal business hours and as often as deemed necessary by state and federal duly authorized representative(s), for the purposes to include monitoring, reviewing, verification, audit, and/or investigation. This shall include authorization to make excerpts or transcripts from all applicable records.

**CWDB Criteria**

1. The Central Workforce Development Board, (CWDB) reserves the right to accept or reject any or all applications submitted.
2. CWDB does not commit to pay for any cost incurred prior to the execution of any contract.
3. All applications and their accompanying attachments will become property of the CWDB after submission, and materials will not be returned.
4. Costs incurred by a contracted entity in the delivery of services shall be reimbursed based on mutually agreed upon conditions and delivery schedules with the submission of appropriate documentation.
5. All employers and trainees must be enrolled in the statewide case management system.
6. Obtain/Retain documentation of 6 month work requirement, use of OWD IWT Agreement (or its equivalent).
7. Training Plans to identify the skills learned or proof of layoff aversion.

### **Performance Accountability**

1. The employer agrees to provide performance records, which may include: number of employees entering training, number of employees completing training, beginning and ending wages of trainees, measurable skills gain, credentials earned during training and employee satisfaction surveys.
2. The employer must provide documentation to verify matching funds, which will be reported in FRS via ETA-9130 form.
3. A final report on the training is due no later than thirty (30) days from the end of the training.

### **Monitoring**

The CWDB, Office of Workforce Development, U.S. Department of Labor, or other such related agencies may monitor the training records to ensure compliance with rules and regulations.

### **Nondiscrimination and Equal Opportunity**

The Employer agrees to not discriminate against any participant because of age, race, creed, color, religion, political belief or affiliation, sex, national origin, ancestry or disability in compliance with the Nondiscrimination and Equal Opportunity Provisions of the Workforce Innovation and Opportunity Act (29 CFR Part 38).

### **Americans With Disabilities Act**

The Employer agrees to comply with the Americans with Disabilities Act of 1991, Public Law 101-336, or as amended and associated code of federal regulations published in the Federal Register as applicable to the Employer directly or indirectly as recipients of contracted funds for the State of Missouri.



# CENTRAL WORKFORCE DEVELOPMENT BOARD

## INCUMBENT WORKER TRAINING

### APPLICATION FOR FUNDING



Central Workforce Development 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.

## **Request for Application**

The Central Workforce Development Board (CWDB) is accepting applications for the development of incumbent worker skills training projects in the Central Region of Missouri. The nineteen county area served by the Central Region Job Center System includes Audrain, Boone, Callaway, Camden, Cole, Cooper, Crawford, Dent, Gasconade, Howard, Laclede, Maries, Miller, Moniteau, Morgan, Osage, Phelps, Pulaski, and Washington Counties.

### **Background Information**

The Workforce Innovation and Opportunity Act (WIOA) allows funding to be used for Incumbent Worker training, without the required eligibility criteria set forth by each program. Activities are outlined in WIOA Section 134 et. AL. [29 U.S.C. 3174]

### **Eligible Applicants**

Businesses that need to up-skill their workforce to retain their employees or to avert a layoff.

### **Availability**

Funding is contingent upon the availability of funds. Grants will be funded based on the size of the company, the number of people trained, and the cost of the training. The maximum grant amount is \$10,000 per employer, per program year (July 1 through June 30). Higher funding amounts may be approved by the CWDB Executive Director. Funds are awarded through an application process.

### **High Priority Sectors**

The Region has identified the following sectors as high priority for training:

Healthcare

Building Trades

Transportation and Logistics

Advanced Manufacturing

Training must be for occupations related to these sectors to be considered.

## **Training Requirements**

The training requested should be geared towards providing a new skill or enhancing the level of an incumbent worker, thereby improving their chances for promotion and ultimately resulting in increased wages. The training requested should go beyond training the employee has already received or training that the employer normally provides.

In an effort to maximize the financial resources within the community, CWDB requires in-kind matching resources from the employer, such as training wages or leasing costs for classroom space. An eligible incumbent worker is an employee working a minimum of an average of 32 hours per week employed at the respective employer for more than six consecutive months. For group training, if the majority of trainees meet this requirement, training will be provided to individuals who do not.

CWDB encourages applicants to collaborate with other employers and public and private entities/businesses in order to maximize services and benefits for employees. Organized consortiums of industry employers are encourage to apply. Employers must complete an application packet describing the training to be provided. Included in the application should be an explanation of each training method and a timeline for completion, whether a new job will be created as a result of the training, the type of skills that will be upgraded, and any projected pay increases. All training must be consistent with the Central Region's targeted sectors

If a collective bargaining agreement covers the employer, union concurrence with the training services is required. An incumbent worker project may employ any training allowable under the Workforce Investment Opportunity Act and must comply with general requirements and restrictions. Reporting on participant and employer performance outcomes is required.

This document describes the information needed to submit an application. For questions regarding the application contact Kevin Stadler at [kevin.stadler@cwib.us](mailto:kevin.stadler@cwib.us).

One original, signed application must be submitted to the CWDB at the address below. An electronic copy should also be sent to Kevin Stadler at [kevin.stadler@cwib.us](mailto:kevin.stadler@cwib.us).

## **Submission of Applications**

CWDB  
Attention: Kevin Stadler  
1107 Kingshighway  
Rolla, MO 65804

## **Application Selection Process**

The review team will evaluate all applications and determine the available funding. Other examination factors include, but are not limited to, number of applications received, the number of employees to be trained, the training curriculum, in-kind matching, etc. The following considerations also apply to the selection process:

1. Applications must be responsive to the Assurances instructions to be considered.
2. The CWDB will base its selection on
  - a. program design and the training curriculum;
  - b. proposed in-kind matching; and
  - c. number of employees to be trained and whether the training is in a targeted industry and an in demand occupation.
3. All applicants will receive notification of application approval. An applicant who wishes to protest the decision will be required to notify the Selection Committee, in writing, within fifteen (15) days from the date of the notification letter. The complainant letter must specify the nature of the protest and any desired remedies of action. Missouri Job Center reserves the right to determine whether the protest is valid and merits further consideration.

## **Application Evaluation Criteria**

The review and selection process will include the following criteria and value system:

### **Responsiveness to Application**

**Value 30 points**

This criterion examines the extent to which the objectives of the application are addressed. This includes determining whether the training requested is consistent with a high priority occupation.

### **Business Contribution/In-kind Matching**

**Value 30 points**

This criterion examines the extent to which the employer is willing to contribute to the skill enhancement effort. An employer will be required to provide an in-kind match.

### **Reasonableness of Cost**

**Value 25 points**

This criterion examines the cost of services being requested. Training costs should be documented on Exhibit A, page 9.

### **Program Design**

**Value 15 points**

This criterion examines the quality and innovativeness of the activity and the outcomes desired.

## Assurances

1. The CWDB reserves the right to accept or reject any or all applications submitted.
2. CWDB is tax exempt.
3. This Assurance does not commit CWDB to pay for any cost incurred prior to the execution of any contract. All approved applications are contingent upon availability of funds.
4. Applicants shall not make offers of gratuities or favors, to any officer, employee, Board member of CWDB, or any subcontractor employees of CWDB. Contact for technical assistance is allowed with the Assurances contact person or designated Business Services staff.
5. CWDB specifically reserves the right to vary the provisions set herein any time prior to the execution of the application where such variance is deemed to be in the best interest of CWDB.
6. All applications and their accompanying attachments will become property of the CWDB after submission, and materials will not be returned. In addition, all materials that are produced as a result of these Assurances become the property of CWDB.
7. CWDB reserves the right to select and/or contract with more than one vendor from the applications submitted.
8. Costs incurred by a contracted entity in the delivery of services shall be reimbursed based on mutually-agreed on conditions and delivery schedules with the submission of appropriate documentation. Delivered services must meet standards agreed upon during contract negotiation before reimbursement is made.
9. The undersigned authorized representative of the entity submitting the application herein understands and certifies that:
  - the application is true and correct; and
  - making a false statement is grounds for application rejection or cancellation
10. CWDB is an equal opportunity employer and complies fully with the nondiscrimination and equal opportunity provisions of the applicable laws.
11. All employers must agree that all records relating to activities covered under the Incumbent Worker Training Program shall be fully available and accessible, upon request, during normal business hours and as often as deemed necessary by City, State, and Federal duly authorized representative(s), for purposes to include monitoring, reviewing, verification, audit, and/or investigation. This shall include authorization to make excerpts or transcripts from all applicable records.
12. An eligible incumbent worker is an employee working a minimum of an average of 32 hours per week employed at the respective employer for more than six consecutive months.

13. The employer assures that it and its subrecipients shall comply with requirements of the Americans with Disabilities Act of 1990 (or as amended) and associated Code of Federal Regulations as applicable to the entity directly or indirectly as recipients of contracted funds from the state of Missouri. The employer assures that it and its subrecipients shall comply with Title VI of the Civil Rights Act of 1964, as amended, and implementing regulations at 29 CFR part 31, which prohibit discrimination and require provision of equal opportunity on the basis of race, color, or national origin. The employer assures that it and its subrecipients shall comply with Section 504 of the Rehabilitation Act of 1973 (the Americans with Disabilities Act Amendments Act of 2008), and U.S. Department of Labor's implementing regulations at 29 CFR part 32, which prohibit discrimination and require provision of equal opportunity on the basis of disability. The employer assures that it and its subrecipients shall comply with Title IX of the Education Amendments of 1972, as amended, and implementing regulations at 29 CFR part 36, which prohibit discrimination and require provision of equal opportunity on the basis of sex in education and training programs. The employer agrees that it is an equal opportunity employer and complies fully with the nondiscrimination and equal opportunity provisions of 29 CFR Part 38. The Subrecipient assures that it and its subrecipients shall comply with Age Discrimination Act of 1975, as amended, and implementing regulations at 29 CFR part 35, which prohibit discrimination and require provision of equal opportunity on the basis of age, but permit certain distinctions based on or related to age.

## Exhibit A

# Incumbent Worker Training) APPLICATION FORM

Please mail completed form and any additional documentation to: CWDB, 604 Black Street, Rolla, MO 65801. In addition, submit the application electronically to Kevin Stadler at kevin.stadler@cwib.us

*Application will expand as you type*

### Business Information

Business or Consortium\*\* Name: \_\_\_\_\_

Each business in a consortium must complete the first page of the application. The lead business in the consortium should be responsible for completing the primary page and the additional pages of the application.

FEIN: \_\_\_\_\_

Address: \_\_\_\_\_

City/State/Zip: \_\_\_\_\_

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

Phone No: \_\_\_\_\_ Fax No: \_\_\_\_\_

Explain the nature of your business (i.e. product or service) \_\_\_\_\_

No. of Employees Company Wide: \_\_\_\_\_

Is this a Historically Underutilized Business (HUB)? \_\_\_\_\_

Has the business applied or received any funding from Missouri Works Training? \_\_\_\_\_

### Employment Benefits Currently Offered

<input type="checkbox"/>	Medical Insurance	<input type="checkbox"/>	Vacation	<input type="checkbox"/>	Prescriptions
<input type="checkbox"/>	Life Insurance	<input type="checkbox"/>	401 K/Pension Plan	<input type="checkbox"/>	Holidays
<input type="checkbox"/>	Dental Insurance	<input type="checkbox"/>	Sick Days	<input type="checkbox"/>	Profit Sharing
<input type="checkbox"/>	Vision Insurance	<input type="checkbox"/>	Educational Assistance	<input type="checkbox"/>	Other:

Describe other:

### Project Costs

Total Grant Amount Requested	\$
Number of Employees to be Trained	
Average Cost per Employee	\$
Project Start Date	

Project End Date	
------------------	--

**Proposal Information**

Provide a brief description of the proposed training.

**Training Objectives** (Attach additional pages as needed)

Provide information applicable to any of the objectives listed below.

To facilitate the development and productivity of employees and prepare them for personal advancement and anticipated growth within the company;

To ensure retention of jobs by providing retraining in response to new or changing technology;

Other objectives (i.e. creation of new jobs as a result of this training, etc.);

**Training Curriculum** (Attach additional pages as needed)

For each course or type of training that will be provided (i.e., Computer Skills training, Technical Skills Training, etc.), provide a brief description of the course and the number of instructor hours to be provided.

Provide information about how the training will be conducted. Will outside training/educational entities be the providers of training? (If so, indicate whether a certificate, license, or credit hours toward a degree will be earned upon completion of course.)

Course Name	# Of employees receiving training	# Of hours to be provided



Course Name	# Of employees receiving training	# Of hours to be provided

**Trainee Information**

**Wage Increase:**

Trainees Occupation Upon Completion of Training	Specialized Job Title	# of Employees to be trained	Wage at End of Training	Percent of Increase over Wage at Start of Training

**Company Provided Benefits – List Additional Benefits if Applicable.**

Trainees Occupation Upon Completion of Training	Specialized Job Title	# of Employees to be trained	Additional Company Provided Benefits

**Business Contribution/In-kind Matching**

In-kind matching resources by the employers; such as trainee wages or leasing costs for classroom space

Description of Business Contribution (In-kind Matching)

**Proposed Budget**

For each budget item, include detail on how the cost was determined. (For example, 2 books X 3 trainees @\$20 = \$120.) The following are suggested budget categories, but costs are not limited to these:

Line Item Description	Amount
Tuition and Fees:	\$
Instructor Costs:	\$
Training Supplies:	
Curriculum Materials:	\$
Books:	\$
Other Costs (Describe):	\$
Total Training Costs	\$

### Business Statement

The following is required for eligible incumbent worker training services:

- A wage increase for the participant within 60 days of the successful completion of training; and
- In-kind matching resources by the employer, such as trainee wages or leasing costs for classroom space; and
- Documentation
  - Of increased skills obtained by the participant, such as an industry-recognized certificate or credential, or a promotion, that correlates to the competitiveness of the job and the employer; or
  - Of averting the need to lay off employees through assisting workers to obtain the skills necessary to retain employment. This must increase both a participant's and a company's competitiveness.

The Applicant hereby acknowledges that an application has been submitted to request funding to train incumbent workers under the Incumbent Worker Training Program and agrees to adhere to all state and local policies and procedures. The Applicant certifies that all information included in the Application is true and correct.

\_\_\_\_\_  
Authorized Signature

\_\_\_\_\_  
Title

\_\_\_\_\_  
Typed or Printed Name

\_\_\_\_\_  
Date

This item is not applicable to the Central Region.

**STATEMENT OF ASSURANCES CERTIFICATION**


The officials listed below certify through their signature that the region has met the following requirements:

- Assures the local stakeholders (businesses, organized labor, public officials, community-based organizations and WIOA service providers) were involved in the development of this plan;
- Assures a written agreement has been developed between the local workforce development board and the current one-stop operator(s);
- Assures a written agreement has been developed between the chief elected official(s) and the local workforce development board;
- Assures the chief elected official(s) agree(s) with the selection of the one-stop operator;
- Assures the chief elected official(s) authorized the designation/selection of the region's fiscal agent;
- Assures the Governor and his administrative staff that all WDB members are nominated, and maintenance of membership over time is completed, on good faith and actions in compliance with the Office of Workforce Development WDB member certification OWD Issuance 10-2018.
- Assures the CEO, LWDB members and LWDB staff have read and understand the Conflict of Interest policy; and
- Assures the plan received a 30-day public comment period. [The plan was posted for public comment for thirty days beginning on February 21, 2020.](#)

The Central Workforce Development Region certifies that it has complied with all of the required components of the Workforce Innovation and Opportunity Act. The workforce area also assures that funds will be spent in accordance with the Workforce Innovation and Opportunity Act and its regulations, written U.S. Department of Labor guidance implementing this Act, and all other federal and state laws and regulations.

  
\_\_\_\_\_  
Chief Elected Official (or CEO Chair)

3/10/2020  
Date

  
\_\_\_\_\_  
Workforce Development Board Chair

03.10.2020  
Date

  
\_\_\_\_\_  
Workforce Development Board Director

3/10/2020  
Date

# CHIEF LOCAL ELECTED OFFICIALS CAUCUS AGREEMENT

THIS AGREEMENT, made and entered into this 27th day of June 2018, by and between the COUNTIES of:

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

in the State of Missouri.

---

## WITNESSETH

WHEREAS, the Chief Local Elected Officials (CLEOs) of the aforementioned counties and/or cities did previously adopt resolutions authorizing the creation of a caucus, in order to administer the provisions of Public Law 113-128, the Workforce Innovation and Opportunity Act (hereinafter “the Act”), and

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

## AGREEMENT

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

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

do hereby constitute a caucus for the purposes of Section 107 Public Law 113-128, the Act.

**SECTION 2:** The Chief Local Elected Officials (Presiding Commissioners) of the local government entities in Section 1 shall constitute the Central Workforce Investment Region Caucus of Chief Local Elected Officials (hereinafter, the Caucus) which shall appoint the Central Workforce Board (CWB) for the region under Section 107 of the ACT.

**SECTION 3:** The Caucus may adopt operational and procedural bylaws (Attachment A) consistent with this Agreement, applicable federal and state laws and rules or regulations promulgated pursuant thereto. Bylaws or amendments thereto may be adopted by the affirmative vote of a simple majority of the members of the Caucus, provided that written copies thereof were delivered to each Caucus member at least 10 calendar days prior to the date of the meeting at which such bylaws or amendments thereto are to be considered.

**SECTION 4:** The Caucus shall execute an agreement with the Central Workforce Board (CWB) to perform the functions of the Board under Section 107(d) of the Act, and the Caucus shall approve all local plans under Section 108 of the Act.

**SECTION 5:** The Caucus shall perform all functions for chief local elected officials as contained in Public Law 113-128, the Workforce Innovation and Opportunity Act.

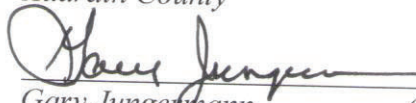
**SECTION 6:** This Agreement shall be effective when approved by each member of the Caucus through their signature. This Agreement shall supersede any and all written or oral Caucus agreements under Public Law 105-220, the Workforce Investment Act. This Agreement shall expire on June 30, 2019, at which time a new Agreement shall be required.

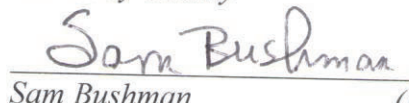
**SECTION 7:** Any amendments to this Agreement may be adopted with the concurrence of each and every member of the Caucus. The Caucus may be dissolved and this Agreement may be rescinded only with the consent of the Governor.


**SECTION 8:** The original Agreement, with complete signatures and notarized seal(s), as well as any amendments thereto, shall be submitted to the Division of Workforce Development, Attention: Performance Research Section, P.O. Box 1087, Jefferson City, Missouri 65102-1087.

IN WITNESS WHEREOF, the parties representing the government entities listed in Section 1, through their signatures below, have read and understand this Agreement and hereto have caused this Agreement to be executed:

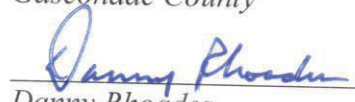
  
Steve Hobbs 6-27-18  
(Date)  
Presiding Commissioner  
Audrain County

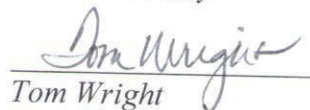
  
Gary Jungermann 6/27/18  
(Date)  
Presiding Commissioner  
Callaway County

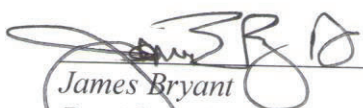
  
Sam Bushman 6/28/18  
(Date)  
Presiding Commissioner  
Cole County

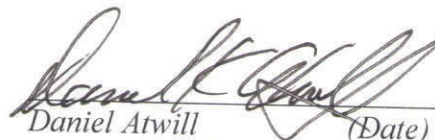
  
Leo Sanders 6-28-18  
(Date)  
Presiding Commissioner  
Crawford County


  
Larry Miskel 6/27/18  
(Date)  
Presiding Commissioner  
Gasconade County

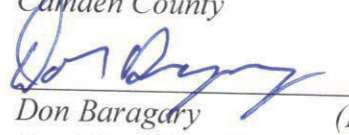
  
Danny Rhoades 6/27/18  
(Date)  
Presiding Commissioner  
Laclede County

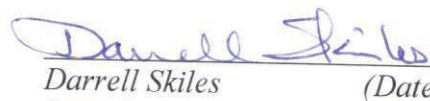
  
Tom Wright 6-27-18  
(Date)  
Presiding Commissioner  
Miller County

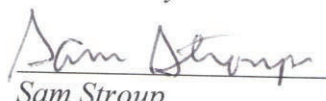
  
James Bryant 7-9-18  
(Date)  
Presiding Commissioner  
Morgan County

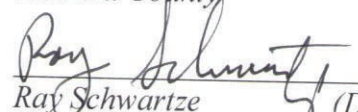
  
Daniel Atwill (Date)  
Presiding Commissioner  
Boone County

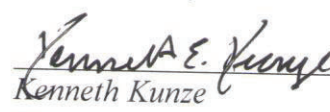
  
Greg Hasty 6/28/18  
(Date)  
Presiding Commissioner  
Camden County

  
Don Baragary 7/9/18  
(Date)  
Presiding Commissioner  
Cooper County

  
Darrell Skiles 6/27/18  
(Date)  
Presiding Commissioner  
Dent County

  
Sam Stroup 6/27/18  
(Date)  
Presiding Commissioner  
Howard County

  
Ray Schwartze 6-27-18  
(Date)  
Presiding Commissioner  
Maries County

  
Kenneth Kunze 6/28/18  
(Date)  
Presiding Commissioner  
Moniteau County

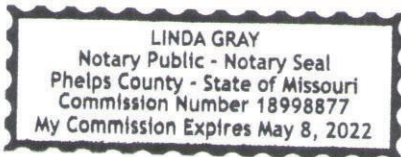
  
Dave Dudenhoeffer 6/27/18  
(Date)  
Presiding Commissioner  
Osage County

Randy Verkamp Jan 27, 2018  
Randy Verkamp (Date)  
Presiding Commissioner  
Phelps County

Gene Newkirk 6/29/18  
Gene Newkirk (Date)  
Presiding Commissioner  
Pulaski County

Marvin Wright 6-27-18  
Marvin Wright (Date)  
Presiding Commissioner  
Washington County

ATTEST:



Linda Gray 6-27-18  
Linda Gray 6-28-18  
Linda Gray 7-9-18  
(Name) (Date)  
Notary Public