

# **CENTRAL REGION WORKFORCE DEVELOPMENT BOARD LOCAL PLAN**

**PY24 - PY27**

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# **STRATEGIC ELEMENTS**

## **~ 1. Central Workforce Development Board Vision ~**

*A community, integrated approach for sustaining a productive workforce by creating opportunities for people to attain self-sufficiency through skills development, quality services, and connecting to in-demand jobs.*

***The vision for the Central Region, customized by the local board, reflects the state's vision. This vision will be achieved through the goals outlined below.***

## **~ 2. Central Workforce Development Board Goals ~**

### **1) Reduce Barriers to Employment**

Job seekers face diverse challenges such as housing, childcare access, accessibility, transportation constraints, and critical issues like substance abuse. The Central Region is committed to engaging a wide spectrum of individuals, including low-income adults, the long-term unemployed, those from marginalized populations, justice-involved individuals, individuals with disabilities, the under-employed, at-risk youth, and those with basic skills deficiencies. The Central Region also promotes a diversified workforce reflective of our communities.

S.M.A.R.T. Goal: Over the next four years, we aim to reduce employment barriers for individuals within the specified groups, including homeless individuals, youth, single parents, veterans, basic skills-deficient, foster care, and public assistance recipients through occupational training and supportive services. We will measure progress through quarterly assessments and strive for an average of 70% or higher placement rate for low-income adults, dislocated workers, and at-risk youth. We will also strive to increase the number of individuals assisted from marginalized and minority populations from the previous year. This will be achieved by establishing strategic partnerships, implementing targeted programs, leveraging resources, and enhancing skills to facilitate job placement and career advancement.

### **2) Boost Employer Engagement**

Meaningful employer engagement is crucial for addressing the skilled worker shortage and responding effectively to evolving economic needs. By actively listening to the needs of employers, we can continue to support workforce self-sufficiency and stimulate economic growth for the unemployed, underemployed, and other vulnerable groups.

S.M.A.R.T. Goal: Within the next four years, actively engage employers to both improve the services of the workforce system for business and prioritize employment support for the unemployed, underemployed, and vulnerable groups. This includes engaging CWDB

members for input and local chambers of commerce, industry, and labor associations. Goals include an increase in the number of new employers using MoJobs from the previous year, an increase in the number of new employer worksites of the prior year, and an increase in the overall percentage of individuals attaining an industry-recognized credential from the previous year. The CWDB will also provide input to the state to improve system-wide technology to improve job-matching capabilities for employers. This initiative addresses the worker shortage, focusing on economic needs while supporting the Central region businesses.

### **3) Strengthen Communication with Workforce Partners**

The Central Region aims to strengthen its strategic leadership by collaborating with core workforce development partners, employers, educators, and other community-based organizations. This effort focuses on enhancing the regional workforce development system to address worker shortages and the skills gap.

S.M.A.R.T. Goal: Enhance strategic leadership and partnerships with specific collaborators to increase the number of individuals served by multiple partners over the previous year's number within each of the next four years. Initially, the focus is on enhancing existing partnerships and then expanding connections with new collaborators. This initiative addresses worker shortages and bridges the skills gap, improving the regional workforce development system.

### **4) Improve Public Awareness**

A frequent comment about the public workforce system and the Missouri Job Centers is the lack of awareness of their existence and the depth of services offered. The Central Region desires to increase awareness of these regional services to strengthen communities through workforce development efforts.

S.M.A.R.T. Goal: The Central Region will utilize various social media resources and tools to reach job seekers and employers, as well as traditional approaches, including press releases, public service announcements, and interviews, to increase outreach and awareness. Leveraging partner collaboration will also increase outreach opportunities. The Central Region is committed to taking services to where the people are, going beyond sitting in a building waiting for them to arrive. The Central Region will increase the number of new Access Points each year and establish a minimum of one new partnership collaboration a year to reach new audiences over the next four years.

## ~ 3. Central Workforce Development Board Priorities ~

### **•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 Central Region Business Services Team guides outreach and services to businesses.

The needs of businesses are determined through direct contact with employers, surveys, labor market information, attending chamber of commerce and regional planning meetings and input from board members who represent business. Beyond attending chamber events, business team members sit on workforce committees with the Lake Area, Jefferson City, and Columbia Chambers.

These efforts are all a part of addressing workforce needs in the Central area. The leading issue is worker availability. Regardless of industry, the shortage of workers now and in the immediate future is the common thread. Conducting outreach to marginalized populations is as important as ever. Job Centers must not only find workers but also ensure referrals have basic qualifications, including willingness to accept personal responsibility, positive work ethic, adequate soft skills, and job-related transferrable skills. If they are lacking those, Job Centers must assist with providing these.

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 referral of job seekers to assist with recruitment.

### **BUSINESS NEEDS ARE DETERMINED THROUGH:**

- Private sector board members – board meeting discussions
- Economic Development partners
- Local Chambers of Commerce
- OWD Business Support Unit and other Business Services Team members
- 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 receive a basic skills assessment to evaluate their skills level. 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 raising the level of current skills to meet employment qualifications.

The region's products and services include 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 their skill levels.

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.

Post-pandemic the Central Region continues to provide services in a hybrid approach of virtual and in-person to reach as many people as possible.

Industry sector approaches are implemented specific to the three local subeconomies of the region. Such strategies utilize Labor Market Information and input from local chambers.

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

- Seated Interviews or Virtual Interviews are 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 is conducted, as well as a basic skills assessment to evaluate basic skills and competencies.
- Monthly Financial Needs
- Assessments are also conducted to determine if Support Services are needed to ensure the 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.
- Ongoing 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 or collaboration 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 •**

An adequate supply of workers is the greatest workforce challenge in the Region. Employers have trouble finding and retaining workers. Exacerbating the issue of lack of workers are secondary issues such as affordable housing and childcare, transportation, substance abuse, mental health challenges, and general awareness of services available.

Multiple partnerships are key to solving the complexities of the workforce issue. Such partnerships include (1) local chambers of commerce, realtor associations, and city, and county governments to identify opportunities for housing; (2) social service agencies, local school districts, community action agencies, and the Department of Elementary & Secondary Education to address childcare options; (3) healthcare providers, social service agencies, and community-based organizations to access resources for substance abuse and mental health; (4) private and public educational providers to produce workers with the skills and credentials needed for in-demand jobs; and (5) Re-entry organizations, rehabilitative and social service agencies, veterans services providers, and community-based organizations to reach justice-involved individuals, people on public assistance, veterans, individuals with disabilities, and those from marginalized populations.

## **~ 4. Central Workforce Development Board Strategies ~**

### **A. CAREER PATHWAYS**

Career pathways are intended to encourage and expand the number of students, job seekers, and workers who earn industry-recognized, postsecondary credentials, including stackable when appropriate, that correspond to the skill needs of employers in high-demand industry sectors. The CWDB engages employers, board members, local chambers of commerce, and other stakeholders and utilizes Labor Market Information to:

- Identify the skills that are needed for in-demand jobs
- Determine how to measure the skills of students in these areas

- Identify the credentials that employers value in making hiring decisions
- Provide 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. These strategies will build on education and experience to advance career opportunities.

## **B. EMPLOYER ENGAGEMENT**

Employer engagement is conducted through the coordinated efforts of the Business Team members, which is a comprehensive group that includes Board Leadership and Communications staff, WIOA provider leadership staff, OWD Business Support Unit, employer engagement staff with the Department of Social Services and Vocational Rehabilitation, and JVSG Veterans Representatives. As needed, the team collaborates with respective Job Center staff and other partner agencies, such as DOC Re-entry staff and AEL.

Board members representing advanced manufacturing, healthcare, and other high-growth sectors bring a wealth of knowledge concerning business needs. The Board recognizes the value of board member expertise and facilitates open discussions at Board meetings to identify methods for effective employer engagement. Business team staff are active in various chambers of commerce, local workforce task forces, and regional planning organizations. Hiring events, LMI, and chamber input facilitate engagement with employers.

## **C. BUSINESS NEEDS ASSESSMENT**

Labor market information, Job Center input, Chamber feedback, and board directives are used to determine businesses' needs. 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 businesses' needs. These strategies are critical in understanding realistic business needs to prepare and match individuals for employment and advance careers adequately.

Job Center staff attend economic development meetings and chamber meetings and conduct outreach to businesses, determining needs and promoting Job Center services. Information is shared regularly among Business Team members.

## **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 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. Continued coordination will streamline the customer process, eliminating multiple assessments and allowing for more efficient braiding of services. Regular community partner resource meetings help achieve this strategy.

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

The Board recognizes the need to strengthen coordination with economic development. Board staff meets and collaborates regularly with local economic development organizations such as JCREP, REDI, LOREDC, Washington County Industrial Authority, and Boonslick Economic Development. In addition, Board staff continues to engage with the regional planning commissions, including participation in Comprehensive Economic Development Strategy (CEDS) planning and various grant opportunities with the Meramec RPC. Maintaining strong relationships with economic development is an additional resource to connect the workforce to jobs and businesses and achieve the vision of pursuing services that impact our communities.

## **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. Recruitment Events are a popular method for connecting job seekers directly to businesses. These occur at the employer site, a Job Center, or an off-site facility such as a library, an educational partner, or even a military base.

Traffic in the Job Centers has yet to return to pre-pandemic levels, so new methods of outreach to job seekers are always being explored. Job Center staff are mobile and will meet customers at convenient locations, such as homeless shelters, correctional facilities, schools, and other facilities. The Veteran staff at the Job Centers plays a very important role in serving Veteran customers and conducting outreach in the community.

Perhaps the most important strategy for outreach to job seekers and businesses is to raise public awareness of Job Center services through social media, targeted texts and emails, PSAs, and utilizing business and workforce system outreach mechanisms.

### **Outreach to Jobseekers and Businesses will be improved through:**

- Increased emphasis on referrals between all workforce partners
- Participation in and collaboration with local chamber workforce committees to address
- pipeline shortages
- Closer partnerships with employers to establish training programs centered on
- Career pathway models, including incumbent worker programs; Improved collaboration and teamwork in a region-wide effort to streamline services for customers
- Improved collaboration with core partners 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
- Use of social media to enhance outreach and promote services

- 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. The region has developed a new website that will serve as a portal for the region and has implemented the delivery of services virtually
- Representation from Vocational Rehabilitation and Rehabilitation Services for the Blind has been added to the Youth Council, which will improve outreach to individuals with barriers to employment
- WIOA core partners are a part of the Business Team along with OWD Community Specialist staff, Department of Social Services, and Vocational Rehabilitation collaborate, combine, and maximize efforts
- Ensure Collaboration with Veteran services staff for outreach and recruitment, employment plans, and training services for veterans leading to a career pathway through the Business Team and the Access Point at Fort Leonard Wood
- Station staff at local courts and partner with MU Extension, Job Point, and educational agencies to expand access to services, especially in rural communities; Central Region
- May 1, 2022 Section 4 F: Outreach (pg. 2)
- Review the level of coordination and outreach between Community Action Agencies, AEL providers, TANF programs, Vocational Rehabilitation, and other partners.

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

The Board evaluates the Job Center facilities to ensure physical and programmatic accessibility. The Board continues to work closely with Rehabilitation Services for the Blind and the Department of Vocational Rehabilitation for any relative feedback on the Job Center services and accessibility. Reviews include physical accessibility, signage, assistive technology, and customer service. Input may also be provided by establishing an Ad Hoc Committee that includes VR and RSB as needed by the board.

#### **H. CUSTOMER SERVICE TRAINING**

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

New program staff are trained using a combination of virtual sessions in MoLearning, one-on-one sessions with the Program Manager, and Job shadowing with senior WIOA Case Managers and Wagner-Peyser staff. Ongoing training is received through staff meetings, one-on-one assistance, and sessions conducted by the Board. The Board works with the Program Operator to determine training needs based on monitoring results and policy revisions.

Specialized training, such as Customer Service, is conducted on an as-needed basis. The MoLearning Customer Service training module is utilized as part of new staff training.

## **I. ASSESSMENT**

ACT WorkKeys and the resulting National Career Readiness Certificate (NCRC) are integral to the 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 the requirements of NRS Educational Functioning Levels (EFL). It also has the benefit of being the default assessment used by partner AEL providers and allows for remote testing, developed during the COVID-19 pandemic.

## **J. SUPPORT SERVICES**

Supportive services are necessary to enable individuals to participate in activities authorized by WIOA. WIOA Supportive Services are the last resort; all other funding sources 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**

At board meetings, the board and the CLEO will be informed of progress toward performance goals, budget status, and any other relevant matter. The fiscal officer provides a fiscal report, 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.

The compliance manager conducts monitoring 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>*

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

## ~ 6. Economic Analysis ~

*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

#### Personal Income

In the Central Region, all counties were below the state average of \$57,818 for per capita personal income. Cole County had the highest per capita income (\$56,528) in the region, followed by Boone County (\$55,395) and Osage County (\$52,883). In 2022, the per capita personal income in all counties except Washington County (\$37,597) was above \$40,000.

In 2022, personal income for the US and Missouri increased by 2.0 percent and 3.2 percent, respectively, compared to 2021.

### B) Number and percent of the working-age population living at or below the poverty level

The statewide poverty rate of working-age persons, or those 18-64, was 12.3 percent in 2022. In the Central Region, the poverty rate was lower than the state average in six counties. The county with the lowest poverty rate was Osage County (7.5%), followed by Callaway County (8.0%). Counties with the highest poverty rates were Morgan (21.0%) and Phelps (20.7%).

| Name       | 2022 Per Capita Personal Income | Working Age (18-64) Population living below poverty level |            |
|------------|---------------------------------|---|------------|
|            |                                 | Number  | Percentage |
| Missouri   | \$57,818                        | 445,345   | 12.3%      |
| Audrain    | \$44,123                        | 2,090   | 15.3%      |
| Boone      | \$55,395                        | 23,637  | 20.5%      |
| Callaway   | \$45,695                        | 1,953   | 8.0%       |
| Camden     | \$49,961                        | 2,862   | 12.3%      |
| Cole       | \$56,258                        | 3,758   | 8.8%       |
| Cooper     | \$50,054                        | 1,092   | 12.4%      |
| Crawford   | \$43,825                        | 2,058   | 15.8%      |
| Dent       | \$41,129                        | 1,245   | 15.5%      |
| Gasconade  | \$46,910                        | 919   | 11.0%      |
| Howard     | \$47,809                        | 673   | 12.7%      |
| Laclede    | \$43,659                        | 3,110   | 15.2%      |
| Maries     | \$40,939                        | 874   | 18.0%      |
| Miller     | \$43,393                        | 2,111   | 14.9%      |
| Moniteau   | \$47,605                        | 749   | 9.4%       |
| Morgan     | \$47,574                        | 2,364   | 21.0%      |
| Osage      | \$52,883                        | 587   | 7.5%       |
| Phelps     | \$43,954                        | 5,245   | 20.7%      |
| Pulaski    | \$43,627                        | 3,325   | 11.9%      |
| Washington | \$37,597                        | 2,428   | 18.3%      |

Sources:

Per Capita Personal Income - U.S. Bureau of Economic Analysis, 2022  
Poverty Level - American Community Survey-5 Year data (2018-2022)

### C) Number and percent of working age population determined to have a barrier to employment

Barriers to employment can include homelessness, disability status, lower education levels, and limited proficiency with the English language. In the Central Region, the percentage of the working-age population (18-64 years old) with disabilities was above the state average of 12.3 percent in all but five counties, with the highest percentage in Washington County (23.3%). The percentage of the working-age population with English as a second language in Missouri was 7.1 percent. Three

counties reported numbers over the state average: Pulaski (18.0%), Boone (9.1%), and Moniteau (8.9%).

In Missouri, 10.8 percent of the working-age population did not have a high school diploma in 2022. Ten of the 19 counties in the region had a higher percentage of the working-age population without a high school diploma than the state average. Cooper County had the highest percentage of the working-age population without a high school diploma at 13.1 percent. In contrast, Crawford, Howard, and Phelps counties had the lowest percentage of the working-age population without a high school diploma at 9.7 percent.

| Barriers To Employment |                  |                        |                          |   |   |  |   |  |   |
|------------------------|------------------|------------------------|--------------------------|---|---|--|---|--|---|
| Area                   | Total Population | Total Population 18-64 | % of 18-64 in Population | Total Population 18-64 with less than high school diploma | % of Population 18-64 without high school diploma | Total Population 18-64 with a disability | % of Population 18-64 with a disability | Total Population 18-64 who speak language other than English | % of Population 18-64 who speak language other than English |
| Missouri               | 6,154,422        | 3,649,379              | 60.1%                    | 265,816   | 10.8%   | 449,967                                  | 12.3%                                   | 261,796  | 7.1%  |
| Audrain                | 24,873           | 14,779                 | 59.4%                    | 3,482   | 9.9%  | 2,742                                    | 20.0%                                   | 862  | 5.8%  |
| Boone                  | 184,043          | 123,122                | 66.9%                    | 1,563   | 10.4%   | 13,078                                   | 10.6%                                   | 11,196   | 9.1%  |
| Callaway               | 44,517           | 27,711                 | 62.2%                    | 108   | 10.3%   | 2,896                                    | 11.2%                                   | 509  | 1.8%  |
| Camden                 | 43,227           | 23,343                 | 54.0%                    | 1,290   | 10.9%   | 3,473                                    | 15.0%                                   | 1,412  | 6.0%  |
| Cole                   | 76,890           | 46,377                 | 60.3%                    | 765   | 11.3%   | 4,285                                    | 9.9%                                    | 2,298  | 5.0%  |
| Cooper                 | 16,893           | 10,003                 | 59.2%                    | 433   | 13.1%   | 1,179                                    | 13.4%                                   | 295  | 2.9%  |
| Crawford               | 23,023           | 13,199                 | 57.3%                    | 421   | 9.7%  | 2,668                                    | 20.5%                                   | 253  | 1.9%  |
| Dent                   | 14,509           | 8,092                  | 55.8%                    | 403   | 11.8%   | 1,468                                    | 18.3%                                   | 145  | 1.8%  |
| Gasconade              | 14,801           | 8,393                  | 56.7%                    | 653   | 11.1%   | 1,233                                    | 14.7%                                   | 119  | 1.4%  |
| Howard                 | 10,142           | 5,956                  | 58.7%                    | 331   | 9.7%  | 826                                      | 13.9%                                   | 87   | 1.5%  |
| Laclede                | 36,060           | 20,619                 | 57.2%                    | 7,147   | 10.0%   | 3,164                                    | 15.4%                                   | 560  | 2.7%  |
| Maries                 | 8,454            | 4,857                  | 57.5%                    | 416   | 12.0%   | 957                                      | 19.8%                                   | 57   | 1.2%  |
| Miller                 | 24,855           | 14,263                 | 57.4%                    | 397   | 10.5%   | 2,449                                    | 17.3%                                   | 458  | 3.2%  |
| Moniteau               | 15,401           | 9,056                  | 58.8%                    | 1,474   | 11.6%   | 923                                      | 11.6%                                   | 802  | 8.9%  |
| Morgan                 | 21,169           | 11,417                 | 53.9%                    | 447   | 11.8%   | 2,149                                    | 19.1%                                   | 803  | 7.0%  |
| Osage                  | 13,374           | 7,947                  | 59.4%                    | 721   | 11.1%   | 915                                      | 11.5%                                   | 75   | 0.9%  |
| Phelps                 | 44,843           | 28,034                 | 62.5%                    | 209   | 9.7%  | 4,011                                    | 14.5%                                   | 1,724  | 6.1%  |
| Pulaski                | 53,726           | 27,106                 | 50.5%                    | 1,353   | 10.2%   | 3,984                                    | 16.3%                                   | 4,888  | 18.0%   |
| Washington             | 23,580           | 14,072                 | 59.7%                    | 886   | 11.5%   | 3,085                                    | 23.3%                                   | 332  | 2.4%  |

Source: American Community Survey-5 Year data (2018-2022)

## D) Unemployment rates for the last five years

The unemployment rate in the Central Region is declining after peaking in 2020 due to the COVID-19 pandemic. The unemployment rate for 2022 was below the state average of 2.5 percent in eight of the 19 counties. In 2022, Osage County had the lowest unemployment rate of 1.9 percent. The highest unemployment rate was in Washington County at 3.2 percent.

| Unemployment Rate by County - Central Region |      |      |      |      |      |
|--|------|------|------|------|------|
| Year   | 2018 | 2019 | 2020 | 2021 | 2022 |
| US   | 3.9% | 3.7% | 8.1% | 5.3% | 3.6% |
| Missouri                                     | 3.2% | 3.2% | 6.1% | 4.1% | 2.5% |
| Audrain                                      | 3.1% | 3.3% | 5.8% | 3.5% | 3.0% |
| Boone  | 2.3% | 2.3% | 4.3% | 2.8% | 2.0% |
| Callaway                                     | 2.9% | 2.9% | 4.5% | 3.2% | 2.3% |
| Camden                                       | 4.3% | 4.4% | 7.0% | 4.7% | 3.1% |
| Cole   | 2.5% | 2.5% | 4.4% | 2.9% | 2.0% |
| Cooper                                       | 3.1% | 3.7% | 5.5% | 3.4% | 2.4% |
| Crawford                                     | 3.9% | 3.7% | 6.4% | 4.3% | 2.8% |
| Dent   | 3.3% | 3.5% | 4.8% | 4.1% | 3.1% |
| Gasconade                                    | 2.9% | 3.3% | 5.8% | 3.4% | 2.3% |
| Howard                                       | 2.9% | 3.0% | 4.2% | 3.1% | 2.4% |
| Laclede                                      | 3.7% | 6.7% | 8.2% | 4.1% | 2.5% |
| Maries                                       | 3.3% | 3.4% | 4.9% | 3.6% | 2.5% |
| Miller                                       | 3.7% | 3.7% | 6.1% | 3.9% | 2.5% |
| Moniteau                                     | 3.0% | 2.9% | 4.3% | 3.2% | 2.3% |
| Morgan                                       | 4.3% | 4.3% | 6.3% | 4.5% | 3.0% |
| Osage  | 2.4% | 2.3% | 3.6% | 2.5% | 1.9% |
| Phelps                                       | 3.1% | 3.2% | 4.8% | 3.5% | 2.5% |
| Pulaski                                      | 3.6% | 4.0% | 5.7% | 4.2% | 2.9% |
| Washington                                   | 4.5% | 4.4% | 7.2% | 4.8% | 3.2% |

Source: Local Area Unemployment Statistics, Not Seasonally Adjusted



## E) Major layoff events over the past three years and any anticipated layoffs

Major layoff events include:

- **2021**
  - o **Rise Baking - Mexico**
    - 124 People
    - Close Date: 09/30/21
- **2022**
  - o **Noble Health/Audrian Community Hospital - Mexico**
    - 133 People
    - Close Date: 04/01/22
  - o **Dairy Queen - Rolla**
    - 28 People
    - Close Date: 12/18/22
  - o **Rolla Pretium Packaging - Hermann**
    - 68 People
    - Close Date: 12/31/22
- **2023**
  - o **Watlow - Columbia**
    - 30 People
    - Layoff Date: 03/01/23
  - o **Dana, Inc. - Columbia**
    - 40 People
    - Layoff Date: 12/15/22
  - o **Cardinal Health - Moberly**
    - 131 People
    - Close Date: 01/30/23
  - o **Orcheln's - Moberly**
    - 16 People
    - Close Date: 05/11/23
  - o **Soft Surroundings - Mexico**
    - 80 People
    - Close Date: 09/15/23
  - o **Porite - Jefferson City**
    - 60 People
    - Close Date: 01/30/24

## **F) Any other factors that may affect local/regional economic conditions**

The COVID-19 pandemic had a significant impact on the workforce in 2020. Although we have recovered, there are still many shortages due to various issues, including the retirement of an aging workforce, childcare, housing, inflation, transportation, and supply chain issues.

Despite high quit rates, hiring rates are currently surpassing them, as many workers are changing jobs to improve their work-life balance, increase their compensation, or find a company culture that aligns with their values.

## **~ 7. Labor Market Analysis~**

*Provide an analysis of the LWDA's current labor market, including:*

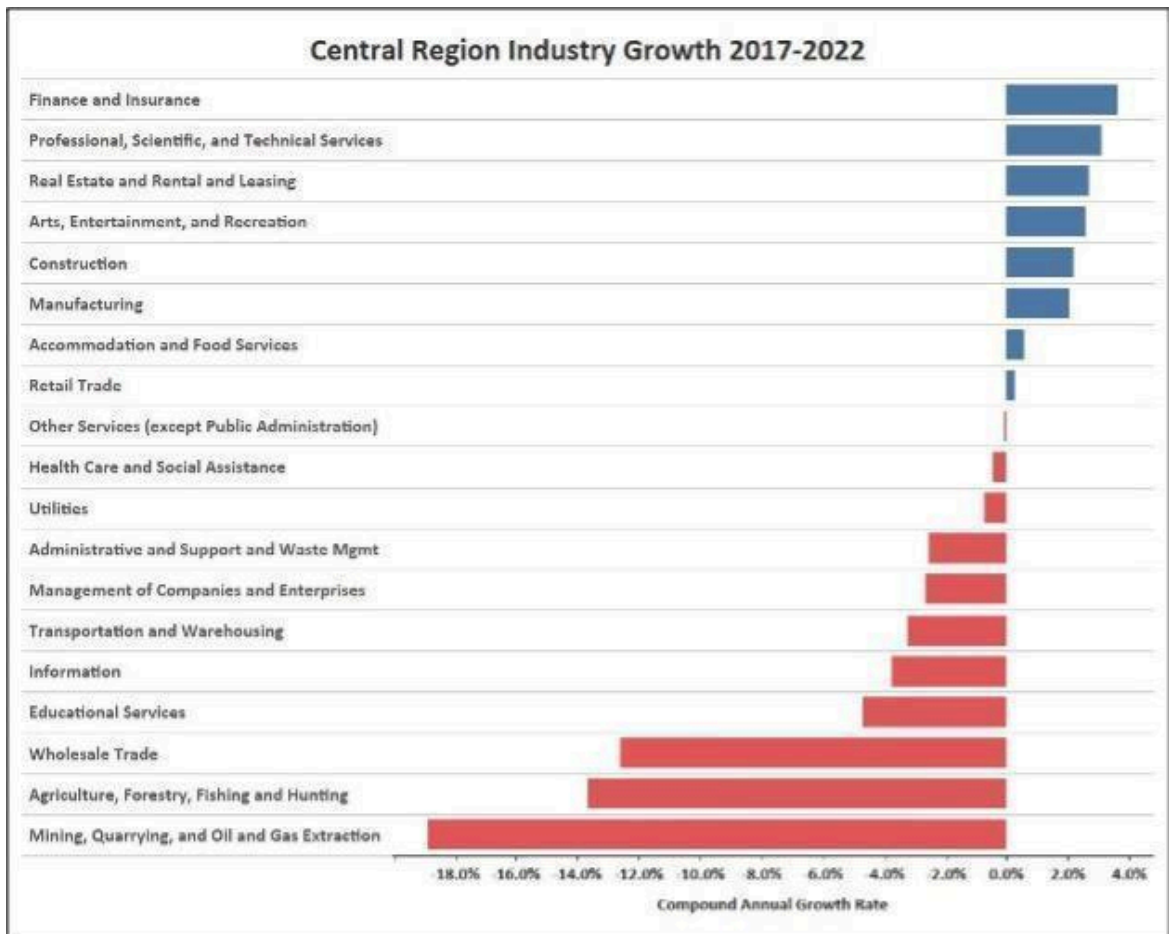
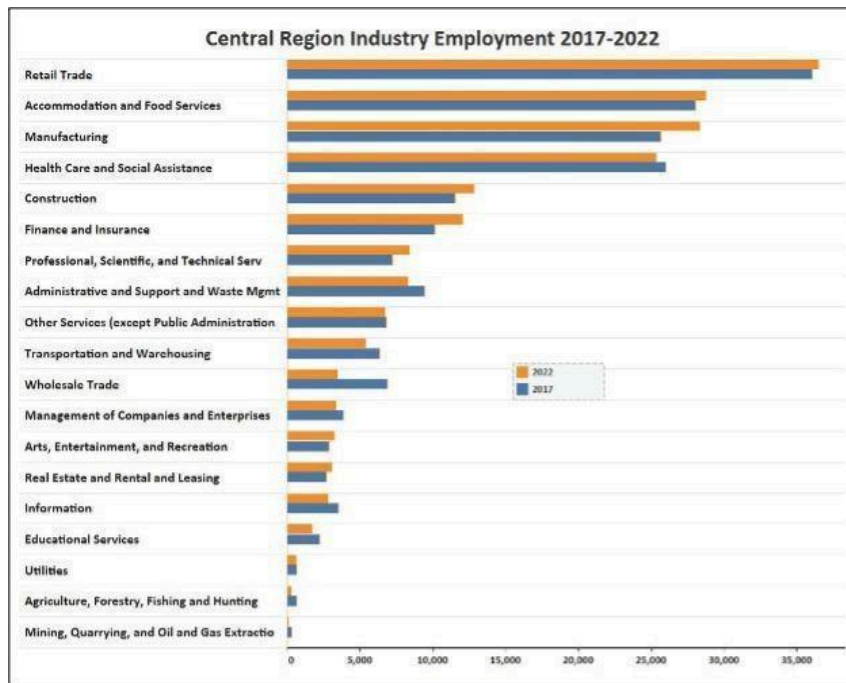
### **A. Existing Demand Industry Sectors and Occupations**

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

#### **Current Industry Demand**

Over time, several Central Region's industries have grown steadily. The Central Region had a positive compound annual growth rate of 0.1 percent over the past 5-year period from 2017 to 2022, with a 0.5 percent overall gain from 2017 to 2022. Eight industry groups have increased employment at a pace higher than the region's average compound annual growth rate of 0.1 percent. Those industries were *Finance and Insurance* (1,972 employment increase at 3.6% compound annual growth rate); *Professional, Scientific, and Technical Services* (1,193 at 3.1%); *Real Estate and Rental and Leasing* (383 at 2.7%); *Arts, Entertainment, and Recreation* (385 at 2.6%); *Construction* (1,322 at 2.2%); *Manufacturing* (2,713 at 2.0%); *Accommodation and Food Services* (774 at 0.6%); and *Retail Trade* (466 at 0.3%).

*See charts below.*



## 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 an above-average concentration of that industry.

In 2022, Central Region had three industries with LQs of 1.7 or higher: *Gasoline Stations and Fuel Dealers* (2.1); *Sporting Goods, Hobby, Musical Instrument, and Book Stores* (1.8); and *Credit Intermediation and Related Activities* (1.7). Other industries with high LQs were *General Merchandise Retailers* (1.4), *Motor Vehicle and Parts Dealers* (1.3), *Building Material and Garden Equipment and Supplies Dealers* (1.3), and *Wood Product Manufacturing* (1.3).

| 2022 Central Region Location Quotients                      |            |                   |
|---|------------|-------------------|
| Industry  | Employment | Location Quotient |
| Gasoline Stations and Fuel Dealers                          | 4,029      | 2.1               |
| Sporting Goods, Hobby, Musical Instrument, and Bookstores   | 5,152      | 1.8               |
| Credit Intermediation and Related Activities                | 8,572      | 1.7               |
| General Merchandise Retailers                               | 8,159      | 1.4               |
| Motor Vehicle and Parts Dealers                             | 5,066      | 1.3               |
| Building Material and Garden Equipment and Supplies Dealers | 3,572      | 1.3               |
| Wood Product Manufacturing                                  | 1,037      | 1.3               |
| Accommodation   | 4,062      | 1.2               |
| Transit and Ground Passenger Transportation                 | 932        | 1.2               |
| Printing and Related Support Activities                     | 816        | 1.1               |
| Food Services and Drinking Places                           | 24,699     | 1.1               |
| Nonmetallic Mineral Product Manufacturing                   | 861        | 1.1               |
| Animal Production and Aquaculture                           | 540        | 1.1               |
| Machinery Manufacturing                                     | 2,239      | 1.1               |
| Heavy and Civil Engineering Construction                    | 2,138      | 1.1               |

Source: Quarterly Census of Employment and Wages (QCEW), 2022 Annual Averages

## Current Occupational Demand

Current occupational demand can be attained through the job ads placed by employers. From November 2022 to October 2023, nearly 82,840 online job ads were placed for jobs located in the Central Region, according to Lightcast™.

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, experience, or education beyond high school. **Later** jobs typically require a bachelor's degree or higher education.

| Top Job Ads - Central Region   |   |                     |
|--|---|---------------------|
| SOC Code   | Occupation Title  | Online Job Postings |
| <b>NOW - Typically requires high school education or less and short-term training</b>                      |   |                     |
| 41-2031  | Retail Salespersons   | 2,290 ★             |
| 31-1120  | Home Health and Personal Care Aides   | 1,750 ★             |
| 35-3023  | Fast Food and Counter Workers   | 1,410 ★             |
| 43-4051  | Customer Service Representatives  | 1,320 ★             |
| 43-6014  | Secretaries and Administrative Assistants, Except Legal, Medical, and Executive | 1,050 ★             |
| 37-2011  | Janitors and Cleaners, Except Maids and Housekeeping Cleaners                   | 1,000 ★             |
| 53-7062  | Laborers and Freight, Stock, and Material Movers, Hand                          | 910 ★               |
| 35-3031  | Waiters and Waitresses  | 590 ★               |
| 53-7065  | Stockers and Order Fillers  | 550 ★               |
| 37-2012  | Maids and Housekeeping Cleaners   | 530 ★               |
| <b>NEXT - Typically requires moderate/long-term training or experience or education beyond high school</b> |   |                     |
| 41-1011  | First-Line Supervisors of Retail Sales Workers                                  | 1,710 ★             |
| 29-2061  | Licensed Practical and Licensed Vocational Nurses                               | 1,680 ★             |
| 41-4012  | Sales Representatives, Wholesale and Manufacturing, Except Technical and Scie   | 1,600 ★             |
| 53-3032  | Heavy and Tractor-Trailer Truck Drivers   | 1,400 ★             |
| 11-9051  | Food Service Managers   | 1,200 ★             |
| 49-9071  | Maintenance and Repair Workers, General   | 990 ★               |
| 29-2099  | Health Technologists and Technicians, All Other                                 | 850 ★               |
| 31-1131  | Nursing Assistants  | 760 ★               |
| 27-1026  | Merchandise Displayers and Window Trimmers                                      | 680 ★               |
| 35-1012  | First-Line Supervisors of Food Preparation and Serving Workers                  | 580 ★               |
| <b>LATER - Typically requires a bachelor's degree or higher</b>  |   |                     |
| 29-1141  | Registered Nurses   | 5,650 ★             |
| 15-1252  | Software Developers   | 1,410 ★             |
| 25-1000  | Postsecondary Teachers  | 1,300 ★             |
| 11-9111  | Medical and Health Services Managers  | 1,210 ★             |
| 11-9199  | Managers, All Other   | 1,170 ★             |
| 15-1299  | Computer Occupations, All Other   | 900 ★               |
| 13-1071  | Human Resources Specialists   | 700 ★               |
| 11-1021  | General and Operations Managers   | 600 ★               |
| 11-2021  | Marketing Managers  | 560 ★               |
| 29-1229  | Physicians, All Other   | 510 ★               |

Source: Lightcast, online job ads between Nov. 1, 2022 - Oct. 31, 2023

★ = Top Job Openings in Now, Next and Later, 2020-2030 Occupational Projections for Central Region, MERIC

**Now** occupations with the highest number of job postings included *Retail Salespersons, Home Health and Personal Care Aides, Fast Food and Counter Workers, Customer Service Representatives, and Secretaries and Administrative Assistants, Except Legal, Medical, and Executive*. Occupations with the most job postings in the **Next** category were *Supervisors of Retail Sales Workers, Licensed Practical and Licensed Vocational Nurses, Sales Representatives, Heavy and Tractor-Trailer Truck Drivers, and Food Service Managers*.

**Later** occupations with the highest job postings were *Registered Nurses, Software Developers, Postsecondary Teachers, Medical and Health Services Managers, Managers, and All Others*.

Many occupations with the most job postings also appeared on the list of jobs with the highest number of projected openings through 2030. The occupations with high numbers of job postings and high numbers of projected annual openings are identified with the star.

### **Missouri Workforce 2023 Survey**

From February 20, 2023, to April 17, 2023, over 2,800 Missouri companies with five or more employees were surveyed to gauge the state of the workforce from the employer's perspective. A total of 1,705 employers started the survey but did not respond to all questions, and 1,183 employers completed every question in the survey. Seventy-three percent of employers responded over the phone, and 27 percent completed the online version of the survey. Companies were asked 26 questions, some with multiple parts, about hiring trends, skill needs, and shortages, workforce initiatives, recruitment strategies, and education and experience requirements.

Companies interviewed were randomly selected from a categorized list of Missouri businesses from the Data Axle employer database. The sample was selected to be representative of Missouri's industry sectors and workforce regions. Regional quotas were based on the region's share of employment relative to the state. Over half (51%) of employers surveyed had 11-49 employees. The industries selected for the survey were chosen to represent a composite picture of the state's industry mix with a statistically significant sample surveyed from each industry sector matching the approximate ratio of these industries across the state.

Employers were asked about their staffing levels and future hiring plans to gauge employment trends. When asked about employment changes over the last 12 months, half (50%) said that *employment levels (total employment) remained the same as before* (47% in 2021, 57% in 2020, and 48% in 2019). In 2019, more employers reported increasing employment levels rather than decreasing (21% reporting a significant or slight decrease compared to 32% reporting a significant or slight increase). This flipped in 2020 and 2021, mostly due to the COVID-19 pandemic. In 2023, about 28 percent of surveyed employers reported *increased* employment levels, either slightly or significantly, while 22 percent reported *significant or slight decreases* in employment levels.

For the third year in a row, *hiring new full-time employees* remained the top method of expanding employment, with 75 percent of employers stating they would *hire new full-time employees*. Fifty-nine percent of employers reported they would *hire part-time employees*.

Employers were asked about the barriers they encountered in expanding employment. *The lack of applicants overall* was a new option for employers in the 2023 survey, and 66 percent of surveyed employers selected this option, making it the top barrier to expanding employment.

The next highest barriers were the *shortage of applicants with knowledge or skills* and *economic conditions*, and the top cited barriers since the survey began in 2019. *The shortage of applicants with knowledge or skills* increased significantly from previous years, from 47 percent in 2019 and 2020 to 60 percent in 2021 and 65 percent in 2023.

*Economic conditions* as a barrier to employment decreased from 37 percent in 2021 to 30 percent in 2023. Similarly, fewer employers encountered *government policies or regulations* as barriers to expanding employment, dropping from 30 percent in 2021 to 13 percent in 2023.

Other significant barriers encountered in 2023 included *lack of childcare* and *transportation access*, with 21 percent of respondents reporting these as barriers to expanding employment.

The survey also asked employers to rate the importance of each barrier on a scale of one to five, with one being insignificant and five being critical. The highest weighted average response for any barrier cited this year was *lack of applicants overall*, getting an importance score of 4.05 out of 5. The next highest weighted response was *government policies or regulations* (3.88), followed by a *shortage of applicants with knowledge or skills* (3.85). Although the share of employers choosing *government policies or regulations* as a barrier to employment expansion has decreased, it was still a critical barrier for those who did encounter it. *Shortage of available training programs* dropped in importance from 3.98 in 2019 to 3.15 in 2023.

Companies employ workers in a variety of functional areas with different work responsibilities. *Patient Care* and *Skilled Trades* functional areas had the largest percentage of employers reporting shortages of skilled applicants at 65 percent each. Skill shortages in *customer service* have increased substantially, increasing from 25 percent in 2019 and 31 percent in 2020 to 47 percent in 2021 and decreasing slightly to 45 percent in 2023.

Employers use several remedial measures to address the problem of skill shortages in the current workers, and *on-the-job training* remains the most preferred method. Over 9 in 10 employers (91%) stated they used *on-the-job training* to assist current workers in addressing the need for new or increased skills. However, there is a significant decrease in applying these remedial measures in 2023 when compared to



2021, most significantly in *providing a flexible schedule to pursue outside continuing education* (67% in 2021 vs. 46% in 2023) and *in-house classroom training* (60% in 2021 vs. 41% in 2023).

Relatedly, employers were also asked if there was any change over the last two years in flexibility for hiring applicants with less than the advertised preferred level of qualifications in education, experience, and skill level. Most employers said they stayed about the same in flexibility for hiring applicants. The majority that changed became more flexible in their consideration of applicants. Twenty-three percent of employers were more flexible with education requirements, 31 percent with experience level requirements, and 29 percent with skill level requirements.

Since the COVID-19 pandemic, there has been an increased interest in understanding remote work. Before the pandemic, February 2020), about 15 percent of employers had some workers working remotely. Remote work peaked in 2020 during the height of the pandemic, with over half of employers (56%) stating they had some workers working remotely, either full or part-time. This dropped significantly to 20 percent in 2021 and has increased slightly to 25 percent in 2023. When asked if they expected the number of remote workers to change over time, the vast majority (92%) of employers said they expected it to stay the same. Regarding workforce initiatives considered in the coming year, 13 percent of employers considered *remote work*.

Employers evaluated various business concerns for the future on a scale of one to five, with one unconcerned and five very concerned. Employers were most concerned about *attracting or retaining talent*, with a weighted average of 3.7. Several concerns decreased in importance from 2021, including *lack of information for decision-making* (2.92 in 2021 vs. 2.38 in 2023) and *supply chain disruptions* (3.61 in 2021 vs. 3.1 in 2023). *The cost of health insurance* was among the major concerns reported in the 2023 survey.

Although employers are optimistic about expanding employment, with 44 percent planning to *increase employment levels* over the next 12 months, they continue to struggle to find skilled applicants. Sixty-two percent of employers had positions that took over 30 days to fill. A *lack of overall applicants* and a *shortage of applicants with knowledge or skills* were the top barriers to expanding employment, with the *shortage of applicants with knowledge or skills* at the highest reported level since the first survey in 2019. The most important business concern for employers was *attracting and retaining talent*. To try to retain existing workers, employers have *increased wages* (86%), *offered a flexible work schedule* (64%), or *offered additional training* (52%). Responses to this survey reinforce the widely-held experience of a tight labor market and difficulty finding workers.

## **B. Emerging Demand Industry Sectors and Occupations**

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

## Industry Projections

The long-term industry projections help determine the industries expected to add positions within their organizations over time. The latest round of projections is through the ten-year period ending in 2030.

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

| Central Region Industry Projections 2020-2030 |  |            |         |                  |         |
|---|--|------------|---------|------------------|---------|
| NAICS   | Industry   | Employment |         | 2020-2030 Change |         |
|   |  | 2020       | 2030    | Numeric          | Percent |
| 10  | Total All Industries   | 296,848    | 320,352 | 23,504           | 7.9%    |
| 611   | Educational Services   | 30,123     | 32,845  | 2,722            | 9.0%    |
| 621   | Ambulatory Health Care Services  | 10,200     | 11,917  | 1,717            | 16.8%   |
| 561   | Administrative and Support Services                                    | 8,744      | 10,306  | 1,562            | 17.9%   |
| 541   | Professional, Scientific, and Technical Services                       | 8,355      | 9,869   | 1,514            | 18.1%   |
| 624   | Social Assistance  | 7,246      | 8,215   | 969              | 13.4%   |
| 336   | Transportation Equipment Manufacturing                                 | 3,373      | 4,328   | 955              | 28.3%   |
| 623   | Nursing and Residential Care Facilities                                | 8,089      | 8,986   | 897              | 11.1%   |
| 238   | Specialty Trade Contractors  | 7,122      | 7,831   | 709              | 10.0%   |
| 622   | Hospitals  | 16,261     | 16,899  | 638              | 3.9%    |
| 551   | Management of Companies and Enterprises                                | 4,291      | 4,727   | 436              | 10.2%   |
| 713   | Amusement, Gambling, and Recreation Industries                         | 2,553      | 2,963   | 410              | 16.1%   |
| 493   | Warehousing and Storage  | 2,073      | 2,471   | 398              | 19.2%   |
| 813   | Religious, Grantmaking, Civic, Professional, and Similar Organizations | 6,978      | 7,345   | 367              | 5.3%    |
| 454   | Nonstore Retailers   | 2,047      | 2,406   | 359              | 17.5%   |
| 492   | Couriers and Messengers  | 1,239      | 1,552   | 313              | 25.3%   |

Source: MERIC 2020-2030 Long Term Projections

## Occupational Projections

Job openings occur for three 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 7.9 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 **Now**, **Next**, and **Later** system 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, 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 growth openings in **Now** occupations were *Home Health and Personal Care Aides, Fast Food and Counter Workers, Waiters and Waitresses, Passenger Vehicle Drivers, and Bartenders*.

The largest growth in **Next** occupations was in *Cooks, Supervisors of Food Preparation and Serving Workers, Loan Interviewers and Clerks, Maintenance and Repair Workers, and Nursing Assistants*.

**Later** occupations with the highest growth were *General and Operations Managers, Software Developers and Software Quality Assurance Analysts and Testers, Registered Nurses, Loan Officers, and Secondary School Teachers*. These occupations are consistent with the industries identified as emerging industries.

See chart below.

| Central Region Highest Growth Openings 2020-2030   |              |                |       |                 |        |       |
|--|--------------|----------------|-------|-----------------|--------|-------|
| Occupation   | Average Wage | Percent Growth | Exits | Annual Openings |        |       |
|  |              |                |       | Transfers       | Growth | Total |
| <b>NOW - Typically requires short-term on-the-job training or less, little to no experience, and/or a high school diploma</b>                  |              |                |       |                 |        |       |
| Home Health and Personal Care Aides  | \$26,248     | 21.3%          | 494   | 437             | 148    | 1,079 |
| Fast Food and Counter Workers  | \$23,717     | 15.8%          | 613   | 669             | 92     | 1,374 |
| Waiters and Waitresses   | \$23,113     | 20.8%          | 332   | 540             | 85     | 957   |
| Passenger Vehicle Drivers, Except Bus Drivers, Transit and Intercity   | \$31,319     | 18.1%          | 182   | 137             | 46     | 365   |
| Bartenders   | \$25,830     | 9.7%           | 57    | 152             | 36     | 245   |
| Janitors and Cleaners, Except Maids and Housekeeping Cleaners  | \$28,272     | 9.0%           | 261   | 294             | 36     | 591   |
| Stockers and Order Fillers   | \$28,493     | 33.6%          | 220   | 377             | 36     | 633   |
| Laborers and Freight, Stock, and Material Movers, Hand   | \$29,328     | 10.1%          | 148   | 294             | 32     | 474   |
| Light Truck or Delivery Services Drivers   | \$37,600     | 14.5%          | 94    | 155             | 31     | 280   |
| Driver/Sales Workers   | \$25,692     | 19.7%          | 66    | 109             | 29     | 204   |
| <b>NEXT - Typically requires non-degree certificate, associate degree, apprenticeship, some experience, or moderate- to long-term training</b> |              |                |       |                 |        |       |
| Cooks, Restaurant  | \$25,476     | 50.7%          | 269   | 391             | 185    | 845   |
| First-Line Supervisors of Food Preparation and Serving Workers   | \$33,978     | 22.3%          | 98    | 223             | 44     | 365   |
| Loan Interviewers and Clerks   | \$34,556     | 19.0%          | 46    | 94              | 28     | 168   |
| Maintenance and Repair Workers, General  | \$36,356     | 6.6%           | 131   | 217             | 24     | 372   |
| Nursing Assistants   | \$27,845     | 6.2%           | 232   | 205             | 22     | 459   |
| Electricians   | \$51,043     | 5.2%           | 40    | 100             | 18     | 158   |
| Welders, Cutters, Solderers, and Brazers   | \$40,241     | 14.4%          | 30    | 92              | 18     | 140   |
| Heavy and Tractor-Trailer Truck Drivers  | \$43,494     | 17.2%          | 141   | 234             | 18     | 393   |
| Teaching Assistants, Except Postsecondary  | \$24,805     | 8.2%           | 99    | 104             | 17     | 220   |
| Medical Assistants   | \$30,976     | 17.1%          | 40    | 72              | 15     | 127   |
| <b>LATER - Typically requires a bachelor's degree or higher</b>  |              |                |       |                 |        |       |
| General and Operations Managers  | \$80,730     | 12.5%          | 112   | 349             | 66     | 527   |
| Software Developers and Software Quality Assurance Analysts and Test   | \$93,427     | 26.7%          | 38    | 80              | 39     | 157   |
| Registered Nurses  | \$62,888     | 5.3%           | 190   | 180             | 37     | 407   |
| Loan Officers  | \$74,448     | 8.8%           | 33    | 84              | 33     | 150   |
| Secondary School Teachers, Except Special and Career/Technical Educat  | \$51,358     | 24.2%          | 103   | 158             | 33     | 294   |
| Medical and Health Services Managers   | \$104,588    | 27.5%          | 25    | 50              | 24     | 99    |
| Elementary School Teachers, Except Special Education   | \$49,819     | 8.4%           | 87    | 114             | 23     | 224   |
| Market Research Analysts and Marketing Specialists   | \$52,249     | 28.1%          | 20    | 62              | 21     | 103   |
| Management Analysts  | \$74,352     | 17.7%          | 39    | 70              | 20     | 129   |
| Nurse Practitioners  | \$98,895     | 47.2%          | 11    | 16              | 20     | 47    |

Source: MPRC 2020-2030 Long-Term Occupational Projections

### 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 required knowledge, skills, and abilities, including credentials and licenses.

## 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. Lightcast™ is a data tool that spiders over several thousand different websites with job ads. The information in the ads is placed in a database that can be queried to gain insight into employer needs.

The following table lists the specialized skills, certifications, and software and programming abilities requested most frequently by employers in job ads.

Generally, in the software and programming category, Microsoft Office and its products such as Word, Excel, PowerPoint, and Access rank at the top of the list across all industries; therefore, in this list, these Microsoft products have not been included as those tend to crowd the list by appearing at the top across all the industries. Industry-specific programs identified in the job ads are listed in the table.

| Employer Skill Needs - Central Region                     |                               |   |                                   |
|---|-------------------------------|---|-----------------------------------|
| Industry  | Specialized Skills            | Qualifications  | Software and Programming Skills   |
| Health Care & Social Assistance                           | Nursing                       | Registered Nurse (RN)                                     | SQL (Programming Language)        |
|   | Data Entry                    | Valid Driver's License                                    | Epic EMR                          |
|   | Machinery                     | Licensed Practical Nurse (LPN)                            | Spreadsheets                      |
|   | Medical Records               | Basic Life Support (BLS) Certification                    | Python (Programming Language)     |
|   | Ability To Distinguish Colors | Cardiopulmonary Resuscitation (CPR) Certification         | Dashboard                         |
| Manufacturing   | Forklift Truck                | Valid Driver's License                                    | SAP Applications                  |
|   | Project Management            | CDL Class A License                                       | Python (Programming Language)     |
|   | Marketing                     | Master Of Business Administration (MBA)                   | SQL (Programming Language)        |
|   | Warehousing                   | Commercial Driver's License (CDL)                         | AutoCAD                           |
|   | Auditing                      | Forklift Certification                                    | Operating Systems                 |
| Accommodation & Food Service                              | Restaurant Operation          | Valid Driver's License                                    | Property Management Systems       |
|   | Food Services                 | ServSafe Certification                                    | Spreadsheets                      |
|   | Food Safety And Sanitation    | Food Handler's Card                                       | Operating Systems                 |
|   | Restaurant Management         | Food Safety Certification                                 | Amazon Web Services               |
|   | General Mathematics           | Registered Dietitian (RD/RDN)                             | Jersey (Java Framework)           |
| Finance & Insurance                                       | Agile Methodology             | FINRA Series 7 (General Securities Representative)        | Java (Programming Language)       |
|   | Financial Services            | Master Of Business Administration (MBA)                   | SQL (Programming Language)        |
|   | Computer Science              | Chartered Financial Analyst                               | JavaScript (Programming Language) |
|   | Java (Programming Language)   | Certified Public Accountant                               | Microsoft Azure                   |
|   | Information Systems           | Valid Driver's License                                    | Python (Programming Language)     |
| Administrative & Support & Waste Management & Remediation | Project Management            | Registered Nurse (RN)                                     | Epic EMR                          |
|   | Nursing                       | Valid Driver's License                                    | MEDITECH EHR                      |
|   | Intensive Care Unit           | Basic Life Support (BLS) Certification                    | SQL (Programming Language)        |
|   | Mopping                       | Advanced Cardiovascular Life Support (ACLS) Certification | SAP Applications                  |
|   | Construction                  | Board Certified/Board Eligible                            | AutoCAD                           |
| Transportation & Warehousing                              | Warehousing                   | Valid Driver's License                                    | Inventory Control Systems         |
|   | Selling Techniques            | CDL Class A License                                       | Salesforce                        |
|   | Truck Driving                 | Commercial Driver's License (CDL)                         | SAP Applications                  |
|   | Mail Sorting                  | Doubles Endorsement                                       | Non-Fungible Tokens (NFT)         |
|   | Palletizing                   | Triples Endorsement                                       | JavaScript (Programming Language) |
| Arts, Entertainment & Recreation                          | Marketing                     | Cardiopulmonary Resuscitation (CPR) Certification         | Spreadsheets                      |
|   | Restaurant Operation          | Valid Driver's License                                    | JOInAS                            |
|   | Cash Handling                 | First Aid Certification                                   | C++ (Programming Language)        |
|   | Medication Administration     | Chauffeur License   | WordPress                         |
|   | Lecturing                     | Personal Trainer Certification                            | Mailchimp                         |
| Information   | Project Management            | Valid Driver's License                                    | Operating Systems                 |
|   | Marketing                     | Registered Nurse (RN)                                     | SQL (Programming Language)        |
|   | Selling Techniques            | Master Of Business Administration (MBA)                   | Google Workspace                  |
|   | Computer Science              | Cisco Certified Network Associate                         | Salesforce                        |
|   | Outbound Calls                | CompTIA A+  | Python (Programming Language)     |

Source: Lightcast, online job ads between Nov. 1, 2022 - Oct. 31, 2023

## ~ 8. Workforce Analysis ~

*Describe the current workforce, including individuals with barriers to employment, as defined in section 3 of WIOA<sup>1</sup>. This population must include individuals with disabilities among other groups 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.*

**Population Data**

The U.S. Census Bureau estimates that Missouri’s population grew to over 6.15 million in 2022, up 0.2 percent from the previous year. In the Central Region over the past year, the population in seven of the 19 counties grew faster than the state. The highest population increase was in Boone County, adding over 1,870 residents from 2021 to 2022 and just over 9,400 residents from 2017 to 2022. During the same five-year period, the population of Camden County decreased by just over 1,600 residents.

| <b>Central Region Population Change by County</b> |                                |                   |                                |                   |
|---|--------------------------------|-------------------|--------------------------------|-------------------|
| <b>NAME</b>                                       | <b>1 Year Change 2021-2022</b> |                   | <b>5 Year Change 2017-2022</b> |                   |
|   | <b>Number</b>                  | <b>Percentage</b> | <b>Number</b>                  | <b>Percentage</b> |
| <b>Missouri</b>                                   | <b>12,888</b>                  | <b>0.2%</b>       | <b>79,122</b>                  | <b>1.3%</b>       |
| Audrain   | (350)                          | -1.4%             | (890)                          | -3.5%             |
| Boone   | 1,873                          | 1.0%              | 9,454                          | 5.4%              |
| Callaway  | 68                             | 0.2%              | (276)                          | -0.6%             |
| Camden  | 174                            | 0.4%              | (1,628)                        | -3.6%             |
| Cole  | (522)                          | -0.7%             | 141                            | 0.2%              |
| Cooper  | (504)                          | -2.9%             | (727)                          | -4.1%             |
| Crawford  | (181)                          | -0.8%             | (1,364)                        | -5.6%             |
| Dent  | (76)                           | -0.5%             | (1,057)                        | -6.8%             |
| Gasconade   | (2)                            | 0.0%              | 32                             | 0.2%              |
| Howard  | (5)                            | 0.0%              | (2)                            | 0.0%              |
| Laclede   | 162                            | 0.5%              | 572                            | 1.6%              |
| Maries  | (3)                            | 0.0%              | (505)                          | -5.6%             |
| Miller  | 212                            | 0.9%              | (92)                           | -0.4%             |
| Moniteau  | (322)                          | -2.0%             | (503)                          | -3.2%             |
| Morgan  | 286                            | 1.4%              | 1,072                          | 5.3%              |
| Osage   | 2                              | 0.0%              | (236)                          | -1.7%             |
| Phelps  | 151                            | 0.3%              | (30)                           | -0.1%             |
| Pulaski   | 266                            | 0.5%              | 594                            | 1.1%              |
| Washington  | (211)                          | -0.9%             | (1,388)                        | -5.6%             |

**Source:** U.S. Census Bureau, Population Annual Estimates

**Demographics**

In some ways, the Central Region’s population shows similar trends to Missouri’s population. Most of the region’s counties had a somewhat similar percentage of the population in the age group of under 20 years as that of Missouri for this age group (25.0%). The population age 55+ was above the state average of 30.6 percent in 14 of the 19 counties. The county with the highest percentage of residents aged 55 and up was Camden County, with 46.8 percent of residents in this age group.

The male/female gender split was close to the state average in all counties. In four of the 19 counties in the Central Region, the male population was less than the female population. Audrain County had the lowest percentage of male population in the region (47.3%).

Race/ethnicity statistics differed from Missouri's averages in most of the counties in the region. All counties in the region had fewer minorities than the state average except for Boone, Cole, and Pulaski Counties.

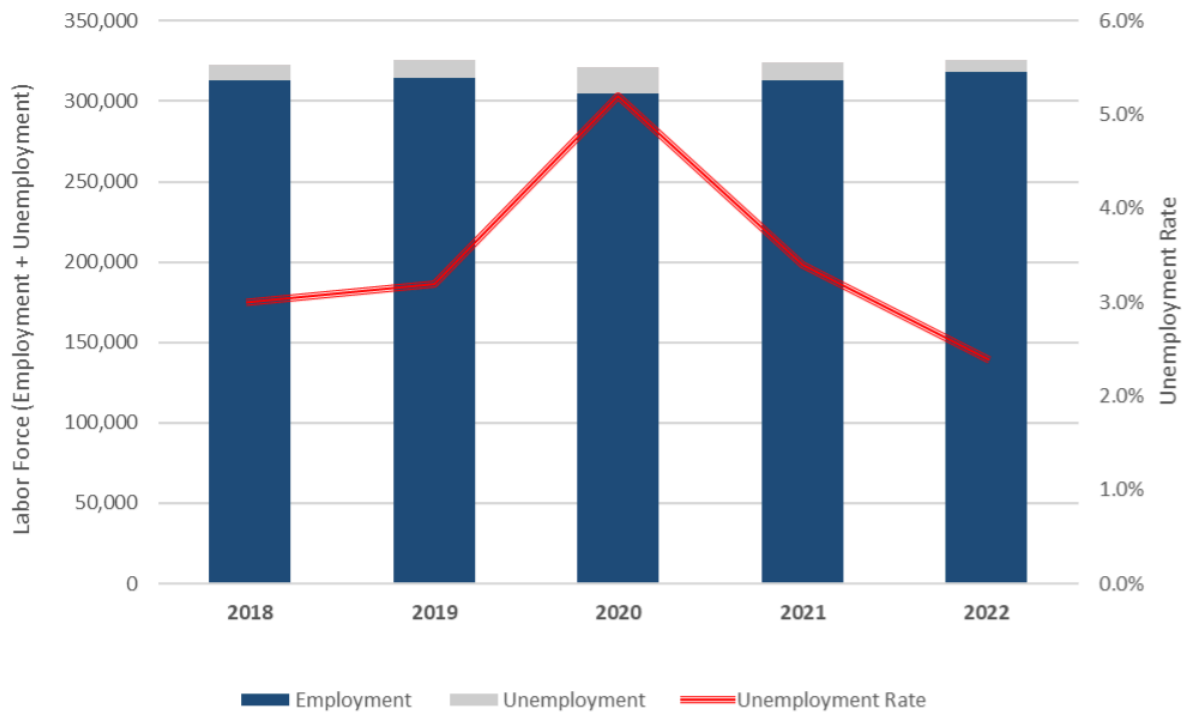
| County     | Population |          |          |          |          |       | Gender |       | Race/Ethnicity |                           |       |                                   |  |                 |          |                   |                    |
|------------|------------|----------|----------|----------|----------|-------|--------|-------|----------------|---------------------------|-------|-----------------------------------|--|-----------------|----------|-------------------|--------------------|
|            | Total      | Under 20 | 20 to 24 | 25 to 34 | 35 to 54 | 55+   | Female | Male  | White          | Black or African American | Asian | American Indian and Alaska Native | Native Hawaiian and Other Pacific Islander | Some other race | One Race | Two or more races | Hispanic or Latino |
| Missouri   | 6,154,422  | 25.0%    | 6.7%     | 13.2%    | 24.4%    | 30.6% | 50.6%  | 49.4% | 79.4%          | 11.3%                     | 2.1%  | 0.3%                              | 0.1%                                       | 1.5%            | 94.6%    | 5.4%              | 4.6%               |
| Audrain    | 24,873     | 25.0%    | 5.3%     | 12.8%    | 24.8%    | 32.2% | 52.7%  | 47.3% | 89.2%          | 4.8%                      | 0.5%  | 0.6%                              | 0.1%                                       | 0.4%            | 95.6%    | 4.4%              | 3.4%               |
| Boone      | 184,043    | 25.5%    | 14.1%    | 14.6%    | 22.3%    | 23.4% | 51.4%  | 48.6% | 78.9%          | 9.3%                      | 4.7%  | 0.2%                              | 0.1%                                       | 1.2%            | 94.4%    | 5.6%              | 3.6%               |
| Callaway   | 44,517     | 24.1%    | 6.6%     | 13.3%    | 25.3%    | 30.8% | 48.0%  | 52.0% | 90.3%          | 4.3%                      | 0.1%  | 0.4%                              | 0.2%                                       | 0.5%            | 95.8%    | 4.2%              | 2.2%               |
| Camden     | 43,227     | 19.2%    | 4.4%     | 8.9%     | 20.8%    | 46.8% | 50.3%  | 49.7% | 94.7%          | 0.9%                      | 0.5%  | 0.3%                              | 0.0%                                       | 1.0%            | 97.2%    | 2.8%              | 3.1%               |
| Cole       | 76,890     | 24.5%    | 6.1%     | 13.5%    | 25.5%    | 30.4% | 49.3%  | 50.7% | 82.0%          | 11.4%                     | 1.6%  | 0.2%                              | 0.0%                                       | 0.8%            | 95.9%    | 4.1%              | 3.1%               |
| Cooper     | 16,893     | 24.6%    | 7.0%     | 12.7%    | 23.3%    | 32.4% | 49.5%  | 50.5% | 88.5%          | 5.6%                      | 0.4%  | 0.2%                              | 0.0%                                       | 0.5%            | 95.2%    | 4.8%              | 2.2%               |
| Crawford   | 23,023     | 24.4%    | 5.4%     | 11.0%    | 23.9%    | 35.3% | 50.4%  | 49.6% | 94.3%          | 0.5%                      | 0.3%  | 0.1%                              | 0.2%                                       | 0.5%            | 96.0%    | 4.0%              | 2.3%               |
| Dent       | 14,509     | 24.3%    | 5.3%     | 10.1%    | 23.4%    | 36.9% | 50.0%  | 50.0% | 93.0%          | 0.6%                      | 0.9%  | 0.3%                              | 0.1%                                       | 0.7%            | 95.6%    | 4.4%              | 2.0%               |
| Gasconade  | 14,801     | 22.7%    | 5.0%     | 10.7%    | 22.5%    | 39.0% | 49.2%  | 50.8% | 94.9%          | 0.9%                      | 0.2%  | 0.2%                              | 0.4%                                       | 0.0%            | 96.5%    | 3.5%              | 0.8%               |
| Howard     | 10,142     | 26.4%    | 9.0%     | 10.3%    | 21.3%    | 33.0% | 49.0%  | 51.0% | 87.9%          | 5.9%                      | 0.3%  | 1.4%                              | 0.1%                                       | 0.6%            | 96.2%    | 3.8%              | 2.0%               |
| Laclede    | 36,060     | 27.1%    | 5.3%     | 11.6%    | 24.2%    | 31.7% | 50.0%  | 50.0% | 91.6%          | 0.5%                      | 0.7%  | 0.5%                              | 0.2%                                       | 1.5%            | 94.9%    | 5.1%              | 2.7%               |
| Marion     | 8,454      | 21.6%    | 6.6%     | 9.9%     | 24.0%    | 37.8% | 49.4%  | 50.6% | 95.0%          | 0.3%                      | 0.2%  | 1.1%                              | 0.0%                                       | 0.3%            | 96.9%    | 3.1%              | 1.8%               |
| Miller     | 24,855     | 25.5%    | 5.3%     | 11.6%    | 23.8%    | 33.9% | 49.9%  | 50.1% | 95.7%          | 1.0%                      | 0.4%  | 0.1%                              | 0.1%                                       | 0.5%            | 97.9%    | 2.1%              | 2.1%               |
| Moniteau   | 15,401     | 27.5%    | 5.5%     | 12.4%    | 25.6%    | 29.0% | 48.2%  | 51.8% | 92.8%          | 2.7%                      | 0.3%  | 0.3%                              | 0.1%                                       | 1.5%            | 97.6%    | 2.4%              | 5.5%               |
| Morgan     | 21,169     | 24.6%    | 4.9%     | 10.3%    | 21.2%    | 39.1% | 49.6%  | 50.4% | 94.0%          | 0.3%                      | 0.6%  | 0.0%                              | 0.0%                                       | 0.6%            | 95.6%    | 4.4%              | 2.5%               |
| Osage      | 13,374     | 26.1%    | 6.3%     | 11.2%    | 24.3%    | 32.2% | 48.4%  | 51.6% | 97.9%          | 0.2%                      | 0.0%  | 0.5%                              | 0.0%                                       | 0.1%            | 98.6%    | 1.4%              | 1.0%               |
| Phelps     | 44,843     | 26.3%    | 11.1%    | 11.6%    | 21.8%    | 29.2% | 47.3%  | 52.7% | 87.7%          | 2.1%                      | 3.4%  | 0.5%                              | 0.0%                                       | 0.8%            | 94.5%    | 5.5%              | 2.9%               |
| Pulaski    | 53,726     | 31.7%    | 13.4%    | 17.6%    | 20.0%    | 17.3% | 44.2%  | 55.8% | 73.8%          | 10.1%                     | 2.5%  | 0.7%                              | 0.5%                                       | 1.7%            | 89.4%    | 10.6%             | 11.6%              |
| Washington | 23,580     | 25.5%    | 5.2%     | 12.1%    | 25.5%    | 31.6% | 48.0%  | 52.0% | 93.1%          | 1.7%                      | 0.1%  | 0.0%                              | 0.1%                                       | 0.4%            | 95.4%    | 4.6%              | 1.7%               |

Source: American Community Survey-5 Year data (2018-2022)

## **Employment and Unemployment**

The number of Central Region residents in the labor force has remained relatively steady from 2018 to 2022, ranging from over 313,300 in 2018 to over 318,000 in 2022. The unemployment rate for the region jumped to 5.2 percent in 2020 because of the COVID-19 pandemic. However, 2021 and 2022 data show a continuation of recovery, with the unemployment rate decreasing to 3.4 percent and 2.4 percent, respectively. *See chart below.*

## Employment and Unemployment - Central Region



### Labor Force Participation

The labor force is the sum of employed and unemployed persons. The labor force participation rate is the labor force as a percent of the civilian population 16 years and older. Using the American Community Survey, 5-year data through 2022, Missouri's labor force participation rate was 62.5 percent. In comparison, the rate for the Central Region was 58.7 percent. The county with the highest civilian labor force participation rate in the region was Boone County (66.5%), and the lowest was Pulaski County (45.0%). It is important to note that in Pulaski County, about 10,000 people 16 years and over were in armed forces.

### **B. Labor Market Trends**

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

| Civilian Labor Force Participation Rate by County<br>Central Region |                                    |   |   |
|---|------------------------------------|---|---|
| Region  | Population<br>16 years and<br>over | Civilian<br>Population 16<br>years and over<br>(In labor force) | Labor Force<br>Participation Rate<br>(Civilian) |
| Missouri  | 4,940,395                          | 3,087,517   | 62.5%   |
| <b>Central Total</b>  | <b>563,099</b>                     | <b>330,683</b>  | <b>58.7%</b>                                    |
| Audrain   | 19,938                             | 11,526  | 57.8%   |
| Boone   | 151,401                            | 100,748   | 66.5%   |
| Callaway  | 36,425                             | 21,716  | 59.6%   |
| Camden  | 36,695                             | 19,062  | 51.9%   |
| Cole  | 61,878                             | 38,932  | 62.9%   |
| Cooper  | 13,619                             | 7,638   | 56.1%   |
| Crawford  | 18,470                             | 9,795   | 53.0%   |
| Dent  | 11,588                             | 6,463   | 55.8%   |
| Gasconade   | 12,101                             | 7,330   | 60.6%   |
| Howard  | 8,184                              | 4,522   | 55.3%   |
| Laclede   | 28,081                             | 16,498  | 58.8%   |
| Maries  | 6,935                              | 3,796   | 54.7%   |
| Miller  | 19,738                             | 11,926  | 60.4%   |
| Moniteau  | 12,041                             | 6,929   | 57.5%   |
| Morgan  | 16,943                             | 8,035   | 47.4%   |
| Osage   | 10,684                             | 6,784   | 63.5%   |
| Phelps  | 36,482                             | 19,933  | 54.6%   |
| Pulaski   | 43,044                             | 19,391  | 45.0%   |
| Washington  | 18,852                             | 9,659   | 51.2%   |

Source: American Community Survey-5 Year data (2018-2022)



## **In-Demand Occupations**

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

Long-term projections are produced in each state in conjunction with the Bureau of Labor Statistics. Since economies vary throughout the state, projections are generated for the state and regions, providing insight into the growing and declining occupations. The total number of openings accounts for three 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 and short-term training. **Next** occupations typically require moderate to long-term training, experience, and/or education beyond high school. **Later** occupations typically require a bachelor's degree or higher.

While long-term projections offer a solid understanding of longer-term employer needs, job ads placed by employers help recognize the current needs of employers. When projections predict a high number of future openings and job ads show current demand for the same occupation, the occupation may be a good career possibility.

The table below displays the top five jobs by the number of projected openings for the 10-year projection period through 2030 in the region's **Now, Next, and Later** categories.

The flame beside some occupations represents "hot jobs" determined by the number of job ads placed by employers.

Top occupations by the total number of annual openings in the **Now** category were *Cashiers* (1,606); *Fast Food and Counter Workers* (1,374); *Retail Salespersons* (1,156); *Home Health and Personal Care Aides* (1,079); and *Waiters and Waitresses* (957). The reason for a high number of openings is turnover and transfers within these occupations.

Occupations with the highest number of annual openings in the **Next** category were *Restaurant Cooks* (845); *Secretaries and Administrative Assistants* (487); *Nursing*

Assistants (459); Heavy and Tractor-Trailer Truck Drivers (393); and Maintenance and Repair Workers (372).

**Later** occupations with the highest number of annual openings were *General and Operations Managers* (527); *Registered Nurses* (407); *Secondary School Teachers* (294); *Teaching Assistants, Postsecondary* (269); and *Elementary School Teachers* (224).

Many high-demand occupations correspond directly with the high growth industry groups, such as *Health Care, Educational Services, Retail Trade, 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 Occupational Projections 2020-2030  |            |            |                 |           |              |              |          |
|--|------------|------------|-----------------|-----------|--------------|--------------|----------|
| Occupation   | 2020       | 2030       | Annual Openings |           |              | Average Wage |          |
|  | Employment | Employment | Exits           | Transfers | Growth Total |              |          |
| <b>NOW</b> - Typically requires short-term on-the-job training or less, little to no experience, and/or a high school diploma                  |            |            |                 |           |              |              |          |
| Cashiers   | 9,384      | 8,909      | 778             | 876       | -48          | 1,606        | \$23,624 |
| Fast Food and Counter Workers  | 5,864      | 6,788      | 613             | 669       | 92           | 1,374        | \$23,717 |
| Retail Salespersons  | 8,301      | 8,342      | 465             | 687       | 4            | 1,156        | \$29,132 |
| Home Health and Personal Care Aides  | 6,980      | 8,465      | 494             | 437       | 148          | 1,079        | \$26,248 |
| Waiters and Waitresses   | 4,096      | 4,946      | 332             | 540       | 85           | 957          | \$23,113 |
| <b>NEXT</b> - Typically requires non-degree certificate, associate degree, apprenticeship, some experience, or moderate- to long-term training |            |            |                 |           |              |              |          |
| Cooks, Restaurant  | 3,647      | 5,495      | 269             | 391       | 185          | 845          | \$25,476 |
| Secretaries and Administrative Assistants, Except Legal, Medical, and Executive  | 5,152      | 4,739      | 252             | 276       | -41          | 487          | \$34,735 |
| Nursing Assistants   | 3,509      | 3,726      | 232             | 205       | 22           | 459          | \$27,845 |
| Heavy and Tractor-Trailer Truck Drivers  | 3,361      | 3,537      | 141             | 234       | 18           | 393          | \$43,494 |
| Maintenance and Repair Workers, General  | 3,601      | 3,840      | 131             | 217       | 24           | 372          | \$36,356 |
| <b>LATER</b> - Typically requires a bachelor's degree or higher  |            |            |                 |           |              |              |          |
| General and Operations Managers  | 5,304      | 5,965      | 112             | 349       | 66           | 527          | \$80,730 |
| Software Developers and Software Quality Assurance Analysts and Testers  | 1,448      | 1,834      | 38              | 80        | 39           | 157          | \$93,427 |
| Registered Nurses  | 6,956      | 7,327      | 190             | 180       | 37           | 407          | \$62,888 |
| Loan Officers  | 1,373      | 1,705      | 33              | 84        | 33           | 150          | \$74,448 |
| Secondary School Teachers, Except Special and Career/Technical Education   | 3,725      | 4,051      | 103             | 158       | 33           | 294          | \$51,358 |

Flame icon indicates occupations with high numbers of job ads between Nov. 1, 2022 - Oct. 31, 2023  
Sources: MERIC Long-Term Occupational Projections 2020-2030 and Lightcast, online job ads

### C) Education and Skills Levels of the Workforce Analysis

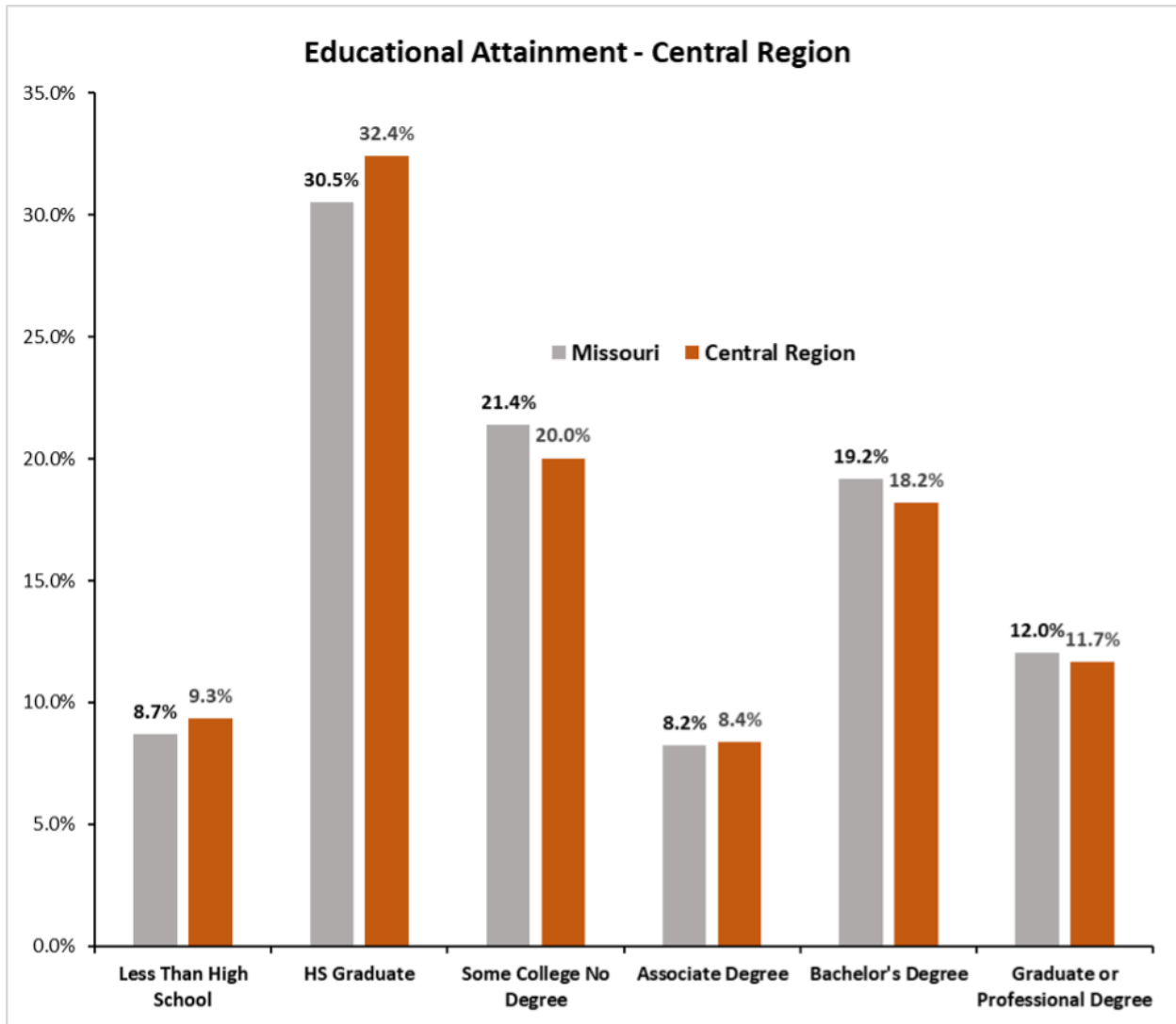
Provide an analysis of the educational and skills levels of the workforce.

#### Educational Attainment

Educational attainment measures the highest level of education obtained by individuals aged 25 and up or the population generally in the workforce. Ninety-two percent of Missouri's population age 25 and over was a high school graduate or higher in 2022. About 19 percent held a bachelor's degree, and 12 percent held a graduate or professional degree.

In the Central Region, the educational attainment rates for individuals were 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 was slightly below the state averages.



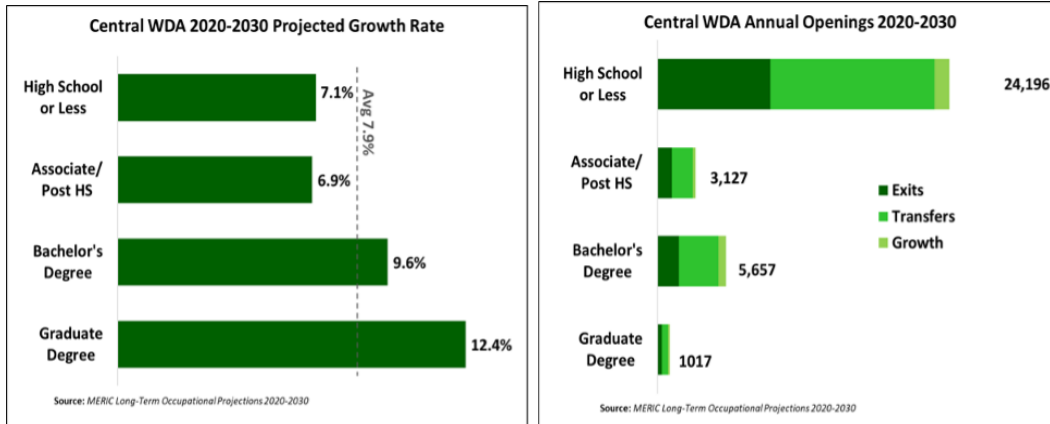
### **Occupational Projections**

Long-term projections are used to identify the fastest-growing occupations and occupations with a high number of openings through 2030.

The growth rate of an occupation measures the percentage of jobs added by an occupation between the base year and the projected year. Occupations requiring a graduate degree or more are projected to grow faster in the Central Region. The fastest occupation groups projected to grow 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 2030. Openings in an occupation can occur due to growth, 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 due to high turnover rates as workers either transfer to other occupations or leave the workforce.



## D) Skills Gaps

*Describe apparent "skills gaps" in the local area. How are the "skills gaps" determined?*

### Missouri Workforce 2023 Survey

The Missouri Employer Survey has been conducted four times since 2019. Some questions have remained consistent each year, and others have changed to reflect current issues impacting the state's employers. Methodologies were held as consistently as possible from year to year. Comparisons to previous years are made throughout the report where applicable, but each survey indicates a snapshot in time. It can infer changing trends in the labor market and employer sentiment but was not designed as a stringent time series analysis.

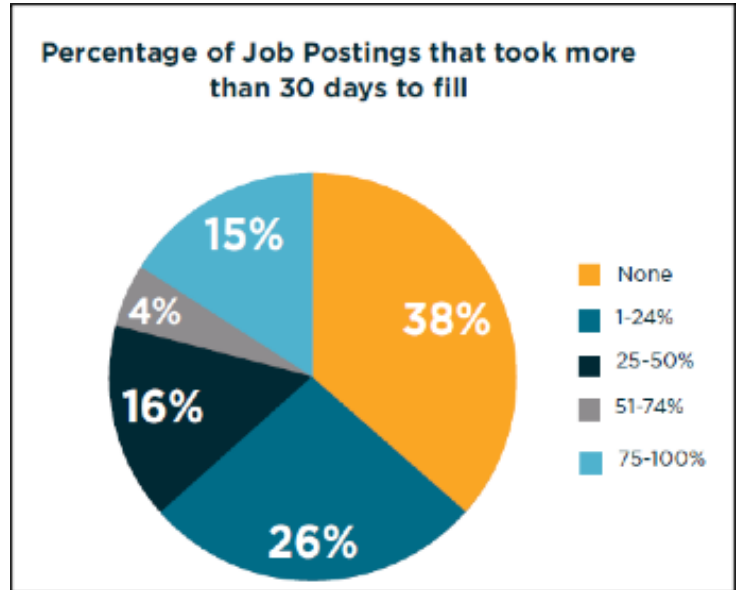
Missouri has over 230,000 payroll employers who provide jobs to over 2.8 million people. Understanding the current hiring trends and challenges faced by the state's employers is essential in providing targeted resources and services to help these employers and supporting the state's economic and workforce development. Keeping these objectives in view, over 2,800 Missouri companies with five or more employees were surveyed from February 20, 2023, to April 17, 2023. This helped gauge the state of the workforce from the employer's perspective, with 1,183 employers completing the survey. Throughout the report, data in the graphs may not add to 100 percent due to rounding or the ability to select more than one response.

A few takeaways from this survey include:

- Employer’s main concerns are hiring and retaining top talent.
- Sixty-two percent of employers had job postings that took more than 30 days to fill.
- The top barrier to expanding employment is a shortage of applicants with knowledge or skills, which has increased significantly from previous years (47% in 2019 and 2020, 60% in 2021, and 65% in 2023).
- Most employees work in person vs. working remotely.
- The top strategy used to retain existing workers is offering increased wages.
- Eighty-nine percent of surveyed employers have increased wages at an average of 11 percent in the last 12 months.

Difficulty in hiring quality employees was a constant theme throughout the survey. Sixty-two percent of employers reported they had some positions that took over 30 days to fill and 38 percent reported having their vacant positions filled in less than 30 days.

Fifteen percent reported 75-100 percent of their vacant positions took over 30 days to fill. Jobs that were the hardest to fill were in healthcare, particularly nursing occupations, sales, and food service.

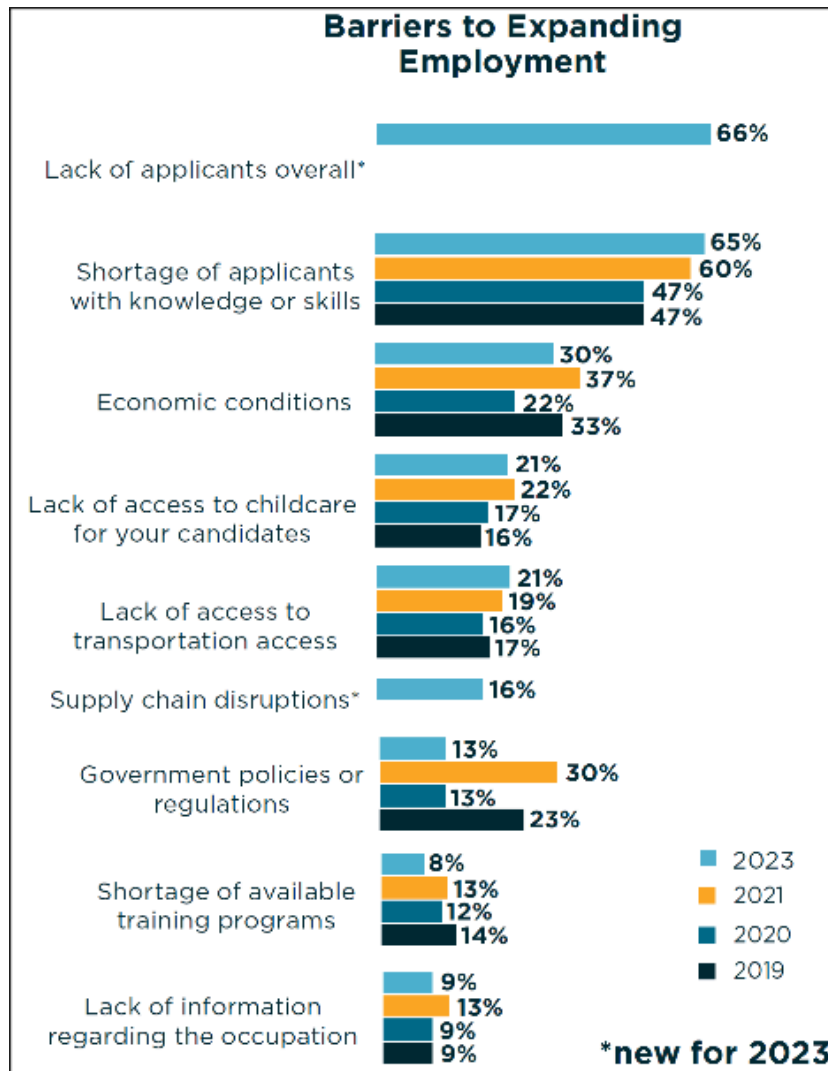


Employers were asked about the barriers they encountered in expanding employment. *The lack of applicants overall* was a new option for employers in the 2023 survey, and 66 percent of surveyed employers selected this option, making it the top barrier to expanding employment. The next highest barrier was a *shortage of applicants with knowledge or skills* and *economic conditions*, and the top cited barriers since the survey began in 2019. *The shortage of applicants with knowledge or skills* increased significantly from previous years, from 47 percent in 2019 and 2020 to 60 percent in 2021 and 65 percent in 2023. *Economic conditions* as a barrier to employment decreased from 37 percent in 2021 to 30 percent in 2023. Similarly, fewer employers encountered *government policies or regulations* as barriers to expanding employment, dropping from 30 percent in 2021 to 13 percent in 2023.

Other significant barriers encountered in 2023 included *lack of childcare* and *transportation access*, with 21 percent of respondents reporting these as barriers to expanding employment.

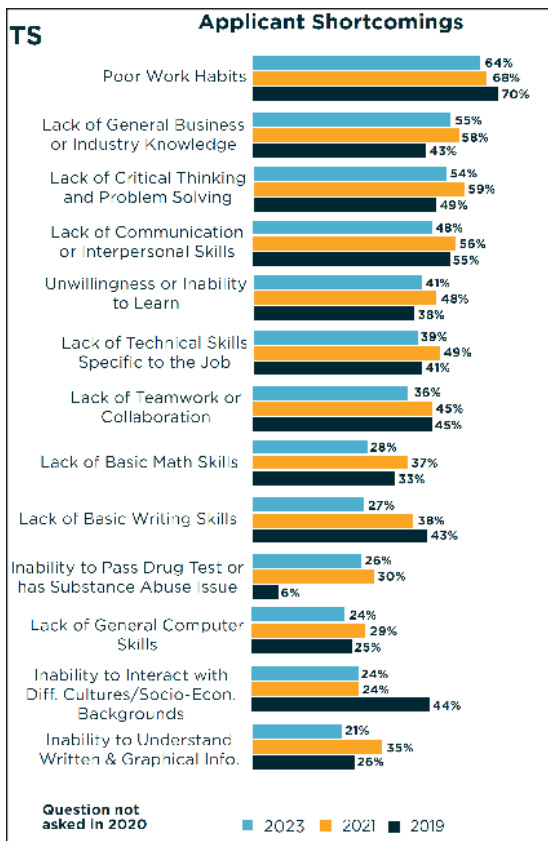
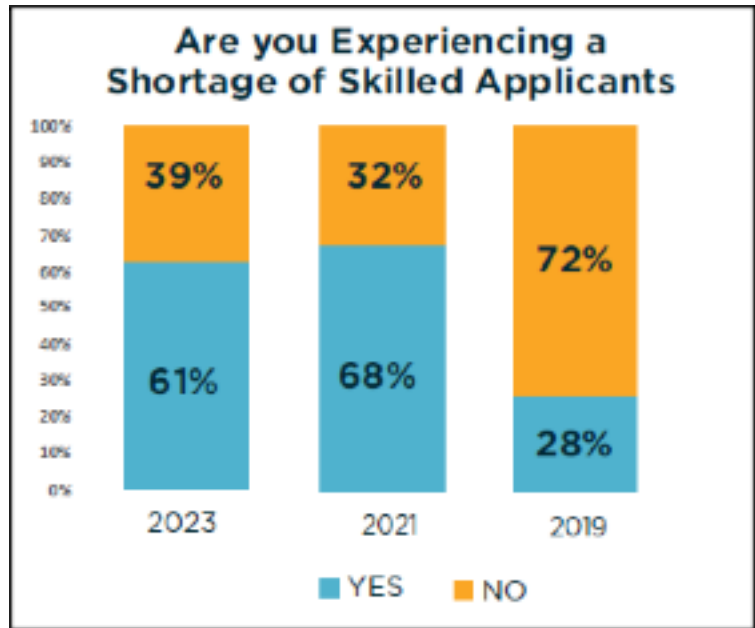
The survey also asked employers to rate the importance of each barrier on a scale of one to five, with one being insignificant and five being critical. The highest weighted average response for any barrier cited this year was *lack of applicants overall*, getting

an importance score of 4.05 out of 5. The next highest weighted response was *government policies or regulations* (3.88), followed by a *shortage of applicants with knowledge or skills* (3.85). Although the share of employers choosing *government policies or regulations* as a barrier to employment expansion has decreased, it was still a critical barrier for those who did encounter it. *Shortage of available training programs* dropped in importance from 3.98 in 2019 to 3.15 in 2023.



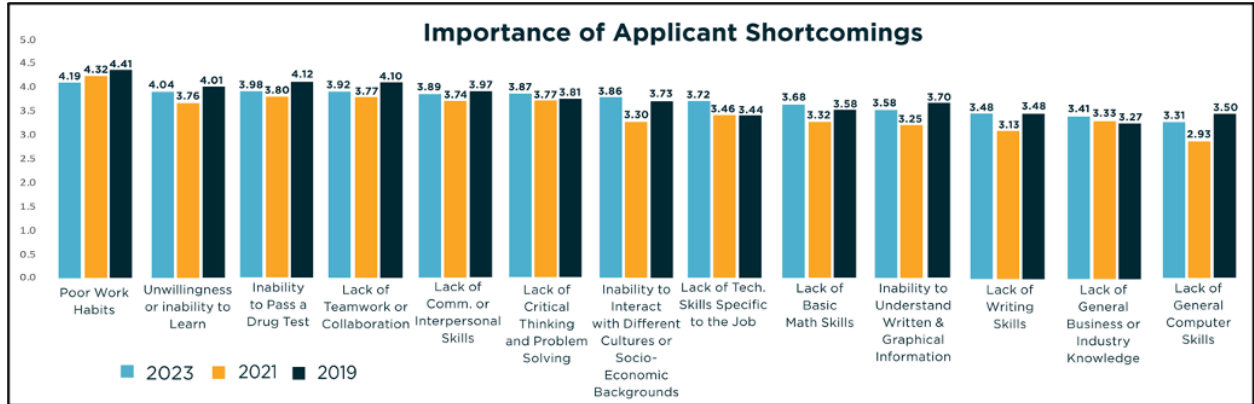
Sixty-one percent of employers stated they were experiencing a *shortage of skilled applicants*. This is slightly lower than the 68 percent reported in 2021 and much higher than the 28 percent cited in 2019.

Employers were asked about possible shortcomings of applicants. As in previous years, *poor work habits* is the most frequently cited shortcoming at 64 percent (68% in 2021 and 70% in 2019). Other top shortcomings include *lack of general business or industry knowledge* (55% in 2023, 58% in 2021, and 43% in 2019) and *lack of critical thinking and problem solving* (54% in 2023, 58% in 2021, and 49% in 2019).



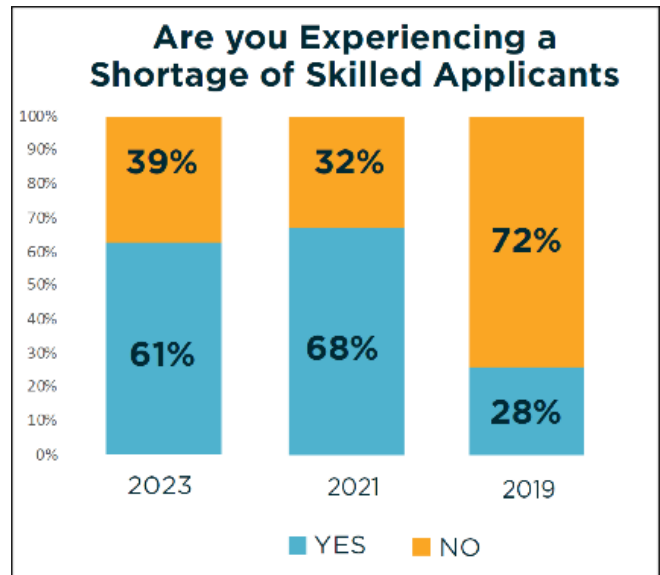
Since 2019, large changes have occurred in two less frequently mentioned shortcomings – *inability to interact effectively with people of different cultures and socio-economic backgrounds* and *inability to pass a drug test or having a substance abuse issue*. In 2019, 44 percent of employers cited applicant’s *inability to interact effectively with people of different cultures and socio-economic backgrounds* as a shortcoming. This dropped to 24 percent in 2021 and 2023. *Inability to pass drug test or has substance abuse issue* increased from 6 percent in 2019 to 30 percent in 2021 and 26 percent in 2023.

Employers were also asked to rate importance of each shortcoming on a scale of one to five, with one being insignificant and five being critical. *Poor work habits* was the most cited shortcoming and also ranked as the most important, with an average importance score of 4.19 out of 5.0. *Poor work habits* was also ranked the highest shortcoming in 2019 and 2021. Other high-ranking shortcomings are *unwillingness or inability to learn* (4.04) and *inability to pass a drug test* (3.98).



Sixty-one percent of employers stated they were experiencing a *shortage of skilled applicants*. This is slightly lower than the 68 percent reported in 2021 and much higher than the 28 percent cited in 2019.

Employers take a variety of measures to address these shortages. Following the trend of previous years when this question was asked from the employers, 80 percent of the respondents reported *hiring less experienced workers and train them* as a measure to address skill shortages in the applicants (81% in 2021 and 87% in 2019). Other popular remedial measures were *offering increased wages* (67%) and *offering flexible work schedules* (52%). *Offering increased wages* rose as a remedial measure from 49 percent of respondents in 2019 to 64 percent in 2020 and 67 percent in 2023. Some less widely used measures, such as *investing in automation instead of hiring*, *hiring from outside the United States*, and *hiring contractors*, have decreased over the last four years.



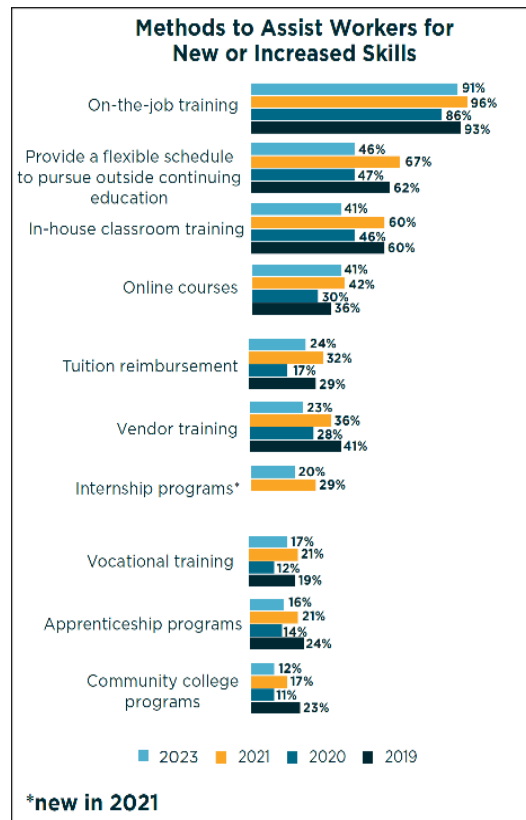
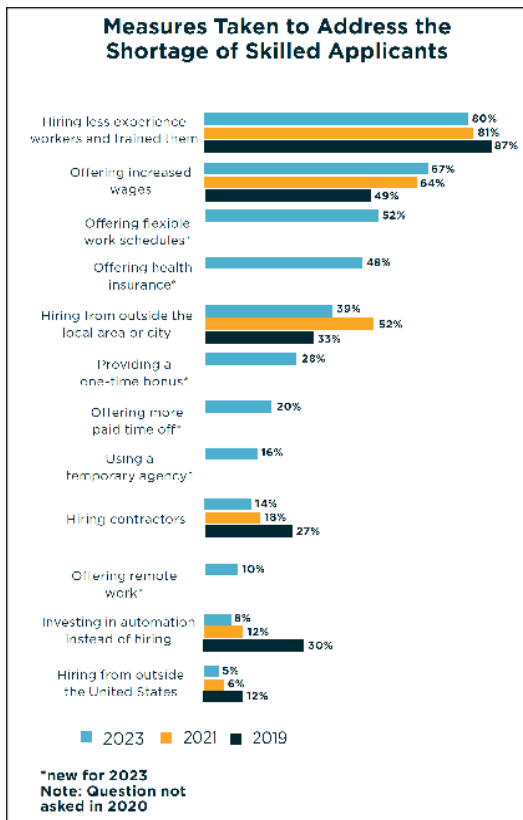
*Investing in automation instead of hiring* decreased from 30 percent in 2019 to 8 percent in 2023, *hiring from outside the United States* decreased from 12 percent in 2019 to 5 percent in 2023, and *hiring contractors* went from 27 percent in 2019 to 14 percent in 2023. Other remedial measures to alleviate the shortage of skilled applicants that were included in the 2023 survey were *offering flexible work schedules* (52%), *offering health insurance* (48%), *providing a one-time bonus* (28%), *offering more paid time off* (20%), *using a temporary agency* (16%), and *offering remote work* (10%).

Companies employ workers in a variety of functional areas with different work responsibilities. *Patient Care* and *Skilled Trades* functional areas had the largest percentage of employers reporting shortages of skilled applicants at 65 percent each.

Skill shortages in *Customer Service* have increased substantially, increasing from 25 percent in 2019 and 31 percent in 2020, to 47 percent in 2021, decreasing slightly to 45 percent in 2023.

**See charts below.**

To address the problem of skill shortages in the current workers, employers use several remedial measures, and *on-the-job-training* remains the most preferred method. Over 9 in 10 employers (91%) stated they used *on-the-job training* to assist current workers in addressing the need for new or increased skills. However, there is a significant decrease in applying these remedial measures in 2023 when compared to 2021, most significantly in *providing a flexible schedule to pursue outside continuing education* (67% in 2021 vs. 46% in 2023) and *in-house classroom training* (60% in 2021 vs. 41% in 2023).



As the economy evolves, customers and the workforce need to change. Now more than ever, businesses have to adapt to attract and retain quality employees and serve customers' changing needs. Employers were asked which workforce initiatives they were considering for the next year.

Employer's likelihood to consider a variety of initiatives has changed significantly over the last three years. From 2020 to 2021, many employers were considering these workforce initiatives. However, from 2021 to 2023, responses were lower for



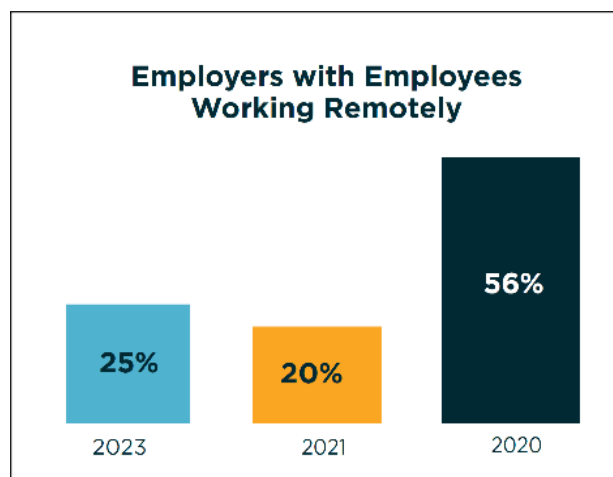
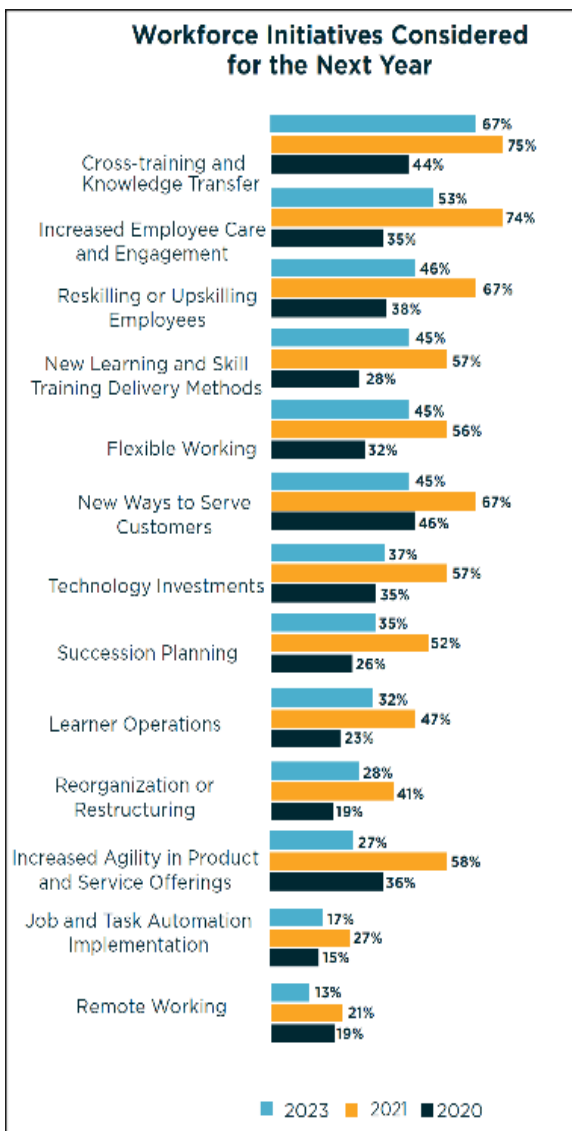
almost all initiatives. The *remote working* option decreased significantly from 21 percent in 2021 to 13 percent in 2023, indicating a return to physical/centralized workspaces.

The top workforce initiative considered for the next year by employers was *cross-training and knowledge transfer* (67%), followed by *increased employee care and engagement* (53%) and *reskilling or upskilling employees to new ways of working* (46%).

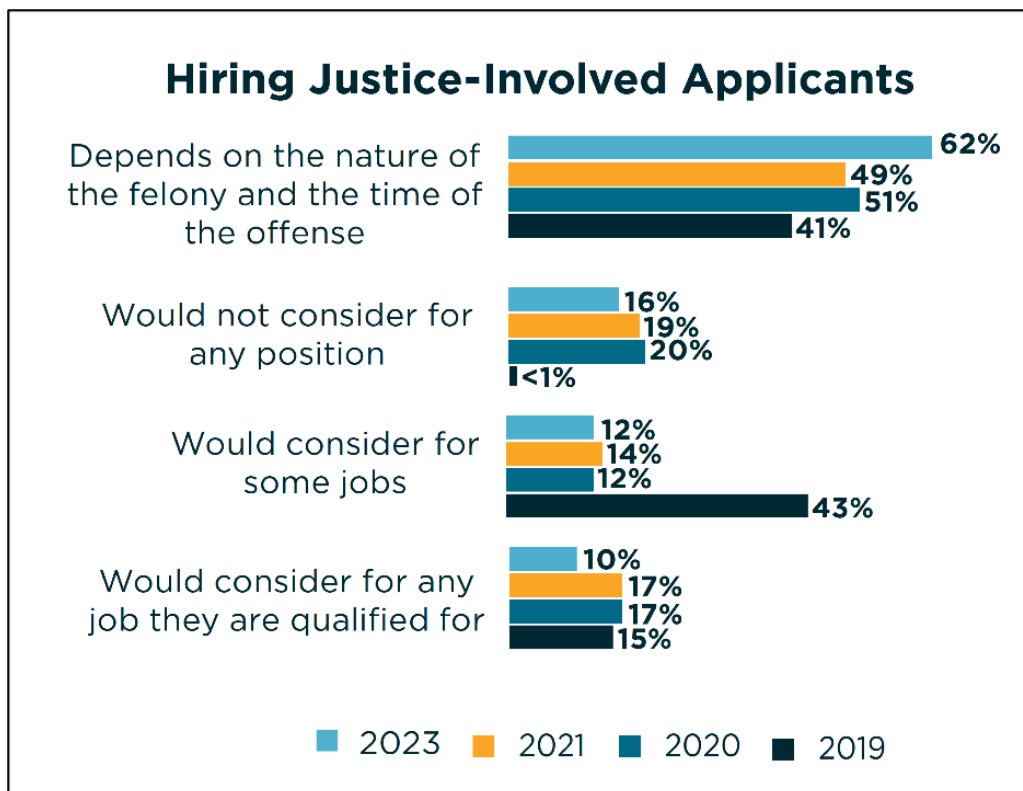
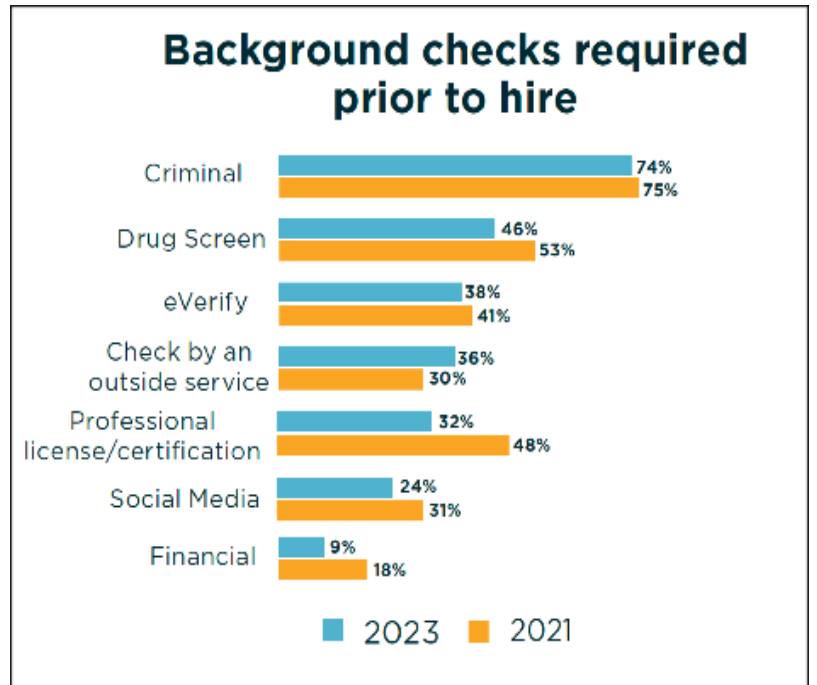
Since the COVID-19 pandemic, there has been an increased interest in understanding remote work. Before the pandemic (February 2020), about 15 percent of employers had some workers working remotely. Remote work peaked in 2020 during the height of the pandemic, with over half of employers (56%) stating they had some workers working remotely, either full or part-time. This dropped significantly to 20 percent in 2021 and has increased slightly to 25 percent in 2023. When asked if they expected the number of remote workers to change over time, the vast majority (92%) of

employers said they expected it to stay the same. Regarding workforce initiatives considered in the coming year, 13 percent of employers considered *remote work*.

Employers may perform a variety of screening processes before hiring an employee. Criminal checks were the most common background checks conducted before hiring, with 74 percent of Missouri employers reporting they perform one. Drug screens were next at 46 percent. In 2023, background screenings involving professional licenses or certifications, social media, drug screens, and financial checks decreased significantly from 2021.



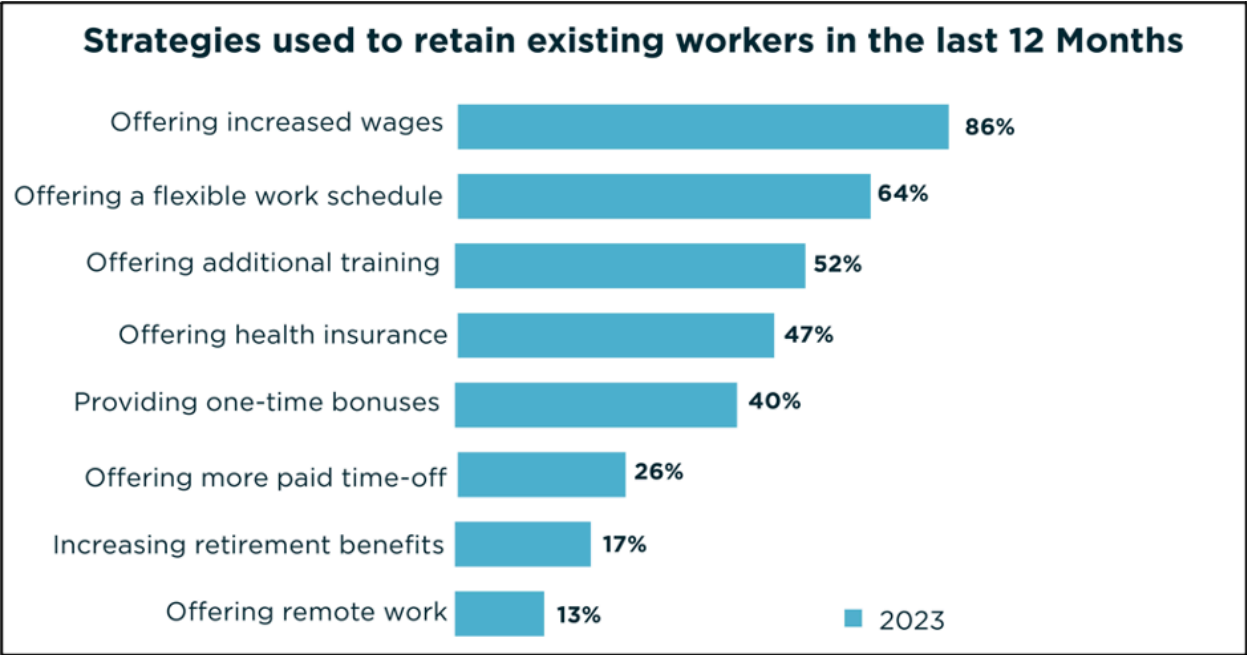
In 2019, less than one percent of Missouri employers *would not consider* hiring an applicant convicted of a felony offense who had completed his or her sentence and/or probation. This increased to 20 percent in 2020, 19 percent in 2021 and decreased slightly to 16 percent in 2023. Most employers (62%) reported it *would depend on the nature of the felony and time of the offense*, a significant increase from previous surveys. Employers responding they would *consider for any job they are qualified for* decreased from 17 percent in 2020 and 2021 to 10 percent in 2023.





The top strategies used by employers in the last 12 months to retain existing workers included offering increased wages (86%), offering a flexible work schedule (64%), and offering additional training (52%).

Remote work was listed as a strategy by only 13 percent of employers. When asked, “Have you increased wages in the last 12 months,” 89 percent of employers said yes. Of the employers who increased wages, the average increase was 11 percent.



## ~ 9. Workforce Development, Education, and Training Activities Analysis ~

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

The Central Missouri Workforce Development Region serves nineteen counties in central Missouri. The Central Workforce Development Board oversees the provision of workforce development services for job seekers and employers throughout the region. Ultimately, the goals are gainful employment for job seekers and a skilled workforce for employers.

Services for job seekers are customized based on individual needs to develop and increase skills, achieve gainful employment, and earn self-sustaining wages. The Central Region prioritizes access to training that leads to in-demand occupations throughout the region. As a result, the region will benefit from an improvement in the quality of the workforce, a reduction in welfare dependency, an increase in economic self-sufficiency, and an increase in the competitiveness of businesses, all of which lead to strong communities.

Business services shall be responsive to meet the needs of businesses in the Central Region. These services include job posting and promotion of job openings, training for new employees and incumbent workers, on-the-job training, job fairs and hiring events, and other sector events designed to increase awareness of career opportunities.

The Central Region offers services through the WIOA Title I Adult, Dislocated Worker, and Youth Programs and the Skill-up and Summer Jobs League employment and training programs funded through the Department of Social Services.

Services are designed to address the education and training needs of the workforce in the region. The primary services of the Board are as follows:

- **Career Counseling and Planning**
  - Individualized Career Services: Career counseling helps individuals identify career goals, strengths, and barriers to create a plan to help the job seeker meet their career goals.
  - Assessment Services: Assessments are used to evaluate skills, interests, aptitudes, and abilities to assist individuals in identifying appropriate career pathways.

- **Education and Training Programs**
  - Occupational Skills Training: Programs that provide skills needed for in-demand occupations within the Central Region.
  - On-the-Job Training (OJT): Work with local employers to provide hands-on training opportunities. This allows individuals to earn a job while the employer receives reimbursement for a portion of the training wages.
  - Apprenticeships: Promoting and facilitating apprenticeship opportunities to combine on-the-job and classroom training.
  - Work Experience: Opportunities for individuals to learn real-world work-related skills at worksites while having their wages subsidized.
- **Job Search and Placement Assistance**
  - Job Matching and Referral: Connecting job seekers with regional job opportunities.
  - Resume Writing and Interview Preparation: Providing workshops or one-on-one assistance to job seekers to improve their job-seeking skills.
- **Supportive Services**
  - Transportation Assistance: Funds are available to assist eligible participants with travel/transportation needs related to their participation in a training or employment activity.
  - Childcare Assistance: Support to assist with childcare costs for eligible participants to participate in training or employment programs.
  - Other Supportive Services: Provides the potential to cover other costs associated with participating in authorized training and employment opportunities for eligible participants.
- **Business Services**
  - Recruitment Assistance: Help employers find qualified candidates by conducting job fairs and hiring events, posting open positions, and pre-screening applicants when appropriate.
  - Labor Market Information: Provide detailed labor market data to help employers make informed workforce decisions.
  - Incumbent Worker Training: Provide training opportunities for current employees to improve their skills and increase productivity.
  - Apprenticeship Outreach: Assist employers in understanding the apprenticeship program and connect them with partners to start programs.
  - Partner Referrals: Connect businesses with local partners who can assist in meeting the business's specific needs.
- **Partnerships and Collaborations**
  - Community Partnerships: Work with local educational institutions, community organizations, and economic development agencies to enhance workforce development in Central Missouri.

- Industry Partnerships: Engage with local businesses and chambers of commerce to identify workforce needs and promote/develop sector initiatives with relevant training programs.

## **A) The Strengths and Weaknesses of Workforce Development Activities**

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

### **Strengths:**

Strong partnerships with our core partners in the Central Region allow us to offer more comprehensive workforce services to businesses and individuals in the region. Maximizing, leveraging, and braiding these resources through these multiple partnerships improves the quality of life and increases economic opportunity for our communities and their residents. Up-to-date labor market data provided by MERIC helps guide these services in strategically realizing the most impact.

The Central Region has several significant employers, such as Boone Hospital, Phelps County Regional Medical Center, Capital Region Medical Center, and Fulton State Hospital. The University of Missouri has campuses in Columbia and Rolla. The state government and Fort Leonard Wood U.S. Army Base are significant regional employers. The Lake of the Ozarks area is also a highly sought-after tourist destination.

In addition, multiple regional providers include State Fair Community College, State Technical College, Moberly Area Community College, Ranken Technical School, East Central College, Lincoln University, and various Career and Tech Schools. All have strong partnerships with area businesses to offer training and education for in-demand jobs. Establishing linkages to these providers by CWDB expands opportunities for individuals and businesses.

### **Weaknesses:**

Like everyone else, the Central Region is experiencing a shortage of workers. There are far more available jobs in the region than people registered looking for work. The causes are complex but include decades of declining birthrates, population losses in rural areas

(except for the Lake Area counties), and a change in workplace preferences resulting from the Pandemic.

The Central Region has to be creative in identifying and reaching pockets of underserved populations and conduct different methods of outreach to reach more people. Sitting back and waiting for people to come into the Job Center is a thing of the past—taking services to the people is the future.

Sharing data and information between partners continues to be a logistical challenge, which often burdens customers and staff when it comes to serving them. Not everyone uses the same customer management system.

Many job seekers in the region need more reliable transportation, which poses a problem as many jobs require a commute. Another significant barrier to hiring is the need for more childcare facilities available.

However, besides the lack of applicants and workers, the top workforce issue is the lack of affordable housing in the Region. This issue cannot be resolved in a workforce development plan; it has to be tackled from community to community.

The Board is involved in multiple organizations and community discussions across the Region as part of the conversation to try to address these various issues that impact the workforce.

One final item worth mentioning is the continued loss of funding dedicated to workforce development. The Central Region must learn how to do more with less to continue providing quality services. Logistical consolidation and learning will continue so that customers' services are not impacted. Efforts to develop additional sources of revenue will be critical.

## **B) Local Workforce Development Capacity**

*Provide an analysis of the capacity of local entities to provide 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 Central Region has full-service Job Centers in Rolla, Lebanon, and Columbia, with satellites and access points at Jefferson City, Fort Leonard Wood, Fulton, Potosi, Lake of the

Ozarks (State Fair Community College), MU Extension (Maries County Courthouse), Mexico (The Help Center), and Boonville (State Fair Community College).

The CWDB and the Job Centers have a network of partnerships that are key to the success of workforce programs. The partnerships reduce service duplication and enhance customer services by braiding resources.

The Central Region Business Team is revamping to accommodate economic changes better and maximize staffing capacity. It also signifies the importance of business engagement. In line with the Region's overall mission - strengthening communities through workforce development efforts- the Central Region Business Team will continue to prioritize promoting workforce development services to area businesses. *See section 44 for more information on the business services plan.*

The region's representative on the Missouri Workforce Development Board attends local Board meetings and provides updates on developments at the State level to ensure the Board is in alignment with the State's initiatives.

Many community agencies, training providers, faith-based organizations, and employers contribute by providing training opportunities and assistance with food, clothing, housing, and other supportive services.

The region is committed to strengthening partnerships and establishing new ones in the workforce. Going forward, the board and its partners can tackle the challenges in workforce development.

## **OPERATIONAL ELEMENTS**

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

The Central Region workforce has more than 306,400 employees, making up 10 percent of Missouri's employment, according to 2024 data provided by MERIC. 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 in Missouri are healthcare providers, including Boone Hospital, Phelps County Regional Medical Center, Capitol Region Medical Center, and Fulton State Hospital. The financial and professional services industry also has a significant presence with companies such as State Farm Insurance, Veterans United Home Loans, and Shelter Insurance. Additionally, the State of Missouri, US Food Service, Lowe's Companies Inc., the University of Missouri, and the Department of Defense are major employers in the state.

The University of Missouri system has two regional campuses: the 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 workforce is getting older in the Central Region, a trend happening throughout Missouri and the U.S. In 2020, 24 percent of the workforce was

55 or older, up from 19 percent a decade earlier.

In the Central Region, 6 percent of the region's population (ages 18 to 64) speaks a language other than English at home. By comparison, Missouri was at 7 percent and the U.S. was at 23 percent.

The Central Region has a slightly higher percentage of the population with a disability compared to the state and nation. For the Central Region, 13 percent of the



population has a disability compared to 12 percent in Missouri and 10 percent in the U.S.

Educational attainment rates for the Central Region are slightly behind those of the state regarding bachelor's or advanced degrees. Thirty-five percent of the region's population, age 25 and older, has an associate, bachelor's, or advanced degree compared to 37 percent for the state.

The Central Region averaged more than 272,200 jobs in 2020. The region lost 3.6 percent of its employment from 2019 to 2020. Missouri employment decreased by 4.9 percent in that time. From 2016 to 2020, the Central Region averaged -0.5 percent annual growth for an overall decrease of 2.1 percent; during that same period, Missouri's employment declined by 2.9 percent.

Health Care and Social Assistance is the largest industry sector in the Central Region, with over 43,000 jobs in 2020 and an annual growth rate of 0.9 percent since 2016. The Retail Trade industry continues to be one of the largest employing industries in the region, even though the industry has lost over 2,400 jobs since 2016.

The Finance and Insurance industry added the most jobs, gaining over 2,000 since 2016. Educational Services is the third largest industry, although it has been losing employment, with a decrease of over 2,000 jobs since 2016.

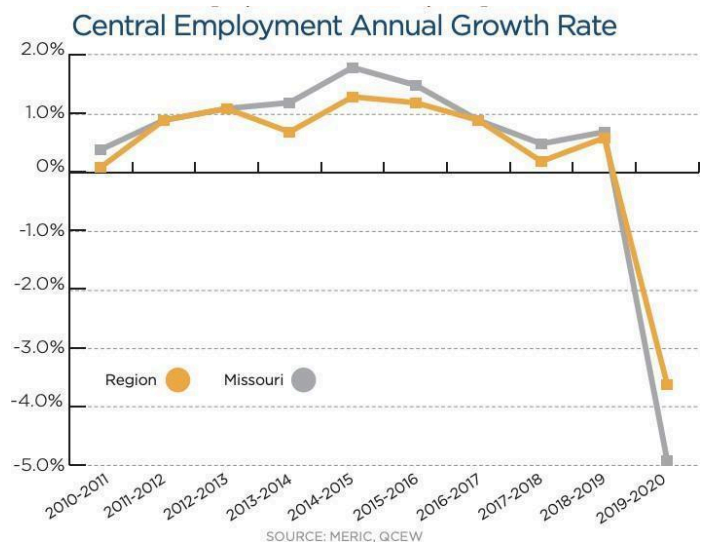
Manufacturing is the fourth largest industry and has been growing at an annual rate of 1 percent from 2016 to 2020.

Projections indicate that the largest industry growth in the Central Region will be in Food Services and Drinking Places, Hospitals, Ambulatory Health Care Services, Social Assistance, Professional, Scientific, and Technical Services, Administrative and Support Services, and Nursing and Residential Care Facilities.

## Central Region Top Employing Industries

| Industry                             | Employment |        | Net Change | 2016-2020 Empl. CAGR | 2019 Annual Wages |
|--------------------------------------|------------|--------|------------|----------------------|-------------------|
|                                      | 2016       | 2020   |            |                      |                   |
| Health Care & Social Assistance      | 41,777     | 43,329 | 1,552      | 0.9%                 | \$46,308          |
| Retail Trade                         | 34,230     | 31,778 | -2,452     | -1.8%                | \$29,316          |
| Educational Services                 | 30,690     | 28,651 | -2,039     | -1.7%                | \$45,768          |
| Manufacturing                        | 25,815     | 26,880 | 1,065      | 1.0%                 | \$47,076          |
| Public Administration                | 26,679     | 25,643 | -1,036     | -1.0%                | \$41,028          |
| Accommodation & Food Services        | 26,572     | 24,726 | -1,846     | -1.8%                | \$19,176          |
| Construction                         | 12,701     | 13,430 | 729        | 1.4%                 | \$48,996          |
| Finance & Insurance                  | 9,097      | 11,173 | 2,076      | 5.3%                 | \$71,064          |
| Administrative Support & Waste       | 10,894     | 10,243 | -651       | -1.5%                | \$33,444          |
| Professional, Science & Tech. Servs. | 9,698      | 8,738  | -960       | -2.6%                | \$58,992          |
| Wholesale Trade                      | 7,749      | 7,821  | 72         | 0.2%                 | \$60,204          |
| Transportation & Warehousing         | 6,852      | 7,592  | 740        | 2.6%                 | \$38,340          |

SOURCE: LEHD-QWI, 2016-2020 2ND QUARTER



## OCCUPATIONAL PROJECTIONS

MERIC produces occupational projections that estimate labor demand over a 10-year period. MERIC categorizes these occupations using its Now-Next-Later method to help job seekers understand the training, education, and experience requirements for various occupations.

**Now** jobs typically require short-term on-the-job training, little to no experience, and/or a high school diploma. Now occupations include *Cashiers, Combined Food Preparation and Service Workers, and Waiters and Waitresses* which lead the way in total openings. *Personal Care Aides, Office and Administrative Support Workers, and Taxi Drivers and Chauffeurs* are projected to be the fastest growing Now occupations over the next decade.

**Next** jobs typically require a non-degree certificate, associate degree, apprenticeship, some experience, or moderate- to long-term training. *Secretaries and Administrative Assistants, Cooks, and Nursing Assistants* will have the most openings for the Next category of occupations. *Loan Interviewers and Clerks, Cooks, and Respiratory Therapists* are the fastest growing Next occupations.

**Later** jobs typically require a bachelor's degree or higher. For Later occupations, *Registered Nurses, General and Operations Managers, and Accountants and Auditors* will have the most openings. *Software Developers, Systems Software, and Software Developers, Applications* are the fastest growing Later occupations.

### Central Region Fastest Growing Occupations



NOTE: OCCUPATIONS WITH NET INCREASE OF LESS THAN 50 ARE OMITTED

SOURCE: MERIC OCCUPATIONAL PROJECTIONS, 2018-2028

★ DENOTES OCCUPATIONS TOP TEN ONLINE JOB ADS FOR 2020-2021 IN THE REGION AND WITHIN THE NOW-NEXT-LATER CLASSIFICATIONS

*(Information provided by MERIC and the U.S. Bureau of Labor Statistics.)*

## ~ 11. Local Facility and Information ~

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

*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 for more information.**

## ~ 12. Local One-Stop Partner/MOU/IFA Information ~

### **A. Memorandums of Understanding (MOU)**

Include in **Attachment 2** 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 2. 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 2**

### **B. Cost Sharing Agreement/Infrastructure Funding Agreement (IFA)**

Include as part of the MOU in **Attachment 2** 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/or the amount of space (sq. footage) utilized by the partner.

**See Attachment 2**

\* 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, JobCorps, 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.

## ~ 13. Local Workforce Development System ~

*Describe the workforce development system in the LWDA.*

### **A. Describe how the Local WDB will coordinate workforce investment activities carried out in the local area with rapid response activities.**

The CWDB coordinates efforts with the Office of Workforce Development Business Support Team to promote economic recovery by developing a comprehensive approach to identifying, planning for, and responding to layoffs and preventing or minimizing their impact on workers, businesses, and communities. Services are provided to affected workers to assist them in transitioning to new employment as quickly as possible.

The region's Employer Relations and Engagement Specialist (ERES) leads the process of responding to layoff events and is responsible for coordinating, providing, and overseeing Employment Transition Team services.

The Employer Relations and Engagement Specialist is a core member of the region's Business Team, which enhances coordination and collaboration.

***B. 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 on the State of Missouri's Eligible Training Provider List approved by the Central Region will be approved for funding. This is checked at the program operation level and the administrative level.

## **~ 14. Accessibility ~**

*Describe how entities within the one-stop delivery system, including one-stop operators and one-stop partners will comply with WIOA section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the physical and programmatic accessibility of facilities, programs and service, technology, and materials for individuals with disabilities including providing staff training and support for addressing the needs of individuals with disabilities.*

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 provided, at minimum, with continual information regarding the 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 locally appointed EO officer will review the physical facility, programs, services, assistive technology, and outreach materials. The CWDB maintains an accommodation policy and will support addressing accommodation requests and inadequacies discovered during accessibility assessments, staff training, and technical support. Rehabilitation Services for the Blind and Vocational Rehabilitation will be part of the Board's Disability Committee.

## ~ 15. Assessment of One-Stop Program and Partners ~

### **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 in 2022 through which Central Ozarks Private Industry Council (COPIC) was selected as the region's One-Stop Operator and the Adult, Dislocated Worker, and Youth services provider.

The performance of COPIC is assessed on an ongoing basis through regular programmatic file reviews and quarterly data validation to test compliance in every funding stream and identify areas for improvement. Monitoring reports that identify file errors for correction are provided to COPIC monthly, and quarterly monitoring summaries outline overall monitoring results and improvement needs, along with a quarterly report card. At the end of the program year, a yearly monitoring report and an annual one-stop operator review are also provided to COPIC. In addition, monthly performance calls are held with COPIC leadership to review and discuss performance results and identify a plan to address deficiencies and improve outcomes.

Financial monitoring is conducted quarterly to ensure fiscal integrity, and a monitoring report is provided to COPIC. Equal Opportunity monitoring is also conducted quarterly to ensure COPIC is conducting WIOA programs and activities in a nondiscriminatory manner.

An annual review of COPIC's performance as the One-Stop Operator is conducted at the end of each program year.

MoPerforms data and customer survey results, and the OWD Continuous Improvement review team also provides oversight.

CWDB staff communicate daily with COPIC staff and work closely on program operations. Biweekly meetings are held with the COPIC Director to allow for continuous feedback and address participant/employer needs. The COPIC executive director also attends board meetings and provides reports to the board, meeting with area chambers of commerce and individual employers to understand local needs.

Close communication, strengthening partnerships, and braiding services with One-Stop partners and service providers ensure the continuous improvement of service delivery. WIOA partners serve on the Board and are involved in the region's service delivery process and review of performance outcomes.



Opportunities for successful employment placement are a weighted factor in the Region's review prior to enrollment into training. As a result, and as a part of the Region's policy, if a provider does not have a successful track record for training that generates viable employment opportunities, then the Region will no longer utilize that provider.

**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. 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 also being engaged.

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 strives 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 coordinate services.

Customer service is essential to being a relevant, high-performance board. Customer service training is reinforced continually to ensure that business and individual customers are being serviced professionally and effectively.

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

**~ 16. 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 3**.*

**See attachment 3**

## ~ 17. CEO Consortium Agreement and 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 3 including any CEO Bylaws** that are in effect.<sup>3</sup>*

**See attachment 3**

## ~ 18. Local Workforce Development Board (LWDB) Membership

~

*Please list the **LWDB members** in **Attachment 4**. 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.*

### **A. LWDB Standing Committees**

*List of all **standing committees** on a separate page in **Attachment 4**.*

### **B. LWDB Certification Letter (most recent)**

*Include in **Attachment 4** a copy of the current **LWDB certification letter**.*

<sup>3</sup> 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.

**See attachment 4**

## ~ 19. 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 (a copy is included in this guidance) as **Attachment 5** to the Plan.*

**See attachment 5**

## ~ 20. Local Fiscal Agent ~

*Identify the **Local Fiscal Agent**. Include contact information. Include the information as **Attachment 6**.*

**See attachment 6**



## ~ 21. 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 9.*

**See attachment 9**

## ~ 22. Duplicative Costs and Services ~

### **A. Eliminating Duplicative Administrative Costs**

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

The CWDB continues to reduce administrative costs by reducing travel, office expenses, and unnecessary office space. Internal processes are being reviewed with administrative staff to streamline processes and eliminate any overlap or duplication. Processes are evaluated 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.

- Customers will be facilitated through an integrated, seamless process related to the various services/functions offered to reduce duplication and duplicate numbers of contacts.
- Coordination of employer outreach to reduce duplication of employer contacts.

### **~ 23. Planning Budget Summaries {PBSs} ~**

*Include the Planning Budget Summaries for the upcoming Program Year and Fiscal Year in **Attachment 7** to the Plan.*

**See attachment 7**

### **24. ~ Complaint and Grievance Policy/ 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 10** to the Plan.*

**See attachment 10**

### **~ 25. 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 57 - Statement of Assurances**.*

A board subcommittee consisting of WIOA-required partners was formed in 2023 to ensure input from each partner.

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

## ~ 26. 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.*

| Employment Q2 |                               |   |        |                              |               |                | Employment Q4                 |  |                               |   |        |                              |               |                |                               |
|---------------|-------------------------------|---|--------|------------------------------|---------------|----------------|-------------------------------|--|-------------------------------|---|--------|------------------------------|---------------|----------------|-------------------------------|
|               | PY22-23 State Proposed Target |   |        | PY22-23 Region Proposed Goal | State Counter | Region Counter | PY22-23 Final Negotiated Rate |  | PY22-23 State Proposed Target |   |        | PY22-23 Region Proposed Goal | State Counter | Region Counter | PY22-23 Final Negotiated Rate |
| Adult         | 75.00%                        | - | 79.50% | 78.00%                       |               |                | 78.00%                        |  | 73.00%                        | - | 75.00% | 75.00%                       |               |                | 75.00%                        |
| DW            | 79.00%                        | - | 80.00% | 79.00%                       |               |                | 79.00%                        |  | 73.00%                        | - | 75.00% | 74.00%                       |               |                | 74.00%                        |
| Youth         | 78.50%                        | - | 80.00% | 78.50%                       |               |                | 78.50%                        |  | 74.00%                        | - | 76.00% | 76.00%                       |               |                | 76.00%                        |
| WP            | 70.50%                        | - | 72.00% | 67.50%                       |               |                | 67.50%                        |  | 73.50%                        | - | 75.00% | 67.50%                       |               |                | 67.50%                        |

| Median Earnings |                               |   |          |                              |               |                | Credential Attainment         |  |                               |   |        |                              |               |                |                               |
|-----------------|-------------------------------|---|----------|------------------------------|---------------|----------------|-------------------------------|--|-------------------------------|---|--------|------------------------------|---------------|----------------|-------------------------------|
|                 | PY22-23 State Proposed Target |   |          | PY22-23 Region Proposed Goal | State Counter | Region Counter | PY22-23 Final Negotiated Rate |  | PY22-23 State Proposed Target |   |        | PY22-23 Region Proposed Goal | State Counter | Region Counter | PY22-23 Final Negotiated Rate |
| Adult           | \$ 6,250                      | - | \$ 6,700 | \$ 6,800                     |               |                | \$ 6,800                      |  | 71.00%                        | - | 73.00% | 73.00%                       |               |                | 73.00%                        |
| DW              | \$ 9,000                      | - | \$ 9,500 | \$ 9,100                     |               |                | \$ 9,100                      |  | 76.50%                        | - | 79.50% | 77.00%                       |               |                | 77.00%                        |
| Youth           | \$ 3,400                      | - | \$ 3,550 | \$ 3,800                     |               |                | \$ 3,800                      |  | 60.00%                        | - | 63.00% | 60.00%                       |               |                | 60.00%                        |
| WP              | \$ 6,100                      | - | \$ 6,250 | \$ 6,200                     |               |                | \$ 6,200                      |  |                               |   |        |                              |               |                |                               |

| Measureable Skills Gain |                               |   |        |                              |               |                |                               |
|-------------------------|-------------------------------|---|--------|------------------------------|---------------|----------------|-------------------------------|
|                         | PY22-23 State Proposed Target |   |        | PY22-23 Region Proposed Goal | State Counter | Region Counter | PY22-23 Final Negotiated Rate |
| Adult                   | 65.00%                        | - | 69.00% | 70.00%                       |               |                | 70.0%                         |
| DW                      | 65.00%                        | - | 68.00% | 68.00%                       |               |                | 68.0%                         |
| Youth                   | 36.00%                        | - | 38.50% | 39.00%                       |               |                | 39.0%                         |
| WP                      |                               |   |        |                              |               |                |                               |

## ~ 27. 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 57 - Statement of Assurances***

Representatives of business and organized labor were invited to provide input throughout the plan's development, 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 March 11, 2024.

## ~ 28. Assurances ~

Complete and sign the "**Statement of Assurances Certification**" form located in this guidance and include this as **Attachment 57** to the Plan.

**See attachment 57**

## **PROGRAM ELEMENTS**

### ~ 29. 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.*

When a job seeker or a business customer approaches us, we engage with them to understand their needs. We refer them to the appropriate staff for assistance based on their requirements. We provide our customers with a detailed orientation that includes information about all the available services and resources. Our extensive menu of products and services can assist our 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
- 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 to research job postings and other resources
- Referrals to other appropriate resources

## ~ 30. Title I - Employment and Training Products and Services ~

*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 Resume 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. The O\*Net Interest Profiler, Talify, and the Career One-Stop Get My Future Assessments are utilized to assess customer strengths, weaknesses and interests. Labor Market Information is provided using O\*Net and MERIC data and ETPL to assist customers in identifying available training programs and providers. In addition, customers are offered the ACT WorkKeys/National Career Readiness assessment.

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.

Adult, Dislocated Workers, 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](http://jobs.mo.gov), three comprehensive Job Centers, or multiple affiliate sites and access points. Staff are also mobile and may arrange to meet customers at other locations.

The state's case management system is utilized to track customer activities, allowing staff to communicate and provide services. Partner agencies' resources and services are combined wherever feasible.

## ~ 31. Unemployment Insurance Claimant Services (UI) ~

*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 Re-employment 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 Reemployment Services and Eligibility Assessment (RESEA) training and will assist OWD staff with this process. RESEA identifies customers receiving UI benefits that may be expected to exhaust their benefits. Skill development and job search assistance are 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 and be encouraged 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.

## ~ 32. On-the-Job Training (OJT) ~

*Describe the Board's ongoing 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.*

Work-based learning programs and On-the-Job training (OJT) are promoted through direct engagement with local chambers, employers, job fairs, hiring events, and Business Team outreach. The Region's Service Provider employs a full-time Employment Specialist focused on employer engagement and developing work-based learning and OJT opportunities. OJTs are promoted as an employer service that provides a wage reimbursement to the employer to help offset the cost of providing training and supervision to the worker.

OJT agreements may be developed with employers using the Job Center for recruitment assistance and have an open job order in the MoJobs system. OJT agreements may be entered into with the Registered Apprenticeship program sponsors or participating employers in Registered Apprenticeship programs for the OJT portion of the Registered Apprenticeship program. Work Experience is promoted to employers as an opportunity to provide participants with career exploration and skill development and overcome barriers to employment. Work Experience may lead to an OJT opportunity and/or a direct hire for the employer.

WIOA is not an entitlement program. Meeting eligibility requirements is not a guarantee of approval of assistance. Both the availability of any level of any approved aid are determined by each individual's respective needs, as well as the availability of funding

Outreach strategies include:

- Researching companies before contact to be aware of labor needs
- Targeting high-growth and in-demand industries in the region
- Educating employers about how work-based learning and OJT can skill up the workforce, reduce training costs, and increase profits
- Offering the employer assistance with completing the required paperwork.

### **Dispute Resolution Policy**

Any OJT employer disputes related to program administration will be resolved in accordance with State and Local Policy and the OJT Agreement. The Program Operator will immediately investigate any employer dispute regarding a participant. The Program Operator will make every attempt to resolve the issue and maintain the OJT adequately. In situations where a resolution is unlikely, or continuation of the OJT is not in the best interest of the participant or the program, the OJT will be terminated.



## **Nepotism**

Prospective participants shall not be placed in OJT with a business owned and operated by a member of the participant's immediate family. No prospective participant's immediate family member shall be engaged in an administrative capacity for the OJT employer.

## **Agreement Modifications**

Agreement modifications will be made when any change occurs affecting the participant's rate of pay, the total reimbursement amount to the employer, the start or end date of training or extending the date of training to allow for full completion of hours as a result of holidays, participant illness, vacation days or other circumstances. The employer and Program Operator will discuss and approve all modifications, and a Supplemental Agreement will be completed to reflect the modification.

## **Employed Workers Eligibility Policy**

OJT for employed workers is a lower priority and only available with the approval of the CWDB Executive Director for extenuating circumstances. An OJT contract may be developed with an employer for a current employee when the employee is not currently earning a self-sufficient wage or wages comparable to or higher than wages from previous employment. Self-sufficiency is based on the minimum wage the participant needs to support themselves and their family without outside aid or public assistance. Self-sufficiency is determined through a financial needs assessment. The OJT must support the acquisition of new skills necessary and required for upgrading to a new position within the company. The OJT must be for training in a different occupation requiring a different set of skills than the participant's current position and paying a wage that will lead the participant to self-sufficiency. In determining the appropriate length of the OJT contract for an employed participant, consideration will be given to the skill requirements of the new occupation, the education and occupational skill level, and the participant's prior work experience.

## **Former Employee Eligibility Policy**

An OJT agreement with a participant's former employer is discouraged and should only be considered when options for a different placement are exhausted. The OJT position must be a higher-skill and higher-paying position than the participant previously held with the employer. A participant may not be placed in an OJT with a former employer without prior approval from the Office of Workforce Development.

## **Funds To Support Registered Apprenticeships**

An OJT contract may be developed with RA programs for training participants. Contracts may be developed with the employer or RA program sponsor. Contracts may cover some or all of the OJT portion of an RA, at most 1,040 hours, at a reimbursement rate of 50%. In determining the appropriate length of the OJT contract for RA participants, consideration will be given to the skill requirements of the occupation, the education and occupational skill level of the participant and their prior work experience. The determination of hours may not support the total OJT hours required to complete the RA.

## **Maximum Reimbursement Rate**

OJT reimbursements will be limited to 50% in most cases. However, the Program Operator may submit a request to the CWDB Executive Director for approval to increase the reimbursement rate up to the allowed maximum outlined in current OWD policy when special circumstances exist. The Board will consider the following factors when considering reimbursement level increases:

- The characteristics of the participant and whether they have a barrier to employment as defined in WIOA Sec. 3(24);
- The size of the employer:
  - Employers with 50 or less employees may be considered for the maximum allowable reimbursement rate.
  - Employers with 51 – 100 employees may be considered for a 75% reimbursement rate.
  - Employers with 101 or more employees will be limited to a 50% reimbursement rate.
- The industry sector that includes the OJT position;
- The projected occupational growth rate using O\*Net or Missouri Economic Research and Information Center (MERIC) data ;
- The quality of the employer-provided training and advancement opportunities or the training will lead to an industry-recognized credential;
- The wage and benefit level provided by the employer; and
- The relation of the training to the competitiveness of the participant.

### ~ 33. Credential Attainment/ WorkKeys Assessment ~

*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 in the “Eligible Training Provider System” listing.

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

Every person who registers for WIOA services takes the Career Ready assessment, 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 deficient in basic skills. 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 a 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 MoJobs Case Management System and WorkKeys testing realms.

## ~ 34. Rapid Response Services/Layoff Aversions ~

*Describe how the Board coordinates with the OWD's Community Development Team 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, and how layoff aversion strategies are coordinated. See current OWD Issuance Statewide Employment Transition Team Policy. **Include as Attachment 29 the DW Employment Transition Team Policy.***

The CWDB coordinates efforts with the Office of Workforce Development's Business Support Unit Team by informing the Business Support Specialist (BSS) of layoffs or potential layoffs.

The Business Support Specialist (BSS) is a core member of the region's Business Team. This allows for ongoing communications regarding the status of economic conditions and makes proactive and strategic action possible.

The Board and local workforce system staff will collaborate with the ERES on the following:

- Developing systems for identifying and gathering information on early warning of potential layoffs or opportunities for layoff aversion, analyzing and acting on dislocation data.
- Maintaining partnerships with employer groups, labor organizations, and chambers of commerce.
- Assisting in coordinating and delivering off-site services, such as resource fairs, mobile Job Centers, and registration events for impacted workers.
- Participating in Rapid Response team meetings where information is provided on:
  - Training programs
  - Pell Grants
  - GI Bill
  - Unemployment insurance information
  - Connecting employees with current job openings
  - Comprehensive one-stop services, including workshops, resource fairs, hiring events
  - Assisting with employer layoff obligations
  - Dislocated Worker OJT

**See attachment 29**

## ~ 35. Youth Standing Committee Requirements ~

*WIOA allows for a Youth Standing Committee if its membership and expertise meet 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.*

Although we will not have a standing Youth Committee (we will have an ad hoc committee), we are still responsible for conducting oversight of Youth WIOA activities and identifying eligible providers of Youth WIOA services in the area.

When situations come up, such as selecting a Youth provider, we will form a Youth committee and ensure we have the required members as listed in the attached Issuance.

## ~ 36. YSC Composition /Services/ Procurement of Providers/ Meeting Schedule & Agenda items ~

*Describe the composition of the Youth Standing Committee (if designated) and its participation in the design of Youth Services in the LWDA.*

**Not current in the Central Region plan.**

## ~ 37. Youth Activities ~

*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:**

Central Region Youth Programs and Services are developed using OWD Issuance 13-2019: Statewide Workforce Innovation and Opportunity Act (WIOA) Youth Program Framework and Design Policy. This policy includes a detailed summary of the 14 program elements that must be included in WIOA Youth Programs. Issuance 06-2023 Attachment I determines service codes to document appropriate activities in MO Jobs and the length of the applicable service.

CWDB includes a Scope of Work in the Request for Proposal that requires Program Operators to describe how proposed programs will consist of the 14 elements required in youth program service delivery. An evaluation is completed by CWDB Executive Committee

Members and CWDB Staff; recommendations are made to the entire board for approval and selection of a Program Operator. Monitoring service delivery ensures program operators are in compliance with the WIOA Youth Program Policy.

Program Operators submit suggestions to CWDB for program design change or implementation. Approval must be received from the CWDB Executive Director before changes or new programs are implemented.

**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 and utilizing the 50% youth waiver. 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 completing a high school diploma or recognized equivalent. Services include academic support, helping youth identify areas of academic concern, overcoming learning obstacles, and 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 have dropped out. 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 that provides career exploration and skill development opportunities. Work experience is a planned, structured learning experience in a workplace that 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; it is of sufficient duration to impart the skills needed to meet the occupational goal and leads to attaining 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 that 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 gives youth the knowledge and skills to achieve long-term financial stability. Activities may include developing a budget, setting up a checking or savings account, managing spending, credit, and debt, and understanding credit reports and 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 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 identification of eligible providers of youth services is based on the recommendation of WIOA partners, education and employment partners, members of the Board, including the Youth Committee and criteria contained in the State plan.

WIOA Youth service providers are selected through a Request for Proposal (RFP) process. A Request for Proposal is prepared and a notice announcing the availability of the RFP is posted on the CWDB website, posted in two newspapers, and distributed to potential bidders listed on the region's bidders list. The CWDB maintains a list of potential bidders created by referrals from other regions, service providers that have requested to be on the bidders list, and recommendations from board members and partner agencies.

Responsive bids are evaluated using the criteria in the region's procurement policy. The evaluation committee makes its recommendation to the Board for approval.

Central Ozarks Private Industry Council, Inc. (COPIC) was competitively procured in March 2022, following the Board's procurement process.

**D. The evaluation of service providers for performance and impact (please provide details on frequency and criteria):**

CWDB conducts monthly reviews and evaluates COPIC's performance using MoJobs and MoPerforms reports and predictive rosters; areas requiring improvement are promptly addressed. CWDB meets monthly with the COPIC Executive Director to discuss performance in the service delivery process, address deficiencies, and work collectively to improve outcomes.

Youth program monitoring takes place on an ongoing basis through file reviews and data validation. File review reports are provided through quarterly monitoring summaries, performance predictive rosters and report cards. Training needs are continually assessed, with the CWDB and COPIC providing staff training as needed.

**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 for the region and provides the 14 program elements that are required to be made available to youth participants. Career exploration and guidance, career pathway development, occupational skills training in in-demand industries, work

experiences, and post-secondary education are emphasized.

**F. How year-round services are provided to Youth 14-24 years of age who are still in high school or out of school:**

Youth services are provided year-round through the following:

- Incentives for grade and credential attainment and successful Work Experiences
- Leadership development
- Work readiness
- Adult mentoring
- Post-secondary preparation
- Referrals to other agencies
- Academic Support with use of Workforce Skills for 21st
- 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 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 partners involved in providing year-round services to youth participants. Meetings have been held with partners to identify service delivery system weaknesses and find solutions to these problems.

**G. An example of the flow of services for a Youth in the LWDA (please include all aspects, including in-take, 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 a job search that is based on current work history, the 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 interests 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, 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 the evaluation of the Youth's current skills 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; a long-term goal for employment is included, and the short-term goals and objectives needed to obtain the goals.

- A 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 if 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 as a necessary training component 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 their 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 who 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, an individual with a disability, English language learner, justice-involved, and dealing with substance abuse.

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

Partner agencies, including the 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 most in need.

## **I. Identify the partnerships and describe the coordination of services with other agencies within the LWDA:**

The Region coordinates with multiple partner agencies to meet the needs of youth participants. Coordination includes referrals to and collaboration with partner agencies for providing needed services and resources, partnering to offer special programs and co-location. Contact is maintained with partner agencies and meetings occur as necessary to stay informed on available resources and services.

### 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
- Family Support Division
- St. James Caring Center
- Mid-Mo Learning Center
- Eldon Career Center
- Goodwill
- Lamb House
- Horizon’s Alternative School
- Health Professional Opportunity Grant program
- Moberly Area Community College AEL program
- Camp Wonderland
- Job Point
- Sound House
- Hillcrest Alternative Education Center
- Elevate Lebanon
- Lebanon R-III School District
- Conway High School
- Columbia Public Schools
- Waynesville Career Center
- Ozarks Technical Community College
- Live 2 Give Hope
- MO Foster Adopt (CCYP)
- State Fair AEL Osage Beach

- The Free Store
- Salvation Army
- Lane Change
- MSU AEL
- Missouri Welding Institute
- Iron Eagle
- Preferred Family Health (PFH) Employment Services
- American Welding Academy
- Callaway County Chamber of Commerce
- MOCA (Missouri Ozarks Community Action)
- CMCA (Central Missouri Community Action)

### **~ 38. Innovative Service-Delivery Projects for OSY ~**

*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.*

#### **Job Point Young Adult Project: Osy**

The CWDB partners with Job Point to help young adults aged 16-24 who are eligible for OSY. The program includes participation in the Central Region's Youth Access Program at Job Point, where they attend AEL in the morning and participate in the Youth Build Program in the afternoon. The program also provides career exploration and work readiness skills.

Participants are incentivized for progress, and those who graduate from the Youth Access Program are assisted with work experience to improve job-specific skills. The program also includes an ITA for post-secondary training and referral to resources if necessary. Case management is provided throughout the program to assist with any barriers.

#### **Emery Sapp & Sons Class A Cdl Program: Osy**

Eligible participants are placed with ESS to participate in Work Experience to develop basic job-specific skills and receive an ESS entry-level wage. ESS hires participants who complete Work Experience through the OJT Program to develop hands-on skills to complete required job duties and receive a wage increase, ranging from \$22-\$26/hr. Referral to resources and WIOA Support Services is available to assist with training-related expenses. Case Management is provided throughout the program to ensure positive performance and assist with barriers that may develop during the program assignments.

### **Lake Career & Technical Center: Isy And Osy**

The Lake Career & Technical Center (LCTC) in Camdenton, Missouri offers a Marine Mechanics certification program for young adults between the ages of 16-24. The WIOA program provides funding for the certification course and assigns participants to employers for work experience. Participants who complete the program are employed part-time until high school graduation and the end of training. Those who graduate with a credential are retained full-time by the employer in a training-related occupation. The program also offers case management and referral to resources for training-related expenses and support services if needed.

### **Sustainable Employment For Individuals With Disabilities: Isy And Osy**

CWDB has partnered with Preferred Family Employment and Vocational Rehabilitation Services to provide work-readiness training and work experience opportunities to young adults aged 16-24 who have graduated from high school. The program includes job development assistance, participation in the WIOA Career Club, and referral to resources to assist with training-related expenses. Participants who complete Work Experience successfully are eligible for OJT to increase job retention skills. Case management is provided throughout the program to ensure positive performance and assist with any possible barriers.

### **OTC Electrical Distribution Program:**

The OTC Electrical Distribution Services Program assists WIOA-eligible OSY with funding to attend training as Electrical Distribution Workers for employment by electrical cooperatives in the Central Region. The EDS Program requires CDL training, and funding is utilized to pay for it. Paid Work Experience and OJT assignments are supported through funding to ensure adequate skill development for sustainable employment after graduation. Case Management is provided throughout the program to ensure positive performance and assist with any barriers that may arise during the program.

## **~ 39. Migrant and Seasonal Farmworkers/ Agricultural Employment Services ~**

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

The Board has an MOU with UMOS and cooperates with the State Agricultural Employment Services staff. Participants who 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.

## **~40. Employer Engagement ~**

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

Employer engagement is conducted through the coordinated efforts of the Business Team members, a comprehensive group of Board Staff, the OWD Business Support Unit, COPIC, the Department of Social Services, Vocational Rehabilitation, and local Veterans Representatives.

The Central Workforce Development Board recognizes the need to engage employers and provides input to Team members for effective methods to facilitate communication and determine needs.

Board members include representatives from Healthcare, Advanced Manufacturing, Construction Trades, and other large and small high-growth industries in the region. Their perspective is a valuable resource.

Board meetings are an opportunity to engage board members to provide strategic direction to enhance and streamline efforts to grow local economies. Members add expertise from both a customer and a local perspective, and bring strategies for recruiting, hiring, skills training, and entrepreneurial opportunities.

Business Team staff are active in various chambers of commerce, local workforce task forces, and regional planning and economic development organizations. Hiring events, LMI, employer associations, and customer feedback are resources to facilitate engagement with employers.

Team members closely coordinate with Job Center staff and other partners to ensure a cohesive approach. They collaborate with Job Center staff to assist employers by posting announcements in MoJobs, managing job orders, screening, and referring qualified applicants in accordance with the employer's preferred method of application. Technical assistance may be provided to maximize job-matching opportunities. Staff can assist candidates in completing the application process to ensure quality matching to jobs.

Team members meet with local employers and can package workforce development services customized to specific needs. Staff promote services such as On-the-Job Training,

Work Experience, Registered Apprenticeships, Specialized Recruitment Events, Work Opportunity Tax Credits, Federal Bonding, and other programs available to employers.

The Business Team creates opportunities by working with downsizing businesses to connect impacted workers to available jobs through Rapid Response services.

Finally, team members leverage outreach opportunities through the Central Region's social media outlets and other communications efforts. This includes utilizing partner networks, such as the digital, targeted outreach to potential job seekers and partners through the Department of Social Services and its Office of Workforce and Community Initiatives.

## **~ 41. 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.*

This is achieved with a vision of respecting individual local needs. There are multiple communities and three economic subregions in the Central Workforce Area. Staff within each Central subregion engage local chambers of commerce, economic development organizations, industry associations, and local workforce committees. Representatives from the Central Region Business Team work with these local organizations to address workforce issues in the region. The types of services vary but generally include community-wide hiring events, personalized recruitment events, Rapid Response services, the marketing and promotion of available jobs, customized job orders and connecting potential workers to jobs, work-based training opportunities, and incumbent worker training projects.

To maximize workforce availability, Business Team members facilitate connections to new or under-utilized talent pools, such as Justice-Involved Individuals re-entering the workforce, referrals from faith-based organizations, refugees, transitioning military personnel, and public school districts.

## **~ 42. 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 Business Team has designated its members within the Business Support Unit as points for formal Economic Development Attraction Projects in the region. The BSU staff is available to coordinate with DED's Missouri One Start Program to connect directly to the Central Region's Job Centers.

All of the Business Team members in the Central Region collaborate with local chambers and local economic development partnerships to coordinate and enhance economic development efforts. These collaborations result in multiple opportunities for workforce development initiatives, however, specifically for economic development purposes, efforts to enhance a pipeline of available and qualified workers are critical.

### **~ 43. 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.*

First, a review of Labor Market Information (LMI) available through MERIC, which includes information from the 2020 Census and the Bureau of Labor Statistics, is conducted regularly. It is presented to the Board and the CLEO Caucus as needed. In addition, reports provided by the Office of Workforce Development and MERIC are reviewed and discussed at staff meetings. Industry and occupational data are critical in identifying areas of growth and opportunities for career paths.

The LMI is essential in shaping policy; however, some aspects are not always available in real time. Therefore, collaboration with key stakeholders is critical in developing sector and pathway strategies.

Three separate sub-economies exist in the Central Workforce Development Region (CWDR) – the Meramec Region, the Lake of the Ozarks Area, and the mid-Missouri Metropolitan Area of Columbia and Jefferson City. While important sectors such as Healthcare, Manufacturing, Food Service, and Construction are top industries across the entire Central Region, unique sectors dominate within each of the three sub-economies. These include public administration and education in mid-Missouri and hospitality in the Lake Area. The Meramec Region has a heavy presence of boat manufacturers and a military base. Therefore, partnerships to collaborate and align services should be unique to those three sub-economies.

Local chambers of commerce have established formal workforce coalitions to tackle workforce issues. The Columbia Chamber of Commerce, the Jefferson City Area Chamber of Commerce, and the Lake Ozark Regional Economic Development Council have active workforce committees. The Central Workforce Development Board is a significant partner. These are perfect forums to share information and learn directly from the industry sectors in those communities.

The Meramec Regional Planning Commission encompasses much of the southern portion of the CWDR. Board members, board staff, and CLEOs regularly engage in meetings. This asset

effectively develops sector and pathway initiatives across an 8-county area within the Central Region.

Regionalism also means going beyond the boundaries of workforce development areas. The CWDR has embarked on multiple initiatives with other workforce areas to provide career services for participants in key sectors. The CWDR and the Southeast Workforce Area partnered on a Rural/Delta Authority grant proposal to develop a pipeline of healthcare workers for Washington County, which aligns closely with the Park Hills Job Center. The CDWR is also partnering with the Ozark Region through an EDA Good Jobs Challenge grant to develop a pipeline of healthcare and transportation workers using the I-44 and I-70 corridors.

The Central Workforce Development Region has occasionally funded incumbent worker training projects with East Central College when funding is unavailable through the Jefferson-Franklin Counties Workforce Area. Finally, the CWDR coordinates closely with West Central's Sedalia Job Center, as many participants and services cross over in the Highway 50 West area.

## ~ 44. 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. Include the **Business Services Plan as Attachment 30.***

The Central Region Business Team is revamping to better accommodate economic changes and maximize staffing capacity. It also signifies the importance of business engagement. In line with the Region's overall mission - strengthening communities through workforce development efforts- the Central Region Business Team will continue to prioritize promoting workforce development services to area businesses.

The Business Team's goals involve engaging individual businesses, industry associations, and chambers of commerce in workforce development initiatives, disseminating helpful information about services, increasing the number of businesses utilizing Job Center services, and collaborating across multiple organizations to maximize, leverage, and align resources for businesses.

Services are promoted as a team approach, regardless of funding stream. When promoting the Central Workforce Development Region (CWDR) and Job Center services, Business Team members share the same Central Region branding, including logos, presentations, and social media templates to provide a customized yet standardized look and avoid confusion.

The "**core**" members of the Business Team are comprised of Central Region Board Leadership and Communications staff, representatives from OWD's Business Support Unit,

the Department of Social Services, Vocational Rehabilitation, leadership from the Central Region WIOA services provider, and regional JVSP veteran representatives. Other key staff from the Job Centers and various partners will join the Business Team to collaborate as needed, such as Re-entry staff with the Department of Corrections, AEL, Job Center Supervisors, and OWD Regional Managers.

Through regular meetings, team members share information on which businesses are hiring, which occupations are in demand, lay-off information, specific initiatives and events, chamber-related information, and newly engaged businesses. New employer customers, hiring events, and referrals are entered into the MoJobs system and gleaned from reports. This sharing of information is critical given the three sub-economies within the region, as well as the opportunity for staff to assist other team members.

Hiring events, open jobs, success stories, and other important Business Team information are posted on the Job Center Facebook pages, the Central Region's website, and other available team member sources in a coordinated effort.

In addition, given the geographic size of the Central Region (19 counties), Business Team representatives share the workload and coordinate connections with various local chambers of commerce. Key chambers include but are not limited to the Lebanon Area Chamber of Commerce, the Tri-county Lake Area Chambers/LOREDEC, Callaway County Chamber of Commerce, the Jefferson City Area Chamber of Commerce and its workforce coalition, and the Columbia Chamber of Commerce.

This comprehensive and unified type of business services plan is necessary because of reductions in budgets and resources and because it makes sense to provide quality services through the public workforce system. Most importantly, there simply isn't enough talent pool to fill all the open jobs.

It also is necessary given the three sub-economies in the Central Region and their unique needs, demographics, and sector clusters. It no longer makes sense to approach business services as a "One Size Fits All" and target 2-3 industries for the entire region. The design of the Central Business Team is flexible and fluid to respond to local needs and a constantly changing economy. Healthcare, Manufacturing, Transportation and Logistics, and Construction Trades are strong industry sectors across the entire region; however, as a team, we must also value the importance of other industries with a strong presence within a sub-region. These include Hospitality, Tourism, and Retail at the Lake of the Ozarks, Government and Education in mid-Missouri, and specialized manufacturing, tourism, and a military base in the Meramec area.

Another area of change in providing business services is taking a regional approach beyond the imaginary boundaries of the local workforce development areas. These natural connections include but are not limited to Lebanon to Springfield along the I-44 corridor, Potosi to Park Hills, Cooper County to Sedalia, and Columbia to Moberly. Veterans Representatives, OWD Business Support Unit staff, Board Staff, and Nexus meetings assist in connecting with neighboring/overlapping workforce regions. Multiple collaborative projects across local workforce areas such as job seeker referrals, job

openings, available pools of laid-off workers, apprenticeships, OJT, and Incumbent Worker worksites, occur organically.

The Business Team will continue to develop new strategies to increase the engagement of employers and provide information to help develop effective, demand-driven services for workforce system customers.

## **Business Services Recruitment Assistance**

### **Finding Talent**

- Online “jobs.mo.gov”
- Staff-assisted tips for matching assistance
- Posting job orders
- Accepting applications on the employer’s behalf
- Screening applicants and assessing qualifications
- Assessments offered to job seekers for essential workplace skills, interests, and aptitude (WorkKeys, Talify)
- Space for conducting interviews in select locations
- Connecting to potential referrals from businesses down-sizing or closing
- Connecting employers with state and federal resources
- Hosting or assisting with recruitment events

## **Services and Opportunities**

### **Hiring/Training Incentives**

- On-the-Job Training – Reimbursement of 50% of wages for eligible hires
- Paid Work Experience – Opportunity to gain a temporary employee or potential permanent employee
- WOTC – Federal tax credit for hiring individuals with barriers
- Federal Bonding – Insurance for hiring at-risk individuals free of charge, up to 6 months
- Incumbent Worker Training – Training costs covered for eligible employers to upgrade the skills of existing workers through short-term training
- Apprenticeships – Access to information and assistance in the customized development of apprenticeships, combining standardized classroom instruction with on-the-job learning
- Veterans Services – Priority of Service to assist veterans, Show-Me Heroes training program for eligible veterans, and Career Skills Program internships for transitioning active duty military personnel
- Rapid Response – Guidance to employers and impacted workers to provide re-employment services during staffing reductions and layoffs

- Labor Market Information – Includes a regional summary, Real-Time Labor Market Summary, a Dashboard, and occupational and industry data provided by Missouri Economic Research Information Center
- Vocational Rehabilitation Business Services –Provides (a) OJT to connect individuals with disabilities to hiring employers, providing support to the employer and worker to ensure success; (b) a VR Talent Acquisition Portal to assist employers with recruitment; and (c) VR Retention and Workplace Accommodation Technical Assistance
- Department of Social Services – The Office of Workforce and Community Initiatives offers multiple business services, outreach, and informational services. This includes the facilitation of valuable regional NEXUS meetings. DSS also provides targeted outreach tools to an expansive network of potential workers from
- under-served populations

### **Access and Referrals to Partner Services**

- Department of Correction (DOC) Re-entry Services – Provides job readiness programs and opportunities for employers to connect to transitioning and occupationally trained Justice-Involved Individuals nearing release.
- Adult Education and Literacy (AEL) – Provides assistance that helps individuals get the basic skills they need to be productive workers, family members, and citizens and assists adults in completing a secondary school education. Access to AEL is also a valuable resource for employers.
- Shared Work (DOLR) - A layoff aversion program that allows employers to divide available work among a group of employees as an alternative to layoff. Employees receive a portion of UI benefits while working reduced hours.

### **See Attachment 30**

## **~ 45. Missouri Re-entry Process/Ex-offender Initiative ~**

*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.*

The Central Workforce Development Board continues to prioritize serving Justice-Involved Individuals through re-entry services. In fact, there are more state correctional facilities in the Central Workforce Development Region than any other workforce region.

CWDB has strengthened partnerships with other 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 allow them to gain employment before 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.

Specifically, the staff collaborates with the Department of Correction's Re-Entry Program, with LaunchCode to connect its coding graduates at Algoa to gainful employment, and with detention centers to offer free CDL training through the EDA Good Jobs Challenge grant.

## **~ 46. 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.*

**Regarding Transitional Jobs: The transitional jobs program is not offered in the Central Region.**

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

- The CWDB continues to improve its website to provide information to current clients, potential clients, and employers.
- Social media promotes programs, hiring events, and other job center services.
- Partnerships with the Chambers of Commerce are used to promote work-based training 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 promote the utilization of work-based training to connect participants to high-paying, training-related job opportunities.
- 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 re-employment.
- Registered apprenticeship and work-based training are promoted to connect individuals who recently obtained a HSET through attendance of AEL to increase job-specific skills relating to sustainable employment.

## ~ 47. Trade Adjustment Assistance ~

*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 24**)*

Job Center staff in the Central Region inform customers about the availability of Trade Adjustment Assistance. A local policy on the integration of services/mandatory co-enrollment is in place.

**See Attachment 24**

**Not active in the Central Region**

## ~ 48. Missouri Community Colleges ~

*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 31** to the Plan.*

The Board works with State Fair Community College, East Central College, Ozarks Technical 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.

The colleges refer students needing Job Center services or training assistance to the centers. Job Center staff refer customers to the colleges when AEL or training assistance is needed.

In addition, the Central Region has a Satellite location and an Access Point at the State Fair Community College campus in Osage Beach and Boonville, respectively, and collaborates with SFCC and Moberly Area Community College through the EDA Good Jobs Challenge Grant.

There is no Memorandum of Understanding with the Community Colleges.

## ~ 49. Incumbent Worker Policy ~

*If the LWDB has an **Incumbent Worker Policy**, please include it as **Attachment 32**. If not please include a statement that the LWDB does not have an Incumbent Worker Policy.*

**See attachment 32**

## ~ 50. 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 providing supportive services that may include food, clothing, utilities, and transportation.

Community organizations also assist in recruitment for training programs. Engagement with these partners is continually being strengthened to braid services and resources in assisting customers. These relationships are often forged when situations arise in meeting customers' needs.

Communication with faith-based and community organizations will ensure that their customers are referred to the One-Stops for WIOA services. This will be an agenda item at board meetings and incorporated into discussions with these partners. When contact is made with faith-based and community organizations regarding services for customers, staff will emphasize the importance of mutual referrals.

Partnerships are in place with these faith-based and community organizations:

- East Missouri Action Agency
- Life Church
- Family Services Division
- Mers-Goodwill
- MOCA
- VR
- GRACE
- The Good Samaritan of the Ozarks
- The Rolla Mission
- The Pregnancy Resource Center
- Hope House
- Lake Area Helping Hands
- Lamb House
- Share the Harvest Food Pantry
- Summer Food Service Program
- United Way of the Ozarks
- Osage Beach Lions Club
- Salvation Army
- Mental Wellness Counseling Center
- Prengancy Help Center
- Community for Christ Food Pantry
- Stover Methodist Church Food Pantry
- Visions Unlimited Food Pantry
- Golden Beach Community Church Refuge Center
- Ozark Chapel United Methodist Church
- Crosslines
- Family Support Division
- Fostering Hope Closet
- The Free Store
- L-Life Food Pantry
- LifePoint Church
- Phillipsburg Food Pantry
- Salvation Army
- The Sound House
- Catholic Charities Food Pantry
- The Redeem Project
- Big Brother, Big Sister
- L-Life Food Pantry
- LifePoint Church
- 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
- Lifepoint Church
- The Free Store
- Pregnancy Support Center
- Ministerial Alliance

## **REGIONAL PLANS**

### **~ 51. Regional Plans ~**

*Missouri has designated 13 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:*

*Include the **Regional Plan as Attachment 33**. Copies of Local Plans from other LWDAs 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.*

## **OTHER**

### **~ Attachments Notification ~**

**Please note that the following attachments are not applicable:** Attachment 31, Attachment 33, Attachment 36.

| Comprehensive Job Centers   | Specialized Sites  |
|---|--|
| <p><b>Columbia</b><br/>101 Park De Ville Dr., Ste. E<br/>Columbia, MO 65203<br/>P: (573) 441-6361   F: 573-441-6210</p> | <p><b>Fort Leonard Wood</b><br/><i>Veteran Access Only</i><br/>140 Replacement Avenue Bldg. 470, Suite 2201<br/>Fort Leonard Wood, MO 65473<br/>(573) 596-0294</p>     |
| <p><b>Lebanon</b><br/>2639 S. Jefferson Avenue, Suite 1<br/>Lebanon, MO 65536<br/>(417) 523-61146   F: 417-532-6013</p> | <p><b>Osage Beach</b><br/>State Fair Community College<br/>Stone Crest Mall, Upper Level<br/>3797 Osage Beach Parkway<br/>Osage Beach, MO 65065<br/>(573) 348-0888</p> |
| <p><b>Rolla</b><br/>1107 Kingshighway Rolla, MO 65401<br/>P: (573) 368-2354   F: rollastaff@dhewd.mo.gov</p>            | <p><b>Specialized Sites</b></p>  |
|   | <p><b>Potosi</b><br/>Washington County Industrial Development Authority<br/>501 E. High Street<br/>Potosi, MO 63664<br/>(573) 210-1436</p>                             |
|   | <p><b>Vienna</b><br/>MU Extension – Maries County Courthouse<br/>211 4<sup>th</sup> St.<br/>Vienna, MO 65582<br/>(573) 422-3359</p>                                    |
|   | <p><b>Mexico</b><br/>Mexico Help Center<br/>409 Fairground<br/>Mexico, MO 65265<br/>(573) 540-1807</p>   |
|   | <p><b>Fulton</b><br/>Callaway Chamber of Commerce<br/>510 Market Street<br/>Fulton, MO 65251<br/>(573) 228-8442</p>  |
|   | <p><b>Boonville</b><br/>State Fair Community College – Kemper Campus<br/>701 3<sup>rd</sup> St.<br/>Boonville, MO 65233<br/>(660) 882 3090</p>                         |

**Central Workforce Development Board**  
**Workforce Innovation and Opportunity Act**  
**One-Stop Delivery System**  
**Memorandum of Understanding**

**Introduction**

The Central Workforce Development Board (CWDB) implements the Workforce Innovation and Opportunity Act initiatives in Central Missouri through three comprehensive Job Centers and numerous specialized access sites. CWDB serves the counties of Audrain, Boone, Callaway, Camden, Cole, Cooper, Crawford, Dent, Gasconade, Howard, Laclede, Maries, Miller, Moniteau, Morgan, Osage, Phelps, Pulaski, and Washington. Services are available for job seekers and businesses that are designed to provide skills to jobseekers and assist businesses in building a skilled workforce.

The Chief Local Elected Official is Gary Jungermann, Presiding Commissioner of Callaway County.

Central Workforce Development Board has been appointed as the fiscal agent.

Central Ozarks Private Industry Council was selected through a competitive procurement process to serve as the One-Stop Operator and the WIOA Title 1 Adult, Dislocated Worker, and Youth program operator.

Comprehensive Job Center locations are:

|                             |                   |                               |
|-----------------------------|-------------------|-------------------------------|
| Columbia Job Center         | Rolla Job Center  | Lebanon Job Center            |
| 101 Park De Ville Dr. Ste E | 1107 Kingshighway | 2639 S. Jefferson Ave. Ste. 1 |
| Columbia, MO 65203          | Rolla, MO 65401   | Lebanon, MO 65536             |
| 573-441-6361                | 573-368-2354      | 417-532-6146                  |

This Memorandum of Understanding (MOU) fulfills the Workforce Innovation and Opportunity Act requirements to document and reach agreement among State and other required parties for negotiating cost sharing, service access, service delivery and other matters required and essential to the establishment of the local one-stop delivery system. This MOU describes the commitment of the parties to provide integrated workforce services at the job centers listed above.

## Required One-Stop Partners and Services Provided

Required One-Stop Partners are listed below.

Programs in which staff are physically present at the One-Stop Center are marked with a “1”. The paragraph on page 5 *Referrals to Partner Agencies* contains additional information on this subject.

Instances where cross-trained alternate program staff are physically present at the One-Stop Center are marked with a “2”.

Referrals made by direct linkage are marked with a “3”. A direct linkage means providing direct connection at the one-stop center, within a reasonable time, by phone or through a real-time Web-based communication to a program staff who can provide program information or services to the customer. A direct linkage cannot exclusively be providing a phone number or computer Web site or providing information, pamphlets, or materials.

| Required One-Stop Partner        | Local Provider                           | Services Provided and Responsibilities | Referral Method |
|----------------------------------|--|--|-----------------|
| Adult Program                    | Central Ozarks Private Industry Council  | Services described in WIOA § 132(b)(1) | 1               |
| Dislocated Workers               | Central Ozarks Private Industry Council  | Services described in WIOA § 132(b)(2) | 1               |
| Youth                            | Central Ozarks Private Industry Council  | Services described in WIOA § 127       | 1               |
| Job Corps                        | Job Corps - Columbia Job Center          | Services described in WIOA §§ 141-162  | 3               |
| YouthBuild                       | Job Point - Columbia Job Center          | Services described in WIOA § 171       | 3               |
| National Farmworker Jobs Program | UMOS                                     | Services described in WIOA § 167       | 3               |
| Migrant Seasonal Farm Workers    | Missouri Office of Workforce Development | Services described in WIOA § 167       | 3               |

|   |   |  |                                |
|---|---|--|--------------------------------|
| Native American Programs                        | Not applicable in the region  | Services described in WIOA § 166   | N/A                            |
| Wagner-Peyser Employment Services               | Missouri Office of Workforce Development  | Services described in 29 U.S.C. 49 <i>et seq</i> as amended by WIOA Title III  | 1                              |
| Senior Community Services Employment Program    | SER National – Columbia<br>MERS Missouri Goodwill Industries – Lebanon, Rolla   | Services described in 42 U.S.C. 3056 <i>et seq</i>                             | 3                              |
| Trade Adjustment Assistance Program             | Missouri Office of Workforce Development  | Services described under chapter 2 of Title II of 19 U.S.C. 2271 <i>et seq</i> | 1                              |
| Unemployment Compensation Programs              | Department of Labor and Industrial Relations  | Programs authorized under Missouri unemployment compensation laws              | 3                              |
| Jobs for Veterans State Grants Program          | Missouri Office of Workforce Development  | Services authorized under 38 U.S.C. 41   | 1                              |
| Reentry Employment Opportunities Program        | Missouri Department of Corrections  | Programs authorized under 42 U.S.C. 17532 § 212                                | 3                              |
| Adult Education and Family Literacy Act Program | Ozarks Technical Community College – Lebanon<br>East Central College - Rolla<br>Moberly Area Community College-Columbia | Programs authorized under WIOA Title II  | 3 Rolla, Lebanon<br>1 Columbia |
| State Vocational Rehabilitation Services        | Vocational Rehabilitation   | Programs authorized under 29 U.S.C. 720, Title I, as amended by WIOA Title IV  | 3                              |
| Rehabilitation Services for the Blind           | Missouri Department of Social Services  | Programs authorized under 29 U.S.C. 720, Title I, as amended by WIOA Title IV  | 3                              |



|  |  |   |     |
|--|--|---|-----|
|  |  |   |     |
| Career and Technical Education Programs at the Postsecondary Level                 | East Central College                   | Programs authorized under 20 U.S.C. 2301 <i>et seq.</i>   | 3   |
| Housing and Urban Development Programs   | Not applicable in the region           | Employment and training activities carried out by the Department of Housing and Urban Development | N/A |
| Employment and Training activities per the Community Services Block Grant Programs | Not applicable in the region           | Activities carried out under 42 U.S.C. 9901 <i>et seq.</i>  | N/A |
| Temporary Assistance for Needy Families  | Missouri Department of Social Services | Services authorized under part A of Title IV of 42 U.S.C. 601 <i>et seq</i>                       | 3   |
| Temporary Assistance for Needy Families, Missouri Work Assistance Program          | MERS Missouri Goodwill Industries      | Services authorized under part A of Title IV of 42 U.S.C. 601 <i>et seq</i>                       | 3   |

## **Referrals to Partner Agencies**

Job Center staff have established interagency relationships with local partner agencies, which include a list of representatives and their direct contact numbers/emails. Every effort is made to ensure customers are introduced and receive a warm handoff to the partner agency staff when making a referral. In some cases a partner agency staff member is scheduled to meet with referred customers at job center locations. WIOA participants are often co-enrolled in partner agency programs to utilize resources and funding needed for training. In centers where partner agencies have staff located on a scheduled basis, job center staff may schedule the appointment for the participant with the partner agency staff on the date they are in the job center. All referrals are entered in MO Jobs and follow-up notes are made to document results of the referral.

Direct linkage with technology may be accomplished by a real-time phone connection or video conferencing to help a job-seeker access services not available on-site. A direct linkage will consist of more than simply providing a phone number, pamphlet, or website to the participant.

### **Funding agreement (20 CFR 678.500(b)(2)**

#### **a. Infrastructure costs (20 CFR 678.500(b)(2)(i))**

#### **b. Shared services (20 CFR 678.500(b)(2)(ii))**

Please refer to the attached budgets for the Columbia, Lebanon, and Rolla Job Centers.

## **Funding Agreement Negotiation Process**

CWDB utilized the Infrastructure Funding Agreement (IFA) Cost Share Worksheets provided by the Office of Workforce Development to determine services being provided in each of the comprehensive Job Centers and a staffing FTE model to determine each partner's share of the cost. Please refer to the Infrastructure Cost Share Worksheets included with this document.

The cost share worksheets for each comprehensive job center were sent to all One-Stop partners for review and comment prior to the sending of the formal agreement with requests for signatures.

The cost share amounts in this original agreement are based on rental costs that were in place at the time this agreement was made and do not reflect permanent rental costs.

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

## **Meeting the Needs of Those with Barriers to Employment and/or Disabilities**

There are many individuals with barriers to employment. The barriers may include, but are not limited to low-income individuals, individuals with disabilities, older individuals, ex-offenders, homeless individuals, youth who are in or aged out of foster care, English language learners, those with low levels of literacy, long-term unemployed individuals, and those dealing with substance abuse.

The one-stop system meets these needs through:

- Partnering with community organizations who may have expertise and resources to address a specific barrier;
- Partnering with local government and community organizations to identify resources to provide housing, childcare, domestic violence solutions, transportation, food, and clothing;
- Collaborate with agencies to assist those individuals with disabilities, substance abuse issues, or need assistance with completing their education, or learning the English language;
- Identify and utilize mentors who have dealt with these barriers;
- Provide training to front-line staff to better understand individuals who are dealing with barriers to employment;
- Develop a pool of employers willing to hire ex-offenders and/or provide work experience;
- Job Centers are equipped with comprehensive resource guides that list partnering agencies and resources.

## **Duration of MOU and Amendment Procedures**

The parties agree that the terms of this MOU are effective July 1, 2024 and will remain in effect until June 30, 2026.

The MOU must be amended anytime there are significant changes to the shared customers, services, and/or costs. An amendment to the MOU does not change the effective dates of the overall MOU.

All One-Stop Partners retain the right to request a modification to this MOU. Changes to the MOU, such as minor revisions to the budget or adjustments made due to the reconciliation of the budget may be processed through the local amendment process.

Any party seeking an amendment will submit a written request to the CWDB including the requesting party's name, the reason for the amendment, the section of the MOU requiring revision, and the signature of the requesting party's authorized representative. The amendment request will be shared with all One-Stop partners and comments requested. Requests for modification will be voted upon by the CWDB.

Any modification to this MOU will require the agreement to be signed by all One-Stop partners.

Any party to this agreement may terminate participation in the agreement by notifying CWDB in writing at least 30 days prior to the effective termination date. CWDB reserves the right to terminate the participation of any partner with cause.

## **Assurances**

This agreement will remain in effect for two years. Central Workforce Development Board assures that this MOU will be reviewed annually and will be amended or renewed as needed to ensure appropriate funding and delivery of services.

## **Appeal Process**

A one-stop partner may appeal the specific allocation imposed upon it by submitting the appeal in writing to the CWDB Executive Director, and making specific reference to the contribution which the MOU requires the partner to provide. To be officially received, an appeal must fully contain the following:

- An introduction identifying the partner and declaring that it is a formal appeal.
- Full citation from WIOA or the WIOA Final Rules in Title 29 (or Title 34) of the Code of Federal Regulations that supports the appeal.
- Identify the basis for the appeal. WIOA stipulates that a funding mechanism may be appealed only if the determination is inconsistent with the requirements of WIOA.
- The appeal must be signed and dated.

CWDB will acknowledge the appeal and return a determination as quickly as feasible.





**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 13 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 its 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  
Rehabilitation Services for the Blind

**Central Workforce Development Board**

**One-Stop Delivery System**

**Memorandum of Understanding**

By signing, **East Central College (AEL Program)** affirms that this MOU accurately describes the negotiated roles, responsibilities, and costs.

The East Central Community College annual cost share amount is \$259.02

Note: The cost share amounts in this original agreement are based on rental costs that were in place at the time this agreement was made. The cost share amount may change based on Job Center rental costs.

**Agreement Period**

This MOU will be in effect from July 1, 2024, until June 30, 2026.

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

CWDB will invoice the agency according to their preference.

**Adult Education and Literacy (AEL) (Title II)**

**East Central Community College**

**Partner Job Center:** Rolla

|  |          |                     |
|--|----------|---------------------|
| Alice Whalen   | Director |                     |
| <small>DocuSigned by:</small><br><i>Alice Whalen</i> | me       | Title      6/4/2024 |
| <small>7C228CB21A1347E...</small>                    |          |                     |

Signature

Date

**Central Workforce Development Board**

**One-Stop Delivery System**

**Memorandum of Understanding**

By signing, **East Central College, representing the Carl D. Perkins Career and Technical Education Act**, affirms that this MOU accurately describes the negotiated roles, responsibilities, and costs.

The East Central College annual cost share amount is **\$259.02**

Note: The cost share amounts in this original agreement are based on rental costs that were in place at the time this agreement was made. The cost share amount may change based on Job Center rental costs.

**Agreement Period**

This MOU will be in effect from July 1, 2024, until June 30, 2026.

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

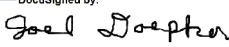
CWDB will invoice the agency according to their preference.

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

**East Central College**

**Rolla Job Center**

Joel Doepker Vice President of External Relations

DocuSigned by:  
 5/28/2024 Title

Signature

Date



**Central Workforce Development Board**

**One-Stop Delivery System**

**Memorandum of Understanding**

By signing, **Moberly Area Community College, an Adult Education and Literacy Provider**, affirms that this MOU accurately describes the negotiated roles, responsibilities, and costs.

The **Moberly Area Community College** annual cost share amount is **\$4,445.69** based on utilizing space in the Columbia Job Center for the AEL class.

Note: The cost share amounts in this original agreement are based on rental costs that were in place at the time this agreement was made. The cost share amount may change based on Job Center rental costs.

**Agreement Period**

This MOU will be in effect from July 1, 2024, until June 30, 2026.

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

CWDB will invoice the agency according to their preference.

**Adult Education and Literacy (AEL) (Title II)**

**Moberly Area Community College**

**Partner Job Center:** Columbia

Dr. Jeffrey Lashley                      President  
Printed Name                                      Title

Jeffrey Lashley                      5.30-24  
Signature                                      Date



**Central Workforce Development Board**

**One-Stop Delivery System**

**Memorandum of Understanding**

By signing, **MERS Missouri Goodwill Industries, representing the SCSEP program**, affirms that this MOU accurately describes the negotiated roles, responsibilities, and costs.

Rolla Job Center annual amount: \$259.02

Lebanon Job Center annual amount: \$159.41

The MERS Goodwill annual cost share amount is \$418.43

Note: The cost share amounts in this original agreement are based on rental costs that were in place at the time this agreement was made. The cost share amount may change based on Job Center rental costs.

**Agreement Period**

This MOU will be in effect from July 1, 2024, until June 30, 2026.

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

CWDB will invoice the agency according to their preference.

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

**Partner Job Centers:** Rolla and Lebanon

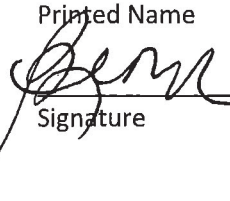
MERS Missouri Goodwill Industries

Beth Brown Vice President

Printed Name Title

Signature

Date

 5/29/24

**Central Workforce Development Board**

**One-Stop Delivery System**

**Memorandum of Understanding**

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

The SER annual cost share amount is **\$251.64**

Note: The cost share amounts in this original agreement are based on rental costs that were in place at the time this agreement was made. The cost share amount may change based on Job Center rental costs.

**Agreement Period**

This MOU will be in effect from July 1, 2024, until June 30, 2026.

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

CWDB will invoice the agency according to their preference.

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

**SER National**

**Partner Job Center:** Columbia

Emma Treviño Vice President of Program Operations

Printed Name Title

Emma Treviño 6/4/2024  
Signature Date



Record of Signing

For Missouri Department of Elementary & Se...  
Name Shelley Woods  
Title Chief Operations Officer

*Shelley Woods*

**Signed on 2024-06-12 14:50:39 GMT**

Secured by Concord™  
DocumentID: 02wp3t4ZDRcZFLURf5PHI7  
SigningID: 02wp3t4Z7OuMF8P2VZHJRr  
Signing date: 6/12/2024  
IP Address: 168.166.80.242  
Email: shelley.woods@dese.mo.gov

**Central Workforce Development Board**

**One-Stop Delivery System**

**Memorandum of Understanding**

By signing, **Job Point** affirms that this Memorandum of Understanding accurately describes the negotiated roles, responsibilities, and costs of the Central Region One-Stop Delivery System.

Job Point operates the YouthBuild program in Boone County, Missouri.

The **Job Point** annual cost share amount is **\$251.64**

Note: The cost share amounts in this original agreement are based on rental costs that were in place at the time this agreement was made. The cost share amount may change based on Job Center rental costs.

**Agreement Period**

This MOU will be in effect from July 1, 2024, until June 30, 2026.

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

CWDB will invoice the agency according to their preference.

**YouthBuild (Boone County Only)**

**Job Center Partner – Columbia**

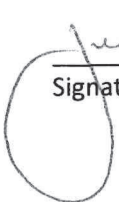
**Job Point**

Jerrell Morton                      YouthBuild Director

Printed Name                      Title

Jerrell Morton                      5-28-24

Signature                      Date







**Central Workforce Development Board**

**One-Stop Delivery System**

**Memorandum of Understanding**

By signing, **Ozarks Technical Community College, an Adult Education and Literacy** provider, affirms that this MOU accurately describes the negotiated roles, responsibilities, and costs.

The **Ozarks Technical Community College** annual cost share amount is **\$ 159.41**

Note: The cost share amounts in this original agreement are based on rental costs that were in place at the time this agreement was made. The cost share amount may change based on Job Center rental costs.

**Agreement Period**

This MOU will be in effect from July 1, 2024, until June 30, 2026.

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

CWDB will invoice the agency according to their preference.

**Adult Education and Literacy (AEL) (Title II)**

**Ozarks Technical Community College**

**Partner Job Center: Lebanon**

Linda Whipple College Director Adult Education and Literacy

Printed Name

Title

Linda Whipple 5-23-24

Signature

Date

Central Workforce Development Board

**One-Stop Delivery System  
Memorandum of Understanding**

By signing, Job Corps – **Excelsior Springs**, affirms that this Memorandum of Understanding accurately describes the negotiated roles, responsibilities, and costs of the Central Region One-Stop Delivery System.

Note: The cost share amounts in this original agreement are based on rental costs that were in place at the time this agreement was made. The cost share amount may change based on Job Center rental costs.

The **Job Corps** annual cost share amount for utilizing space at the Columbia Mo Job Center is **\$6,291.07**.

**Agreement Period**

This MOU will be in effect from July 1, 2024, until June 30, 2026.

**Job Corp**

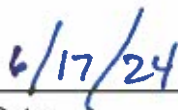
**Rett Dallas**

**CFO**

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

\_\_\_\_\_  
Date





\_\_\_\_\_  
Authorized Signature

\_\_\_\_\_  
Date

**Central Workforce Development**  
**Board One-Stop Delivery System**  
**Memorandum of Understanding**

By signing, the **Division of Offender Rehabilitative Services** affirms that this Memorandum of Understanding accurately describes the negotiated roles, responsibilities, and costs of the Central Region One-Stop Delivery System.

Referrals from the Division of Offender Rehabilitative Services will be made by direct linkage. A direct linkage means providing direct connection at the one-stop center, within a reasonable time, by phone or through a real-time Web-based communication to a program staff who can provide program information or services to the customer. A direct linkage cannot exclusively be providing a phone number or computer Web site or providing information, pamphlets, or materials.

Participation is at no cost to the Division of Offender Rehabilitative Services.

**Agreement Period**

This MOU will be in effect from July 1, 2024, through June 30, 2026.

**Second Chance Act of 2007(42 U.S.C 17532)** authorizes the programs and services covered by this MOU.



**Annie Herman, Director of Offender Rehabilitative Services**



**Trevor Foley, Director, Missouri Department of Correction**

**Central Workforce Development Board**  
**One-Stop Delivery System**  
**Memorandum of Understanding**

The signatures below affirm that the content of this MOU and attachments are compliant with the requirements set forth in WIOA Section 121(c) and the corresponding regulations in 20 CFR 678.

**Agreement Period**

This MOU will be in effect from July 1, 2024, until June 30, 2026.

DocuSigned by:  
*Gary Jungermann* 6/19/2024  
FA41800B881C4F6...

Gary Jungermann Chief Elected Official  
Printed Name Title

\_\_\_\_\_  
Signature Date

DocuSigned by:  
*Kathy Groves* 6/18/2024  
379E02CC81514B0...

Kathy Groves Board Chair, CWDB  
Printed Name Title

\_\_\_\_\_  
Signature Date

DocuSigned by:  
*Amy Sublett* 6/18/2024  
2BFC9F19F980474...

Amy Sublett Executive Director, CWDB  
Printed Name Title

\_\_\_\_\_  
Signature Date

DocuSigned by:  
*Trish Rogers* 6/20/2024  
32AC1B00BDC040D...

Patricia Rogers Executive Director, COPIC  
Printed Name Date

\_\_\_\_\_  
Signature Date



Rolla

| One-Stop Partners             |  | Infrastructure | Operating | Lease Holder | FTE - Staff | Dedicated Sq. Ftg |
|-------------------------------|--|----------------|-----------|--------------|-------------|-------------------|
| DWD                           |  |                |           |              | 5           |                   |
| Adult/DW /Youth               |  |                |           |              | 2           |                   |
| UMO                           |  |                |           |              | 0.03        |                   |
| Title II - AEL                |  |                |           |              | 0.03        |                   |
| VR                            |  |                |           |              | 0.03        |                   |
| DSS Rehab for Blind           |  |                |           |              | 0.03        |                   |
| Title V - Older Americans Act |  |                |           |              | 0.03        |                   |
| Perkins Center/Tech           |  |                |           |              | 0.03        |                   |
| TANF                          |  |                |           |              | 0.03        |                   |
| Second Chance                 |  |                |           |              |             |                   |
| UI                            |  |                |           |              |             |                   |
| DOL                           |  |                |           |              |             |                   |
| Partner 13                    |  |                |           |              |             |                   |
| Partner 14                    |  |                |           |              |             |                   |
| Partner 15                    |  |                |           |              |             |                   |

7.21

0



| <b>Line Item Cost</b>         |                     |
|-------------------------------|---------------------|
|                               | DWD                 |
|                               |                     |
| Lease/Rent                    | \$ 55,000.00        |
| Electric                      |                     |
| Gas                           |                     |
| Water                         |                     |
| Sewer Connections             |                     |
| High-Speed Internet           | \$ 600.00           |
| Telephones (Landlines)        | \$ 4,000.00         |
| Facility Maintenance Contract |                     |
| Alarm Services                |                     |
| Building Insurance            |                     |
| Copiers                       | \$ 1,150.00         |
| Fax Machines                  |                     |
|                               |                     |
|                               |                     |
|                               |                     |
|                               |                     |
|                               |                     |
|                               |                     |
| <b>TOTAL Paid</b>             | <b>\$ 60,750.00</b> |





| DSS Rehab for Blind | Title V - Older Americans Act | Perkins Center/Tech | TANF |
|---------------------|-------------------------------|---------------------|------|
|                     |                               |                     |      |
|                     |                               |                     |      |
|                     |                               |                     |      |
|                     |                               |                     |      |
|                     |                               |                     |      |
|                     |                               |                     |      |
|                     |                               |                     |      |
|                     |                               |                     |      |
|                     |                               |                     |      |
|                     |                               |                     |      |
|                     |                               |                     |      |
|                     |                               |                     |      |
|                     |                               |                     |      |
|                     |                               |                     |      |
|                     |                               |                     |      |
|                     |                               |                     |      |
|                     |                               |                     |      |
|                     |                               |                     |      |
|                     |                               |                     |      |
| \$ -                | \$ -                          | \$ -                | \$ - |



| Partner 14 | Partner 15 | Total Budget |
|------------|------------|--------------|
|            |            |              |
|            |            | \$ 56,500.00 |
|            |            | \$ -         |
|            |            | \$ -         |
|            |            | \$ -         |
|            |            | \$ -         |
|            |            | \$ 600.00    |
|            |            | \$ 4,000.00  |
|            |            | \$ -         |
|            |            | \$ -         |
|            |            | \$ -         |
|            |            | \$ 1,150.00  |
|            |            | \$ -         |
|            |            | \$ -         |
|            |            | \$ -         |
|            |            | \$ -         |
|            |            | \$ -         |
|            |            | \$ -         |
| \$ -       | \$ -       | \$ 62,250.00 |

| Budget     | Total Allocation Basis |                    |         |                |         |                        |
|------------|------------------------|--------------------|---------|----------------|---------|------------------------|
|            | DWD                    | Adult/DW<br>/Youth | UMO     | Title II - AEL | VR      | DSS Rehab for<br>Blind |
| FTE        | 5.00                   | 2.00               | 0.03    | 0.03           | 0.03    | 0.03                   |
| %          | 69.35%                 | 27.74%             | 0.42%   | 0.42%          | 0.42%   | 0.42%                  |
|            |                        |                    |         |                |         |                        |
| Sq Footage | -                      | -                  | -       | -              | -       | -                      |
| %          | #DIV/0!                | #DIV/0!            | #DIV/0! | #DIV/0!        | #DIV/0! | #DIV/0!                |
|            |                        |                    |         |                |         |                        |
|            |                        |                    |         |                |         |                        |



| Partner 15 | Total   |
|------------|---------|
| -          | 7.21    |
| 0.00%      | 100%    |
| -          | -       |
| #DIV/0!    | #DIV/0! |
|            |         |
|            |         |

| Line Item Budget              | One                 |                     |
|-------------------------------|---------------------|---------------------|
|                               | DWD                 | Adult/DW<br>/Youth  |
| Lease/Rent                    | \$ 39,181.69        | \$ 15,672.68        |
| Electric                      | \$ -                | \$ -                |
| Gas                           | \$ -                | \$ -                |
| Water                         | \$ -                | \$ -                |
| Sewer Connections             | \$ -                | \$ -                |
| High-Speed Internet           | \$ 416.09           | \$ 166.44           |
| Telephones (Landlines)        | \$ 2,773.93         | \$ 1,109.57         |
| Facility Maintenance Contract | \$ -                | \$ -                |
| Alarm Services                | \$ -                | \$ -                |
| Building Insurance            | \$ -                | \$ -                |
| Copiers                       | \$ 797.50           | \$ 319.00           |
| Fax Machines                  | \$ -                | \$ -                |
| 0                             | \$ -                | \$ -                |
| 0                             | \$ -                | \$ -                |
| 0                             | \$ -                | \$ -                |
| 0                             | \$ -                | \$ -                |
| 0                             | \$ -                | \$ -                |
| <b>Total Costs</b>            | <b>\$ 43,169.21</b> | <b>\$ 17,267.68</b> |





| TANF      | Second Chance | UI   | Partner 13 | Partner 14 | Partner 15 |
|-----------|---------------|------|------------|------------|------------|
| \$ 235.09 | \$ -          | \$ - | \$ -       | \$ -       | \$ -       |
| \$ -      | \$ -          | \$ - | \$ -       | \$ -       | \$ -       |
| \$ -      | \$ -          | \$ - | \$ -       | \$ -       | \$ -       |
| \$ -      | \$ -          | \$ - | \$ -       | \$ -       | \$ -       |
| \$ -      | \$ -          | \$ - | \$ -       | \$ -       | \$ -       |
| \$ 2.50   | \$ -          | \$ - | \$ -       | \$ -       | \$ -       |
| \$ 16.64  | \$ -          | \$ - | \$ -       | \$ -       | \$ -       |
| \$ -      | \$ -          | \$ - | \$ -       | \$ -       | \$ -       |
| \$ -      | \$ -          | \$ - | \$ -       | \$ -       | \$ -       |
| \$ -      | \$ -          | \$ - | \$ -       | \$ -       | \$ -       |
| \$ 4.79   | \$ -          | \$ - | \$ -       | \$ -       | \$ -       |
| \$ -      | \$ -          | \$ - | \$ -       | \$ -       | \$ -       |
| \$ -      | \$ -          | \$ - | \$ -       | \$ -       | \$ -       |
| \$ -      | \$ -          | \$ - | \$ -       | \$ -       | \$ -       |
| \$ -      | \$ -          | \$ - | \$ -       | \$ -       | \$ -       |
| \$ -      | \$ -          | \$ - | \$ -       | \$ -       | \$ -       |
| \$ -      | \$ -          | \$ - | \$ -       | \$ -       | \$ -       |
| \$ 259.02 | \$ -          | \$ - | \$ -       | \$ -       | \$ -       |



| Line Item Budget              | One-Stop Center Budget by Partner |                 |         |                |         |
|-------------------------------|-----------------------------------|-----------------|---------|----------------|---------|
|                               | DWD                               | Adult/DW /Youth | UMO     | Title II - AEL | VR      |
|                               |                                   |                 |         |                |         |
| Lease/Rent                    | #DIV/0!                           | #DIV/0!         | #DIV/0! | #DIV/0!        | #DIV/0! |
| Electric                      | #DIV/0!                           | #DIV/0!         | #DIV/0! | #DIV/0!        | #DIV/0! |
| Gas                           | #DIV/0!                           | #DIV/0!         | #DIV/0! | #DIV/0!        | #DIV/0! |
| Water                         | #DIV/0!                           | #DIV/0!         | #DIV/0! | #DIV/0!        | #DIV/0! |
| Sewer Connections             | #DIV/0!                           | #DIV/0!         | #DIV/0! | #DIV/0!        | #DIV/0! |
| High-Speed Internet           | #DIV/0!                           | #DIV/0!         | #DIV/0! | #DIV/0!        | #DIV/0! |
| Telephones (Landlines)        | #DIV/0!                           | #DIV/0!         | #DIV/0! | #DIV/0!        | #DIV/0! |
| Facility Maintenance Contract | #DIV/0!                           | #DIV/0!         | #DIV/0! | #DIV/0!        | #DIV/0! |
| Alarm Services                | #DIV/0!                           | #DIV/0!         | #DIV/0! | #DIV/0!        | #DIV/0! |
| Building Insurance            | #DIV/0!                           | #DIV/0!         | #DIV/0! | #DIV/0!        | #DIV/0! |
| Copiers                       | #DIV/0!                           | #DIV/0!         | #DIV/0! | #DIV/0!        | #DIV/0! |
| Fax Machines                  | #DIV/0!                           | #DIV/0!         | #DIV/0! | #DIV/0!        | #DIV/0! |
| 0                             | #DIV/0!                           | #DIV/0!         | #DIV/0! | #DIV/0!        | #DIV/0! |
| 0                             | #DIV/0!                           | #DIV/0!         | #DIV/0! | #DIV/0!        | #DIV/0! |
| 0                             | #DIV/0!                           | #DIV/0!         | #DIV/0! | #DIV/0!        | #DIV/0! |
| 0                             | #DIV/0!                           | #DIV/0!         | #DIV/0! | #DIV/0!        | #DIV/0! |
| 0                             | #DIV/0!                           | #DIV/0!         | #DIV/0! | #DIV/0!        | #DIV/0! |
| Total Costs                   | #DIV/0!                           | #DIV/0!         | #DIV/0! | #DIV/0!        | #DIV/0! |





Columbia

| One-Stop Partners             |  | Infrastructure | Operating | Lease Holder |
|-------------------------------|--|----------------|-----------|--------------|
| DWD                           |  |                |           |              |
| Adult/DW                      |  |                |           |              |
| Youth                         |  |                |           |              |
| Youth Build                   |  |                |           |              |
| TANF                          |  |                |           |              |
| UMOS                          |  |                |           |              |
| AEL                           |  |                |           |              |
| VR                            |  |                |           |              |
| DSS - Rehab for the Blind     |  |                |           |              |
| Title V - Older Americans Act |  |                |           |              |
| Jobs Corp                     |  |                |           |              |
| Second Chance                 |  |                |           |              |
| UI                            |  |                |           |              |
| DOL                           |  |                |           |              |
| Partner 15                    |  |                |           |              |

| FTE - Staff | Dedicated<br>Sq. Ftg | Comments    |
|-------------|----------------------|-------------|
| 7           |                      |             |
| 2.4         |                      |             |
| 0.4         |                      |             |
| 0.03        |                      | 4 Hrs Month |
| 0.03        |                      | 4 Hrs Month |
| 0.03        |                      | 4 Hrs Month |
| 0.53        |                      | Uses Center |
| 0.03        |                      | 4 Hrs Month |
| 0.03        |                      | 4 Hrs Month |
| 0.03        |                      | 4 Hrs Month |
| 0.03        |                      | 4 Hrs Month |
| 0.75        |                      | Uses Center |
|             |                      |             |
|             |                      |             |
|             |                      |             |
|             |                      |             |
|             |                      |             |

11.26

0



| Line Item Cost                |                     |
|-------------------------------|---------------------|
|                               | DWD                 |
|                               |                     |
| Lease/Rent/Utilities          | \$ 89,000.00        |
| High-Speed Internet           | \$ -                |
| Telephones (Landlines)        | \$ 4,000.00         |
| Facility Maintenance Contract |                     |
| Alarm Services                |                     |
| Building Insurance            |                     |
| Copiers                       | \$ 1,250.00         |
| Fax Machines                  |                     |
| Record Destruction            | \$ 200.00           |
|                               |                     |
|                               |                     |
|                               |                     |
|                               |                     |
| <b>TOTAL Paid</b>             | <b>\$ 94,450.00</b> |





| DOL  | Partner 15 | Total Budget |
|------|------------|--------------|
|      |            |              |
|      |            | \$ 89,000.00 |
|      |            | \$ -         |
|      |            | \$ 4,000.00  |
|      |            | \$ -         |
|      |            | \$ -         |
|      |            | \$ -         |
|      |            | \$ 1,250.00  |
|      |            | \$ -         |
|      |            | \$ 200.00    |
|      |            | \$ -         |
|      |            | \$ -         |
|      |            | \$ -         |
|      |            | \$ -         |
| \$ - | \$ -       | \$ 94,450.00 |

| Budget     | Total Allocation Basis |          |         |             |
|------------|------------------------|----------|---------|-------------|
|            | DWD                    | Adult/DW | Youth   | Youth Build |
|            |                        |          |         |             |
| FTE        | 7.00                   | 2.40     | 0.40    | 0.03        |
| %          | 62.17%                 | 21.31%   | 3.55%   | 0.27%       |
|            |                        |          |         |             |
|            |                        |          |         |             |
| Sq Footage | -                      | -        | -       | -           |
| %          | #DIV/0!                | #DIV/0!  | #DIV/0! | #DIV/0!     |
|            |                        |          |         |             |
|            |                        |          |         |             |

| TANF    | UMOS    | AEL     | VR      | - Rehab for the B/ | - Older American |
|---------|---------|---------|---------|--------------------|------------------|
| 0.03    | 0.03    | 0.53    | 0.03    | 0.03               | 0.03             |
| 0.27%   | 0.27%   | 4.71%   | 0.27%   | 0.27%              | 0.27%            |
| -       | -       | -       | -       | -                  | -                |
| #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0!            | #DIV/0!          |
|         |         |         |         |                    |                  |
|         |         |         |         |                    |                  |

| Jobs Corp | Second Chance | UI      | DOL     | Partner 15 | Total   |
|-----------|---------------|---------|---------|------------|---------|
| 0.75      | -             | -       | -       | -          | 11.26   |
| 6.66%     | 0.00%         | 0.00%   | 0.00%   | 0.00%      | 100%    |
| -         | -             | -       | -       | -          | -       |
| #DIV/0!   | #DIV/0!       | #DIV/0! | #DIV/0! | #DIV/0!    | #DIV/0! |
|           |               |         |         |            |         |
|           |               |         |         |            |         |

| Line Item Budget              | One-S               |                     |
|-------------------------------|---------------------|---------------------|
|                               | DWD                 | Adult/DW            |
| Lease/Rent/Utilities          | \$ 55,328.60        | \$ 18,969.80        |
| High-Speed Internet           | \$ -                | \$ -                |
| Telephones (Landlines)        | \$ 2,486.68         | \$ 852.58           |
| Facility Maintenance Contract | \$ -                | \$ -                |
| Alarm Services                | \$ -                | \$ -                |
| Building Insurance            | \$ -                | \$ -                |
| Copiers                       | \$ 777.09           | \$ 266.43           |
| Fax Machines                  | \$ -                | \$ -                |
| Record Destruction            | \$ 124.33           | \$ 42.63            |
| 0                             | \$ -                | \$ -                |
| 0                             | \$ -                | \$ -                |
| 0                             | \$ -                | \$ -                |
| 0                             | \$ -                | \$ -                |
| <b>Total Costs</b>            | <b>\$ 58,716.70</b> | <b>\$ 20,131.44</b> |



| Top Center Budget by Partner - Columbia |             |           |           |             |           |
|---|-------------|-----------|-----------|-------------|-----------|
| Youth                                   | Youth Build | TANF      | UMOS      | AEL         | VR        |
| \$ 3,161.63                             | \$ 237.12   | \$ 237.12 | \$ 237.12 | \$ 4,189.17 | \$ 237.12 |
| \$ -                                    | \$ -        | \$ -      | \$ -      | \$ -        | \$ -      |
| \$ 142.10                               | \$ 10.66    | \$ 10.66  | \$ 10.66  | \$ 188.28   | \$ 10.66  |
| \$ -                                    | \$ -        | \$ -      | \$ -      | \$ -        | \$ -      |
| \$ -                                    | \$ -        | \$ -      | \$ -      | \$ -        | \$ -      |
| \$ -                                    | \$ -        | \$ -      | \$ -      | \$ -        | \$ -      |
| \$ 44.40                                | \$ 3.33     | \$ 3.33   | \$ 3.33   | \$ 58.84    | \$ 3.33   |
| \$ -                                    | \$ -        | \$ -      | \$ -      | \$ -        | \$ -      |
| \$ 7.10                                 | \$ 0.53     | \$ 0.53   | \$ 0.53   | \$ 9.41     | \$ 0.53   |
| \$ -                                    | \$ -        | \$ -      | \$ -      | \$ -        | \$ -      |
| \$ -                                    | \$ -        | \$ -      | \$ -      | \$ -        | \$ -      |
| \$ -                                    | \$ -        | \$ -      | \$ -      | \$ -        | \$ -      |
| \$ -                                    | \$ -        | \$ -      | \$ -      | \$ -        | \$ -      |
| \$ 3,355.24                             | \$ 251.64   | \$ 251.64 | \$ 251.64 | \$ 4,445.69 | \$ 251.64 |

| DSS - Rehab for the Blind | Title V - Older Americans Act | Jobs Corp   | Second Chance | UI   | Partner 15 |
|---------------------------|-------------------------------|-------------|---------------|------|------------|
| \$ 237.12                 | \$ 237.12                     | \$ 5,928.06 | \$ -          | \$ - | \$ -       |
| \$ -                      | \$ -                          | \$ -        | \$ -          | \$ - | \$ -       |
| \$ 10.66                  | \$ 10.66                      | \$ 266.43   | \$ -          | \$ - | \$ -       |
| \$ -                      | \$ -                          | \$ -        | \$ -          | \$ - | \$ -       |
| \$ -                      | \$ -                          | \$ -        | \$ -          | \$ - | \$ -       |
| \$ -                      | \$ -                          | \$ -        | \$ -          | \$ - | \$ -       |
| \$ 3.33                   | \$ 3.33                       | \$ 83.26    | \$ -          | \$ - | \$ -       |
| \$ -                      | \$ -                          | \$ -        | \$ -          | \$ - | \$ -       |
| \$ 0.53                   | \$ 0.53                       | \$ 13.32    | \$ -          | \$ - | \$ -       |
| \$ -                      | \$ -                          | \$ -        | \$ -          | \$ - | \$ -       |
| \$ -                      | \$ -                          | \$ -        | \$ -          | \$ - | \$ -       |
| \$ -                      | \$ -                          | \$ -        | \$ -          | \$ - | \$ -       |
| \$ -                      | \$ -                          | \$ -        | \$ -          | \$ - | \$ -       |
| \$ -                      | \$ -                          | \$ -        | \$ -          | \$ - | \$ -       |
| \$ 251.64                 | \$ 251.64                     | \$ 6,291.07 | \$ -          | \$ - | \$ -       |

|              |
|--------------|
|              |
|              |
| Total Costs  |
|              |
| \$ 89,000.00 |
| \$ -         |
| \$ 4,000.00  |
| \$ -         |
| \$ -         |
| \$ -         |
| \$ 1,250.00  |
| \$ -         |
| \$ 200.00    |
| \$ -         |
| \$ -         |
| \$ -         |
| \$ -         |
| \$ 94,450.00 |

| <b>Line Item Budget</b>       |         |          |
|-------------------------------|---------|----------|
|                               | DWD     | Adult/DW |
| Lease/Rent/Utilities          | #DIV/0! | #DIV/0!  |
| #REF!                         | #REF!   | #REF!    |
| #REF!                         | #REF!   | #REF!    |
| #REF!                         | #REF!   | #REF!    |
| #REF!                         | #REF!   | #REF!    |
| High-Speed Internet           | #DIV/0! | #DIV/0!  |
| Telephones (Landlines)        | #DIV/0! | #DIV/0!  |
| Facility Maintenance Contract | #DIV/0! | #DIV/0!  |
| Alarm Services                | #DIV/0! | #DIV/0!  |
| Building Insurance            | #DIV/0! | #DIV/0!  |
| Copiers                       | #DIV/0! | #DIV/0!  |
| Fax Machines                  | #DIV/0! | #DIV/0!  |
| Record Destruction            | #DIV/0! | #DIV/0!  |
| 0                             | #DIV/0! | #DIV/0!  |
| 0                             | #DIV/0! | #DIV/0!  |
| 0                             | #DIV/0! | #DIV/0!  |
| 0                             | #DIV/0! | #DIV/0!  |
| <b>Total Costs</b>            | #DIV/0! | #DIV/0!  |







Lebanon

| One-Stop Partners             |  | Infrastructure | Operating | Lease Holder | FTE - Staff | Dedicated Sq. Ftg |
|-------------------------------|--|----------------|-----------|--------------|-------------|-------------------|
| DWD                           |  |                |           |              | 6           |                   |
| Adult/DW /Youth               |  |                |           |              | 6.4         |                   |
| UMO                           |  |                |           |              | 0.03        |                   |
| Title II - AEL                |  |                |           |              | 0.03        |                   |
| VR                            |  |                |           |              | 0.03        |                   |
| DSS Rehab for Blind           |  |                |           |              | 0.03        |                   |
| Title V - Older Americans Act |  |                |           |              | 0.03        |                   |
| TANF                          |  |                |           |              | 0.03        |                   |
| Second Chance                 |  |                |           |              |             |                   |
| UI                            |  |                |           |              |             |                   |
| DOL                           |  |                |           |              |             |                   |
| Partner 15                    |  |                |           |              |             |                   |
|                               |  |                |           |              | 12.58       | 0                 |



| Comments    |
|-------------|
|             |
|             |
| 4 Hrs/Month |
| 4 Hrs/Month |
| 4 Hrs/Month |
| 4 Hrs/Month |
|             |
| 4 Hrs/Month |
| 4 Hrs/Month |
|             |
|             |
|             |
|             |

| <b>Line Item Cost</b>         |                     |
|-------------------------------|---------------------|
|                               | DWD                 |
|                               |                     |
| Lease/Rent                    | \$ 59,000.00        |
| Electric                      |                     |
| Gas                           |                     |
| Water                         |                     |
| Sewer Connections             |                     |
| High-Speed Internet           | \$ 1,500.00         |
| Telephones (Landlines)        | \$ 3,850.00         |
| Facility Maintenance Contract |                     |
| Alarm Services                |                     |
| Building Insurance            |                     |
| Copiers                       | \$ 1,150.00         |
| Fax Machines                  |                     |
|                               |                     |
|                               |                     |
|                               |                     |
|                               |                     |
|                               |                     |
|                               |                     |
| <b>TOTAL Paid</b>             | <b>\$ 65,500.00</b> |





| UI   | DOL  | Partner 15 | Total Budget |
|------|------|------------|--------------|
|      |      |            | \$ 59,000.00 |
|      |      |            | \$ -         |
|      |      |            | \$ -         |
|      |      |            | \$ -         |
|      |      |            | \$ -         |
|      |      |            | \$ 2,844.00  |
|      |      |            | \$ 3,850.00  |
|      |      |            | \$ -         |
|      |      |            | \$ -         |
|      |      |            | \$ -         |
|      |      |            | \$ 1,150.00  |
|      |      |            | \$ -         |
|      |      |            | \$ -         |
|      |      |            | \$ -         |
|      |      |            | \$ -         |
|      |      |            | \$ -         |
|      |      |            | \$ -         |
| \$ - | \$ - | \$ -       | \$ 66,844.00 |

| Budget     | Total Allocation Basis |                    |         |                |         |                        |
|------------|------------------------|--------------------|---------|----------------|---------|------------------------|
|            | DWD                    | Adult/DW<br>/Youth | UMO     | Title II - AEL | VR      | DSS Rehab for<br>Blind |
| FTE        | 6.00                   | 6.40               | 0.03    | 0.03           | 0.03    | 0.03                   |
| %          | 47.69%                 | 50.87%             | 0.24%   | 0.24%          | 0.24%   | 0.24%                  |
|            |                        |                    |         |                |         |                        |
| Sq Footage | -                      | -                  | -       | -              | -       | -                      |
| %          | #DIV/0!                | #DIV/0!            | #DIV/0! | #DIV/0!        | #DIV/0! | #DIV/0!                |
|            |                        |                    |         |                |         |                        |
|            |                        |                    |         |                |         |                        |

| Title V - Older Americans Act | TANF    | Second Chance | UI      | DOL     | Partner 15 | Total   |
|-------------------------------|---------|---------------|---------|---------|------------|---------|
| 0.03                          | 0.03    | -             | -       | -       | -          | 12.58   |
| 0.24%                         | 0.24%   | 0.00%         | 0.00%   | 0.00%   | 0.00%      | 100%    |
| -                             | -       | -             | -       | -       | -          | -       |
| #DIV/0!                       | #DIV/0! | #DIV/0!       | #DIV/0! | #DIV/0! | #DIV/0!    | #DIV/0! |
|                               |         |               |         |         |            |         |
|                               |         |               |         |         |            |         |

| Line Item Budget              | One-                |                     |
|-------------------------------|---------------------|---------------------|
|                               | DWD                 | Adult/DW<br>/Youth  |
| Lease/Rent                    | \$ 28,139.90        | \$ 30,015.90        |
| Electric                      | \$ -                | \$ -                |
| Gas                           | \$ -                | \$ -                |
| Water                         | \$ -                | \$ -                |
| Sewer Connections             | \$ -                | \$ -                |
| High-Speed Internet           | \$ 1,356.44         | \$ 1,446.87         |
| Telephones (Landlines)        | \$ 1,836.25         | \$ 1,958.66         |
| Facility Maintenance Contract | \$ -                | \$ -                |
| Alarm Services                | \$ -                | \$ -                |
| Building Insurance            | \$ -                | \$ -                |
| Copiers                       | \$ 548.49           | \$ 585.06           |
| Fax Machines                  | \$ -                | \$ -                |
| 0                             | \$ -                | \$ -                |
| 0                             | \$ -                | \$ -                |
| 0                             | \$ -                | \$ -                |
| 0                             | \$ -                | \$ -                |
| 0                             | \$ -                | \$ -                |
| <b>Total Costs</b>            | <b>\$ 31,881.08</b> | <b>\$ 34,006.49</b> |







| Line Item Budget              | One-Stop Center Budget by Partner |                 |         |                |         |
|-------------------------------|-----------------------------------|-----------------|---------|----------------|---------|
|                               | DWD                               | Adult/DW /Youth | UMO     | Title II - AEL | VR      |
|                               |                                   |                 |         |                |         |
| Lease/Rent                    | #DIV/0!                           | #DIV/0!         | #DIV/0! | #DIV/0!        | #DIV/0! |
| Electric                      | #DIV/0!                           | #DIV/0!         | #DIV/0! | #DIV/0!        | #DIV/0! |
| Gas                           | #DIV/0!                           | #DIV/0!         | #DIV/0! | #DIV/0!        | #DIV/0! |
| Water                         | #DIV/0!                           | #DIV/0!         | #DIV/0! | #DIV/0!        | #DIV/0! |
| Sewer Connections             | #DIV/0!                           | #DIV/0!         | #DIV/0! | #DIV/0!        | #DIV/0! |
| High-Speed Internet           | #DIV/0!                           | #DIV/0!         | #DIV/0! | #DIV/0!        | #DIV/0! |
| Telephones (Landlines)        | #DIV/0!                           | #DIV/0!         | #DIV/0! | #DIV/0!        | #DIV/0! |
| Facility Maintenance Contract | #DIV/0!                           | #DIV/0!         | #DIV/0! | #DIV/0!        | #DIV/0! |
| Alarm Services                | #DIV/0!                           | #DIV/0!         | #DIV/0! | #DIV/0!        | #DIV/0! |
| Building Insurance            | #DIV/0!                           | #DIV/0!         | #DIV/0! | #DIV/0!        | #DIV/0! |
| Copiers                       | #DIV/0!                           | #DIV/0!         | #DIV/0! | #DIV/0!        | #DIV/0! |
| Fax Machines                  | #DIV/0!                           | #DIV/0!         | #DIV/0! | #DIV/0!        | #DIV/0! |
| 0                             | #DIV/0!                           | #DIV/0!         | #DIV/0! | #DIV/0!        | #DIV/0! |
| 0                             | #DIV/0!                           | #DIV/0!         | #DIV/0! | #DIV/0!        | #DIV/0! |
| 0                             | #DIV/0!                           | #DIV/0!         | #DIV/0! | #DIV/0!        | #DIV/0! |
| 0                             | #DIV/0!                           | #DIV/0!         | #DIV/0! | #DIV/0!        | #DIV/0! |
| 0                             | #DIV/0!                           | #DIV/0!         | #DIV/0! | #DIV/0!        | #DIV/0! |
| Total Costs                   | #DIV/0!                           | #DIV/0!         | #DIV/0! | #DIV/0!        | #DIV/0! |





The Chief Local Elected Official for the Central Workforce Development Board is Gary Jungermann.

Callaway County Presiding Commissioner  
10 East 5<sup>th</sup> Street  
Fulton, MO 65251  
(573) 642-0737  
GJungermann@callawaycounty.org

**CHIEF LOCAL ELECTED OFFICIALS**

**CENTRAL REGION OF MISSOURI**

**BY-LAWS**

***Preamble***

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

NOW THEREFORE, the Chief Local Elected Officials do hereby adopt the following by-laws:

**ARTICLE I  
CLEO Established**

The counties of aforementioned do hereby constitute themselves to be the Chief Local Elected Officials for the purpose of the Workforce Innovation and Opportunity Act.

**ARTICLE II  
Governance**

**2.1. Chief Local Elected Officials (CLEO's)**

The CLEO's shall be governed by the members consisting of the CLEO's of each of the nineteen (19) counties or his/her designee thereof, as provided hereinafter.

- a. The Presiding Commissioner shall be the Chief Elected Official (CLEO) or his/her designee of the nineteen (19) counties listed in the Preamble of these by-laws.
- b. The CLEO may designate an alternate representative from their local government entity to attend and participate in the Caucus meetings on the CLEO's behalf. However, this designee shall not possess the right to vote on behalf of such CLEO, unless the proxy voting is as outlined in Article 2.5 of the Central Region Caucus bylaws.

**2.2. Officers**

- a. The Caucus shall elect from its membership a Chairperson, a Vice-Chairperson and such other officers as may be provided in the Caucus bylaws to serve for a term of two years or until a successor is elected. Vacancies shall be filled by election for the remainder of the unexpired term. The Executive Director of the Central Workforce Development Board (CWDB) shall appoint a caucus clerk.
- b. The Chairperson shall preside over meetings of the CLEO's, be responsible for managing the affairs of the CLEO's and serve as the Chief Elected Official under the Workforce Innovation and Opportunity Act. The Chairperson shall sign all documents as authorized by the ACT.

Attachment 3

- c. The Vice Chairperson shall perform the duties of the Chairperson in his/her absence.
- d. The clerk shall be responsible for the taking, recording, duplicating, distributing and filing of all minutes of the CLEO meetings, and shall be responsible for keeping a record on file of all official public records and correspondence of the CLEO's.

**2.3 Committees**

- a. The CLEO's may create other committees and authorize the Chairperson to appoint same. All committees shall consist only of CLEO members.
- b. All committees authorized hereunder shall report and be accountable to the CLEO membership.

**2.4 Meetings**

- a. The CLEO's shall meet two times each calendar year. One of these meetings will be a joint meeting with the Central Workforce Development Board. The caucus clerk shall provide meeting notices, copies of the previous meeting's minutes, and an agenda of any business to be discussed to all Caucus members at least five (5) calendar days prior to the date of each meeting.
- b. A quorum shall consist of a simple majority of the CLEO's duly representing member counties present at a meeting or present by telephone or video conferencing. The business of the CWDB must be conducted in order to serve participants and businesses in a timely manner; therefore, the CLEO's will make every conscious effort to be in attendance at the biannual meetings. To assure the CLEO's may conduct business timely and to assure a quorum, members may connect to the meetings by telephone or video conferencing. All members are encouraged to be present in person, but telephone and video conferencing may be used when necessary.
- c. Special meetings may be called when requested by the Chairperson or any seven members in writing to the clerk at least ten (10) days in advance.
- d. Conference calls may be held to conduct business that is necessary prior to the next regular meeting. A forty-eight (48) hour notice will be sent to the CLEO and notices will be posted. These calls will be open to the public and access numbers will be provided on the notice.
- e. Agreements, local plans, and budgets under Public Law requiring CLEO approval and any amendment thereto, shall be approved by simple majority vote of the members present or connected by telephone or video conferencing at a meeting of the CLEO's prior to execution by the Chairperson. Local plan modifications required by the state may be "signed off" by the CLEO Chairperson who has authority to sign the approval letter by the other members without a special called meeting or conference call.



## **2.5 Proxies**

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

## **2.6 Parliamentary Authority**

Meetings of the Chief Elected Officials shall be conducted according to the procedures contained in Robert's Rules of Order, Revised and in accordance with the Missouri Sunshine Law.

## **2.7 Chief Local Elected Official Records**

All records of the CLEO's shall be kept at the office of the CWDB in the custody of the clerk of the CLEO's.

## **Article III Functions of the CLEO**

The Caucus shall perform the following functions for Chief Local Elected Officials, as specified in Public Law 113-128, the Act:

### **3.1 Grant Recipient**

In General, the Chief Elected Official(s) 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.

### **3.2 Designation**

The Caucus may designate an entity to serve as a local grant subrecipient or as local fiscal agent; such designation shall not relieve a CLEO of the liability for any misuse of grant funds. In the event of misuse of grant funds that cannot be recovered, in whole or in part, from the subrecipient or fiscal agent responsible for the misuse, the CWDB shall repay an amount equal to the amount of misused funds that cannot be recovered. Any misused funds will be reimbursed through a claim on the Board's liability insurance. If the claim is not covered by the insurance, or the payment is not sufficient to reimburse the misused funds, the balance will be settled with stand-in-costs. Should the CWDB be unable to provide funds in an amount sufficient to repay the amount of misused funds than cannot be recovered, any remaining amount of misused funds must be reimbursed by the local government entities listed in Section 1 in the manner specified below.

### **3.3 Regional Planning**

The local boards and chief elected officials in each planning region shall engage in a regional planning session.

### **3.4 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 shall designate or certify one-stop operator(s) as described in section 121 (d)(2)(A); and may terminate for cause the eligibility of such operators.

### **3.5 Program Oversight**

The local board, in partnership with the Chief Elected Official for the local area, shall 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 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.

### **3.6 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 – 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.
- c. Designation – in order to assist in administration of the grant funds, the Chief Elected Official or the Governor, where the Governor serves as the local grant recipient for a local area, may designate an entity to serve as a local grant subrecipient for such funds or as a local fiscal agent. Such designation shall not relieve the Chief Elected Official or the Governor of the liability for any misuse of grant funds as described in Section 3.2.
- d. Disbursal – The local grant recipient or an entity designation under sub-clause (ii) shall disburse the grant funds for workforce investment activities at the direction of the local board, pursuant to the requirements of this title. The local grant recipient or entity designated under sub-clause (ii) shall disburse the funds immediately on receiving such direction from the local board.

**3.7 Negotiation Of Local Performance Accountability Measures**

The local Board, the Chief Local Elected Official, and the Governor shall negotiate and reach agreement on local performance accountability measures as described in section 116(c).

**3.8 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 WIOA Section 107(b)(2).

**3.9. Other Duties**

Perform any other duties or obligations conferred upon the Chief Local Elected Officials as designated under the Act.

**ARTICLE IV  
Amendments**

- 4.1** Amendments may be proposed to the CLEO's in writing by any member. By-laws or amendments may be adopted by the affirmative vote of a majority of the entire membership of the CLEO's at any regular meeting called for that purpose.
- 4.2** Copies of all proposed amendments shall be furnished in writing to each member of the CLEO's at least ten (10) days prior to consideration.

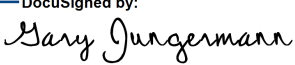
**Workforce Innovation and Opportunity Act (WIOA) enacted July 22, 2014.**

The Bylaws were revised and adopted in accordance and to align with Public Law 113-128, the Workforce Innovation and Opportunity Act upon approval:

Voted Upon: February 28, 2024.

Approved  Denied

The by-laws were adopted upon approval:

DocuSigned by: 3/6/2024  
  
 FA41800B881C4F6...

\_\_\_\_\_  
Chief Elected Official, Gary Jungermann

| Minimum Required Membership | Category  |
|-----------------------------|---|
| <b>Section 107 (2) A.</b>   | <b><i>a majority shall be representatives of business in local area;</i></b>  |
| 14                          | 51% Private   |
| <b>Section 107 (2) B.</b>   | <b><i>Not less than 20% represent workforce of local area, who</i></b>  |
| 3                           | <i>(i) shall include representatives of labor organizations</i>   |
| 1                           | <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 <u>veterans</u> or that provide or support competitive integrated employment for <u>individuals with disabilities</u>; and</i> |
| 1                           | <i>(iv) may include representatives of <u>organizations</u> that have demonstrated experience and expertise in addressing the employment, training, or <u>education needs of eligible youth</u>, including representatives of <u>organizations that serve out-of-school youth</u></i>   |
| <b>Section 107 (2) C.</b>   | <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>   |
| <b>Section 107 (2) D.</b>   | <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>  |

## Attachment 3

|                               |   |
|-------------------------------|---|
| 1                             | <i>(ii) shall include an appropriate representative from the State employment service office under the Wagner-Peyser Act</i>  |
| 1                             | <i>(iii) shall include an appropriate representative of the programs carried out under title I of the Rehabilitation Act</i>  |
| 1                             | <i>(iv) <u>may</u> include representatives of agencies or entities administering programs serving the local area relating to transportation, housing, and public assistance</i>   |
| 0                             | <i>(v) may include representatives of philanthropic organizations serving the local area</i>  |
| Total Minimum Membership = 26 | *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. |



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

Central Workforce Development Board

Name of Local Workforce Development Board: \_\_\_\_\_

***(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 ‡<br>(for <i>Business</i> nominees <i>only</i> ) | Member being replaced<br>(if applicable) |
|---|----------------------|---------------------------------------|--|---|--|
| T.R. Dudley<br>Resource and Development Specialist    | Business             | Washington County Chamber of Commerce | Great Mines Health Center-Potosi<br>#1 Southtowne Drive, Potosi, Missouri 63664<br>Ph. 573-438-9355 Fax. 573-438-7892<br>trdudley123@gmail.com | 81-0546390  |  |
| Patrick Kelly<br>Operations Superintendent            | Business             | Mexico Area Chamber of Commerce       | Missouri American Water Company<br>506 Southwestern, Mexico, MO 65265<br>Ph. 573-581-9389<br>Patrick.kelly@amwater.com                         | 23-1340234  |  |
| Jeremy Porter<br>Owner                                | Business             | Washington County Chamber of Commerce | SomethingCool.com LLC<br>121 A East Hight Street, Potosi, MO 63664<br>Ph. 855-609-2665<br>jeremy@somethingcool.com                             | 43-1891574  |  |
| Kathy Groves<br>Vice President of Strategic Relations | Business             | Callaway Chamber of Commerce          | Williams Woods University<br>One University Avenue, Fulton, MO 65251<br>Ph. 573-592-1106 Fax. 573-592-4180<br>Kathy.groves@williamwoods.edu    | 43-0654876  |  |
| Kalynn Ramsey<br>Apprenticeship Program Manager       | Business             | Regional Economic Development, Inc.   | Equipment Share<br>8430 Interstate 70 Drive SE<br>Columbia, MO 65202<br>Ph. 573-550-0440 kalynn.ramsey@equipmentsshare.com                     | 47-2405753  | Replaced Katrina Lambrecht               |
| Krista Grayson<br>Director of Marketing               | Business             | Rolla Area Chamber of Commerce        | MO-SCI, LLC<br>4040 Hypoint North, Rolla, MO 65401<br>Ph. 573-364-2338 Fax. 573-364-9589<br>kgrayson@mo-sci.com                                | 43 -1372193   | Replaced Ray Crouch                      |



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

Name of Local Workforce Development Board: Central Workforce Development Board

***(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 ‡<br>(for <i>Business</i> nominees <i>only</i> ) | Member being replaced<br>(if applicable) |
|---|----------------------|--|--|---|--|
| Curtis Lilly<br>Director of Dining and Nutrition Services | Business             | Jefferson City Chamber of Commerce         | MU Health Care<br>One Hospital Drive, DC020.00<br>Columbia, MO 65212<br>Ph. 573-476-4126 - lillycr@health.missouri.edu | 43-60003859   |  |
| Mark Massen<br>Owner                                      | Business             | Camdenton Area Chamber of Commerce         | Poly Lift<br>17163 N. State Hwy. 5<br>Sunrise Beach, MO 65079<br>Ph. 573-216-2029 - mark@polylift.com                  | 43-1281451  |  |
| Betty Jo Sydenstricker<br>Broker Owner                    | Business             | Mexico Chamber of Commerce                 | RE/MAX On The Move<br>3626 S. Clark St., Suite C<br>Mexico, MO 65265<br>Ph 573- 581-8282 Bettyjoonthemove@gmail.com    | 26-2453575  |  |
| John Butz<br>City Administrator                           | Business             | Rolla Chamber of Commerce                  | City of Rolla<br>901 N. Elm Street, Rolla, MO 65402<br>Ph 573-426-6948 , jbutz@rollacity.org                           | 43-1240668  |  |
| Charissa Lee<br>Team Lead- Talent Acquisition             | Business             | Lebanon Regional Economic Development, Inc | Brunswick - Lowe Boats<br>2900 Industrial Drive, Lebanon, MO 65536<br>Ph. 417-532-8913 - Charisa.Lee@brunswick.com     | 36-0848180  |  |
| Loreli Wilson<br>Director of Inclusion and Social Impact  | Business             | Regional Economic Development, Inc.        | Veterans United Home Loans<br>1400 Veterans United Drive.<br>Columbia, MO 65203<br>Ph 573-876-2600 - lwilson@vu.com    | 43-1965151  |  |



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| Appointee's name & title*  | Membership category†        | Nominating organization                          | Appointee's company or organization, mailing address, phone #, fax #, and email address   | FEIN ‡<br>(for <i>Business</i> nominees <i>only</i> ) | Member being replaced<br>(if applicable) |
|--|-----------------------------|--|---|---|--|
| Jessica Crum<br>Human Resources Director                             | Business                    | Vienna Chamber of Commerce                       | Maries County Bank<br>205 Hwy 63 N<br>Vienna, MO 65582<br>Ph 573-422-3323 - jcrum@mariescountybank.com  | 43-0393 170   |  |
| Paula S. Benne<br>President/Owner                                    | Business                    | Jefferson City Chamber of Commerce               | C&S Business Services<br>1731 Southridge Dr. Suite A<br>Jefferson City, MO 65109<br>Ph. 573-635-9295 - paulab@cs_business.com                             | 43-1698924  |  |
| Dewey Thompson<br>Director, Extension<br>Missouri Training Institute | Higher Education            | Missouri Training Institute, College of Business | Missouri Training Institute<br>UMC- College of Business 304 Cornell Hall<br>Columbia, MO 65211<br>Ph 573-882-2861 - thompsonde@missouri.edu               |   |  |
| Elizabeth Perkins<br>Manager, Workforce<br>Implementation            | Vocational Rehabilitation   | Asst<br>Commissioner<br>Dept of DESE             | Missouri-DESE, Office of Adult Learning & Rehab<br>3024 Dupont Circle, Jefferson City, MO 65109<br>Ph. 573-522-8082 -<br>Elizabeth.perkins@vr.dese.mo.gov |   |  |
| Suzanne Absheer<br>Program Specialist                                | TANF/MWA                    | Mo. Department of Social Services                | Mo Department of Social Services<br>3418 Knipp Dr. Suite D.,<br>Jefferson City, MO 65109<br>Ph: 573-751-0347 - suzanne.absheer@dss.mo.gov                 |   |  |
| David Miller<br>Executive Director                                   | CBO/HUD/<br>Labor/Workforce | Pulaski County Clerk                             | Missouri Ozarks Community Action Inc.<br>P.O. Box 69, Richland, MO 65556<br>Ph: 573-765-3263 - dmiller@mocacaa.org  |   |  |





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|---|---|---|--|---|--|
| Jennifer Taylor<br>Operations Coordinator                 | Wagner Peysers<br>Vet/Core<br>Intensv Srv | Office of<br>Workforce<br>Development               | Missouri Department of Higher Education<br>and Workforce Development , PO Box 1087<br>Jefferson City, MO 65102 Ph (573) 201-4830<br>Jennifer.Taylor@dhewd.mo.gov |   |  |
| Tamara Tateosian<br>Executive Director                    | Economic<br>Development                   | Callaway Chamber<br>of Commerce                     | Callaway Chamber of Commerce<br>510 Market Street, Fulton, MO 65251<br>Ph 573- 642-3055 - tamara@callawaychamber.net   |   |  |
| Alice Whalen<br>Director, Adult Education and<br>Literacy | Adult<br>Education &<br>Literacy          | Director of Adult<br>Education and<br>Literacy DESE | Adult Education and Literacy<br>East Central College<br>1964 Prairie Dell Road, Union, MO 63084<br>Ph 636-584-6500 - Alice.Whalen@eastcentral.edu                |   |  |
| Jerrell Morton, Director,<br>YouthBuild                   | Labor/<br>Workforce<br>CBO                | Columbia<br>Chamber of<br>Commerce                  | Job Point<br>400 Wilkes Boulevard<br>Columbia, MO 65201<br>Ph: 573-777-1552 - Jerrellm@jobpoint.org  |   |  |
| Jimmy Rogers<br>Director of Marketing                     | Labor/<br>Workforce                       | Missouri AFL-<br>CIO                                | SMART Local 36<br>P.O. Box 471, Fulton, MO 65251<br>Ph 573-645- 0455 - jrogers@sheetmetal36.org  |   |  |
| Curtis Koelling<br>Business Representative                | Labor/<br>Workforce                       | Missouri AFL-<br>CIO                                | Painters Local Union #1185<br>1744 Halifax Road, Holts Summit, MO 65043<br>Ph: 573-896-0206 - ckoelling@dc58.org   |   |  |



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

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|---|----------------------|--------------------------------|--|---|--|
| Matt Hurley<br>Program Coordinator        | Labor/<br>Workforce  | Carpenters<br>Regional Council | Carpenters Apprenticeship Program<br>Central Missouri Training Center<br>5218 Business Hwy 50 West , Jefferson City, MO 65109<br>Ph 573-616-9692 - mhurley@cjtf.org              |   |  |
| Jason Verslues<br>Business Representative | Labor/<br>Workforce  | Carpenters<br>Regional Council | Carpenters Apprenticeship Program<br>Central Missouri Training Center<br>5218 Business Hwy 50 West , Jefferson City, MO 65109<br>Ph 573-636-4600 - jverslues@carpentersunion.org |   |  |
|   |                      |                                |  |   |  |
|   |                      |                                |  |   |  |
|   |                      |                                |  |   |  |
|   |                      |                                |  |   |  |

**Central Region Workforce  
Development Board  
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. Finance Committee:**

A standing committee to provide oversight of fiscal matters, including reviewing and providing input on financial reports and fiscal matters. The committee will understand the finances of the organization and convey information to the board, including the format used to present reports to the board. The committee will oversee the CWDB budget, accounting policies and procedures, the board's financial manual, and internal controls.

The committee will be composed of the Board Chairman, Treasurer, and other board members appointed by the board chair.

**b. Executive Committee:**

The Executive Committee shall consist of the officers and shall have all powers of the board. A quorum shall be deemed 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.

The Committee will hire, set the salary, and regularly evaluate the Executive Director and address other personnel matters as required.

The Executive Committee shall have the authority to conduct such business as is required to be acted upon prior to the regular board meeting of the Directors. Any action taken by the Executive Committee shall be reported at the regular board meeting.

### **3.2 ADDITIONAL COMMITTEES**

The local board may designate additional committees in addition to the standing committees specified in Article 3.1. These ad hoc committees may include, but are not limited to, an evaluation committee, planning committee, One-Stop committee, disability committee, employer engagement committee, and youth committee.

Julie Carter, Interim Director

Office of Workforce Development

June 2, 2023

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

Kathy Groves  
William Woods University  
One University Avenue  
Fulton, Missouri 65251

Dear Commissioner Jungermann and Ms. Groves:

I am pleased to inform you that the member list submitted by the Central Workforce Development Board (WDB) on April 28, 2023 meets the WIOA Local WDB requirements for recertification. The following Board membership list is approved. We look forward to working with you and your Board.

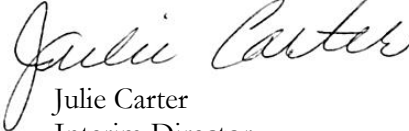
Board Members

|                  |                   |                 |                        |
|------------------|-------------------|-----------------|------------------------|
| Charisa Lee      | Loreli Wilson     | T.R. Dudley     | Patrick Kelly          |
| Jeremy Porter    | Katrina Lambrecht | Ray Crouch      | Mark Maasen            |
| Kathy Groves     | John Butz         | Paula Benne     | Betty Jo Sydenstricker |
| Curtis Lilly     | Jessica Crum      | Matt Hurley     | Curtis Koelling        |
| Jimmy Rogers     | David Miller      | Jerrell Morton  | Jason Verslues         |
| Alice Whalen     | Elizabeth Perkins | Jennifer Taylor | Dewey Thompson         |
| Tamara Tateosian | Suzanne Absheer   |                 |                        |

**Please update your Local Plan (Attachment 6) with this letter and update your local website by listing these board members and their affiliations.** Additionally, please continue to inform us of Board membership changes so that we may keep our database current.

Should you have any questions or comments, please contact Rebecca Fletcher at (573) 751-2374 or [Rebecca.Fletcher@dhewd.mo.gov](mailto:Rebecca.Fletcher@dhewd.mo.gov).

Sincerely,



Julie Carter  
Interim Director

c: Amy Sublett  
OWD Senior Staff  
Megan McCarty

301 West High Street, Suite 870 | P.O. Box 1087 | Jefferson City, MO 65102-1087  
(573) 751-3999 | Fax (573) 751-8162

## **Standing Committees**

The Central Workforce Development Board currently has two standing committees.

### **Finance Committee**

Committee members are T.R. Dudley, Treasurer, Kathy Groves, Chair, David Miller, and Lisa Elrod, CWDB Assistant Director.

### **Executive Committee**

Committee members are Kathy Groves, Chair, Jessica Crum, Vice-Chair, Matt Hurley, Secretary, and Amy Sublett, CWDB Executive Director.

The Board may designate additional committees on an ad hoc basis. Members are appointed to these committees when the committees are formed.

## **CENTRAL WORKFORCE DEVELOPMENT BOARD**

### **BYLAWS**

#### **VISION STATEMENT**

The vision of the Central Workforce Development Board (CWDB) is a community approach for sustaining a productive workforce by creating opportunities for people to attain self-sufficiency through skills development and connecting to in-demand jobs.

#### **ARTICLE I**

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

- 1.1** The Board shall be known as the Central Workforce Development Board (CWDB).
- 1.2** The Board maintains its principle office at 1107 Kingshighway, Rolla, Missouri, 65401 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>   | <b><i>a majority shall be representatives of business in local area;</i></b>  |
| 14                          | 51% Private   |
| <i>Section 107 (2) B.</i>   | <b><i>Not less than 20% represent workforce of local area, who</i></b>  |
| 3                           | <i>(i) shall include representatives of labor organizations</i>   |
| 1                           | <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 <u>veterans</u> or that provide or support competitive integrated employment for <u>individuals with disabilities</u>; and</i> |
| 1                           | <i>(iv) may include representatives of <u>organizations</u> that have demonstrated experience and expertise in addressing the employment, training, or <u>education needs of eligible youth</u>, including representatives of <u>organizations that serve out-of-school youth</u></i>   |
| <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 public assistance</i>   |
| 0                             | <i>(v) may include representatives of philanthropic organizations serving the local area</i>  |
| Total Minimum Membership = 26 | *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. Finance Committee:**

A standing committee to provide oversight of fiscal matters, including reviewing and providing input on financial reports and fiscal matters. The committee will understand the finances of the organization and convey information to the board, including the format used to present reports to the board. The committee will oversee the CWDB budget, accounting policies and procedures, the board’s financial manual, and internal controls.

The committee will be composed of the Board Chairman, Treasurer, and other board members appointed by the board chair.

**b. Executive Committee:**

The Executive Committee shall consist of the officers and shall have all powers of the board. A quorum shall be deemed 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.

The Committee will hire, set the salary, and regularly evaluate the Executive Director and address other personnel matters as required.

The Executive Committee shall have the authority to conduct such business as is required to be acted upon prior to the regular board meeting of the Directors. Any action taken by the Executive Committee shall be reported at the regular board meeting.

### **3.2 ADDITIONAL COMMITTEES**

The local board may designate additional committees in addition to the standing committees specified in Article 3.1. These ad hoc committees may include, but are not limited to, an evaluation committee, planning committee, One-Stop committee, disability committee, employer engagement committee, and youth committee.

- 3.3** Board members are appointed for two-year terms. Half of the membership was appointed in January 2023 with the remaining membership being appointed in January 2024. The appointment process will continue on two-year cycles.

Vacant positions on the board will be filled as soon as possible. In the event a vacancy occurs during the term of an appointment, the new member shall be appointed by the same nomination and appointment process used for all members.

## **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 businesses 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 development activities; (C) to ensure that workforce development 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. Efforts will be made to increase the use of work-based learning, including apprenticeships, pre-apprenticeships, on-the-job training, and other training programs.
- 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 development 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 development 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 four times in a calendar 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** The Chairperson may also call special meetings of the board 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 emailed to each member ten (10) calendar days prior to the date of the meeting. A courtesy phone reminder may precede the meeting to determine if there will be a quorum.
- 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 present when at least a simple majority of the membership is present at a meeting or connected by telephone or video conferencing 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, Secretary, and Treasurer. The Chairperson and Vice Chairperson must be business sector members of the board. The Treasurer and Secretary may be any member of the board, however, if not from the business 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 will be taken from the floor for any of the officer positions at the meeting preceding the July meeting. Officers will be elected by a simple majority of the votes present at the July meeting and shall assume their respective office 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.
- 6.7** 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.
- 6.8** Duties of the Secretary: The secretary of the board shall provide management of external correspondence and ensure that requests made of the board are relevant, reported, and responded to in a timely manner. The Secretary will provide oversight of board staff relating to board documents, records, and membership lists.
- 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** The Board Chair, Vice Chair, Executive Director, and Assistant 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 or Secretary are not from the business sector, then the group meeting that day will by majority vote select a temporary Chairperson from the business 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.

## **ARTICLE VII**

### **Fiscal**

- 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 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 Development Board (CWDB) and its Board of Directors (board members), all assets shall be turned over to the Missouri Office 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 OWD Travel Policy" in the performance of their duties upon the approval of the Chairperson. Board members will be reimbursed for mileage. Mileage will be calculated using Google for distance traveled and reimbursed at the current state of Missouri Standard Mileage rate.
- 8.2** Any board member who is absent from three consecutive meetings, either regular or special, without notice and good reason will be given the opportunity to resign from the board or will be removed from the board by a majority vote of the membership.
- 8.3** The Chairman and Chief Elected Official will be notified by email within 10 business days of the occurrence of a board vacancy. All vacancies should be filled within 90 days from the date the vacancy occurs.

- 8.4** The Central Workforce Development Board (CWDB) 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 of the members present and constituting a quorum at any regular or special meeting of the board, provided 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 Development Board (CWDB) 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.

**Local Fiscal Agent**

Central Workforce Development Board is the fiscal agent for the Central Region.

Contact information is: Central Workforce Development Board

1107 Kingshighway  
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## CWDB Budget for PY23/FY24

|   |    |              |                                 |
|---|----|--------------|---------------------------------|
| WIOA State Budget                           |    |              | \$ 2,966,013.00                 |
| WIOA Admin 10%                              |    | \$           | 296,599.00                      |
| Admin Expenses                              |    |              |                                 |
| Salaries/Taxes/Fring                        | \$ | 189,444.53   |                                 |
| CWDB Rent/Utilities                         | \$ | 9,005.40     |                                 |
| CWDB Office Expense                         | \$ | 5,753.70     |                                 |
| CWDB Computer Expenses                      | \$ | 6,891.64     |                                 |
| CWDB Required Insurances                    | \$ | 8,317.50     |                                 |
| CWDB Audits                                 | \$ | 12,500.00    |                                 |
| Total Admin Expenses                        |    | <u>\$</u>    | <u>231,912.77</u> \$ 231,912.77 |
| Carry Over CWDB Admin Budget to PY23/FY24   |    | \$           | 64,686.23                       |
|   |    |              |                                 |
| WIOA Program                                |    | \$           | 436,682.80                      |
| Salaries/Taxes/Fring                        | \$ | 227,823.01   |                                 |
| CWDB Rent/Utilities                         | \$ | 9,005.40     |                                 |
| CWDB Office Expense                         | \$ | 5,753.70     |                                 |
| CWDB Computer Expenses                      | \$ | 6,891.64     |                                 |
| CWDB Required Insurances                    | \$ | 8,317.50     |                                 |
| CWDB Audits                                 | \$ | 12,500.00    |                                 |
| Total Program CWDB Expenses                 |    | <u>\$</u>    | <u>270,291.25</u> \$ 270,291.25 |
| Carry Over CWDB Program Budget to PY23/FY24 |    | \$           | 166,391.55                      |
|   |    |              |                                 |
| COPIC Budget                                |    | \$           | 2,135,531.20 \$ 2,135,531.20    |
| COPIC Salaries/Fring                        | \$ | 1,120,000.00 |                                 |
| COPIC Office/Supplies                       | \$ | 54,542.16    |                                 |
| COPIC Program                               | \$ | 960,989.04   |                                 |
|   |    |              |                                 |
| Job Center Cost Share                       | \$ | 97,200.00    | <u>\$ 97,200.00</u>             |
| Excess Budget Carryover PY23/FY24           |    |              | <u>\$ 231,077.78</u>            |

## Central Workforce Development Board

### Conflict of Interest Policy

The Central Workforce Development Board officers, members, employees, and subrecipients, (hereinafter "members") 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 Office of Workforce Development 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.

Recipients of public funds are entrusted with those funds and must not personally or professionally benefit from the award or expenditure of such funds. The members are:

- A. Prohibited from entering into discussion or voting on any matters where they have a conflict of interest (real, implied or apparent). This limitation on discussion shall not prohibit members from providing factual information in response to direct questions concerning the matter from other members. The disclosure must be reflected in the minutes of the Board meeting;
- B. Prohibited from soliciting or accepting gratuities, favors, or anything of monetary value from awardees, potential awardees or other parties to agreements;
- C. Prohibited from bidding on, casting a vote on, or participating in any decision-making capacity on the provision of services by themselves or any organization they represent;
- D. Prohibited from receiving any direct financial benefit from any resulting contract which they participated in the development of Invitations for Bid, Request for Proposals, contract specifications/standards, Board discussion/decision related to specific terms of a contract, or other bid processes leading to the award of a contract;
- E. Prohibited from participating in selection, or in the award or administration of a contract supported by Federal funds with a real or apparent conflict involving members, any member of their immediate family, their partner(s), or the organization which employs (or is about to employ) any of the above, or has a financial or other interest in any of the above;

- F. 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 Chair 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. This will be reported in Board minutes.
- G. Members are required to review and sign the conflict of interest policy on an annual basis, and disclose any conflict of interest.
- H. Disciplinary action may be taken up to and including termination of Board membership, employment, or subrecipient status for violation of this policy by any individual. The CWDB Executive Committee may evaluate any violations of these provisions on a case-by-case basis and recommend to the full Board, if and what penalties, sanctions, or other disciplinary action are appropriate.

*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.*

\_\_\_\_\_ Name (member, employee, subrecipient)

\_\_\_\_\_ Date

Conflict of Interest    \_\_\_\_\_ Yes    \_\_\_\_\_ No

In the event there is a conflict of interest, please state that conflict in the space provided below.

## Financial Procurement Policy

- Purchase is defined as the acquisition of any goods or services, including selection of service providers or staffing services/agencies. The Sub-recipient must, therefore, not utilize simple purchasing procedures to procure services that invoke full procurement procedure.
- 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” process.
- 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).
- Procurement Process – Based upon the estimated cost the agency will 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.
- 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 request, needs assessment, cost estimate, and invoice are all needed for every purchase.
- Purchase of \$3,501.00 up to \$24,999.99 - This type of purchase requires three written bids from separate vendors. The agency will prepare a written description of the item(s) or services(s) and give it to all prospective bidders. Request for Bids will be sent to an adequate number of offerors exceeding three to ensure receipt of at least three bids. Each written response will 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 will prepare a written price analysis of each bidder to determine cost reasonableness and the methodology for selection. The written description and all responses will be retained. Each will be noted as bids or not bids and the person making that determination will sign or initial each response. The written analysis of each bidder and the methodology for selection will be signed and retained.
- Purchase of \$25,000.00 or More - This type of purchase requires a formal advertised Competitive Bid Process. The following items must be included in that process:



- 1) **Advertisements** – The notice of the Request for Proposal (RFP) or Invitation for Bid (IFB) will be posted on the CWDB website. The notice may also be made public through other forms of media as appropriate.
- 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 will be retained. A list will 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. This permits consideration of other factors in addition to price. The points assigned to each category may be adjusted depending on the service requested. For example, experience may be assigned a maximum of 30 points and cost 30 points.

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 will be sent to organizations on the bidder's list and other known vendors exceeding three in an attempt to get as many bids as possible.
- 4) **Form an Evaluation Committee** – An evaluation committee will 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 will be done in writing and retained.
- 5) **Hold a Pre-Bid Conference** – A pre-bid conference may be held 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 will be logged and kept secure until the bids are opened. Bids received after the closing time will be returned unopened to the bidder and a note of the return will be filed with the log. One copy of each bid will be retained with the log of bids received.
- 7) **Open Bids** – Bids will not be opened prior to the stated closing time and date. The bids should be opened by at least two people and a note made of those participating in 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 will 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. The following applies to the review process:
  - a) The responsive proposals will be analyzed in accordance with the evaluation criteria.
  - b) The committee must make the contract award(s) recommendation 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 competitive formal 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 will 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 will 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 discard all bids. If the committee recommendation is not taken, the appropriate authority will prepare a formal report on the award.
- 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 known 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 DHEWD 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.

Complaint and Grievance Policy, Nondiscrimination, Programmatic

The Central Workforce Development Board will follow the current state policy and guidance regarding the Equal Opportunity Complaint Policy.

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, or, for beneficiaries, applicants, and participants only, on the basis of citizenship status or participation in a WIOA Title I-financially assisted program or activity.

## Central Workforce Development Board

### Sub-State Monitoring Policy

Quarterly monitoring is designed to routinely evaluate subrecipients to measure progress, ensure compliance, assess that Federal funds are used responsibly and to develop technical assistance plans. The quality of programs and services is of paramount importance. Monitoring will include programs and service delivery meet the needs of customers and meet or exceed performance goals.

The region's Compliance and Special Projects Manager will perform program monitoring and data element validation and may involve other monitoring staff. 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. This staff position also reports directly to the Executive Director. Equal Opportunity (EO) monitoring will be conducted by the EO Officer. This position is independent of program operations and reports to the Compliance and Special Projects Manager.

#### **Risk Assessments:**

Prior to issuing or renewing WIOA Title I subrecipient contracts, the Board will conduct a risk assessment to assess the subrecipient's overall ability to administer federal funds as required under 2 CFR 200.206. As part of the assessment, the Board will consider the subrecipient's:

1. History with regard to management of other grants;
2. Financial stability;
3. Quality of management systems and standards;
4. History of performance;
5. Timeliness of compliance;
6. Conformance to terms and conditions of previous awards;
7. Reports and findings from audits;
8. Ability to effectively implement statutory, regulatory or other requirements.

For multi-year contracts, the Board will conduct annual subrecipient risk assessments based on the criteria above.

#### **One-Stop Operator:**

CWDB staff will conduct an annual review of the One-Stop Operator to ensure compliance with the requirements of 20 CFR 678.620, as well as the requirements outlined in the current One-Stop Operator Annual Agreement. Oversight and monitoring are integral functions to ensure the One-Stop Operator's compliance with the activities per the scope of work, performance reporting requirements, and the terms and conditions of the contract governing the One-Stop Operator.

One-Stop Operator monitoring will occur each June, with a monitoring report issued to the

Operator outlining findings, concerns and opportunities for improvement. If it is determined the One-Stop Operator is not meeting expectations, corrective action will be taken which can include contract termination.

**Data Validation:**

CWDB will conduct quarterly Date Element Validation (DEV) reviews to verify the accuracy, validity and reliability of data and integrity of performance outcomes, following the procedures outlined in OWD's most current policy issuance on DEV. This review is to verify that performance data elements reported by Missouri are valid, accurate, reliable, and comparable across all programs; identify anomalies in the data and resolve issues that cause inaccurate reporting; and to improve program performance accountability through the results of data validation efforts.

**Programmatic Monitoring:**

CWDB is responsible for conducting quarterly Programmatic Monitoring Reviews to test compliance in every funding stream for which CWDB has a contract with OWD. Samples will include records enrolled in the current program year; however, monitors may pull samples from the previous quarter if needed to meet sample size.

Programmatic monitoring will be conducted quarterly. At a minimum, the region will review 15 records per quarter and conduct subsequent monitoring of all selected records from prior quarters throughout the program year. A minimum of five records per program (Adult, DW and Youth) will be selected and reviewed. The sample size will be adjusted to ensure a minimum of 10% of all enrollments are reviewed each program year. Sample size may also be adjusted based on the results of risk assessments, prior monitoring results and other identified issues.

Monitors will use random-sampling techniques, and will use the reports feature in the electronic statewide case management system (MoJobs) to obtain random-samples, whenever possible. Samples will be pulled by program and services to ensure a valid sample. For WIOA Adult and Dislocated Worker, the review will include a valid sample of participants enrolled in each of the following services:

1. ABC Enrollments;
2. Classroom Training;
3. On-the-Job Training;
4. Work Experience/Internship/Apprenticeship;
5. Pre-vocational, Entrepreneurial and Incumbent Worker;

6. Supportive Services/Needs Related Payments; and
7. Any other services that result in a direct payment to, on behalf of, a participant.

For WIOA Youth, the review will include a valid sampling of both In-School and Out-of-School participants enrolled in each of the following services:

1. Work Experiences (each category);
2. Classroom Training;
3. On-the-Job Training;
4. Follow Up;
5. Supportive Services and Incentives; and
6. Entrepreneurial.

Monitors will monitor participant records for, at a minimum:

1. Documentation of participant and training eligibility and/or priority for the programs and services received.
2. Orientation to services;
3. Signed acknowledgement from the participant that notification of complaint and grievance rights and procedures was received;
4. Justification for the provision of Individualized Career Services or training services;
5. Method of assessment;
6. Employment planning;
7. Individual Training Accounts including all applicable paperwork/documentation;
8. Work Based Learning including all applicable paperwork/documentation;
9. Appropriateness and accuracy of participant payments;
10. Appropriate data entry;
11. Posting of outcomes, including the attainment of a degree or certificate, measurable skill gains, and any supplemental employment data;
12. Documentation uploaded for all participants;
13. Examination of historical change requests;
14. Compliance issues cited in prior federal, State, and local reviews; and
15. Determination if prior corrective measures have proven effective.

Monitors will ensure WIOA Youth monitoring procedures account for the following requirements:

1. Out-of-School Youth percentage expenditure requirement;
2. 20% work-based learning with educational component requirement;
3. 5% limit on In-School Youth enrolled with the “Requires additional assistance” barrier; and
4. 5% over-income exception.

In addition, Monitors will review for compliance with:

1. Adult Priority of Service;
2. Co-enrollment requirements;
3. Resulted referrals to WIOA; and
4. System closures.

**Financial Monitoring**

CWDB will conduct annual Financial Monitoring Reviews (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 will ensure 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 will include, but is not limited to, reviews of the following processes:

1. Audit Resolution/Management Decision;
2. Financial Reports;
3. Internal Controls;
4. Source Documentation;
5. Cost Allocation/Indirect Costs;
6. Cash Management; and
7. Procurement.

CWDB will incorporate additional financial and programmatic monitoring policies to ensure funds intended to support stand-alone special initiatives are administered in accordance with the contractual scopes of work. This policy supplements existing monitoring duties and will be conducted during program operation to ensure accountability and transparency of expenditures.

In addition, Inventory Reviews will be conducted on a yearly basis.

**Equal Opportunity (EO) Monitoring:**

The Board has appointed an Equal Opportunity Officer responsible for coordinating the board's obligations under 29 CFR Part 38, Section 188



of WIOA and the Missouri Nondiscrimination Plan. EO monitoring responsibilities include, but are not limited to:

Monitoring and investigating the subrecipient's activities, and the activities of the entities receiving WIOA Title I-financial assistance on behalf of the subrecipient. Entities include contracted Service Providers (One Stop Operators, Adult/Dislocated Worker/Youth program providers), Eligible Training Providers, On-the Job Training employers, Work Experience employers, and any other recipients defined under 29 CFR 38.4(zz).

Monitoring is to ensure the recipient and its subrecipients are not violating their nondiscrimination and equal opportunity obligations under WIOA Title I, which includes monitoring the collection of data required in Section 188 of WIOA to ensure compliance with the nondiscrimination and equal opportunity requirements of Section 188 of WIOA, 29 CFR Part 38 and the Missouri Nondiscrimination Plan.

The CWDB EO Officer is responsible for monitoring small service providers (ETPS, OJTs, Work Experience employers only) defined under 29 CFR 38.4(hh), which includes monitoring the small service provider for adopting and publishing complaint procedures and processing complaints, in accordance with Section 188 of WIOA, 29 CFR Part 38 and the Missouri Nondiscrimination Plan and reviewing recipient's written policies to make sure those policies are nondiscriminatory.

CWDB will conduct quarterly EO Monitoring, which includes, but is not limited to:

1. Ensuring compliance with the nondiscrimination and equal opportunity provisions of WIOA, 29 CFR Part 38 and the Missouri Nondiscrimination Plan, and negotiating, where appropriate, with a recipient to secure voluntary compliance when noncompliance is found under 38.91 (b).
2. Quarterly monitoring of the compliance of recipients with WIOA section 188, 29 CFR Part 38 and the Missouri Nondiscrimination Plan, including a determination as to whether each recipient is conducting it WIOA Title I-financially assisted program or activity in a nondiscriminatory way. At a minimum, each annual monitoring review required must include:
  - a. A statistical or other quantifiable analysis of records and data kept by the recipient under 38.41, including analyses by race/ethnicity, sex, limited English proficiency, preferred language, age, and disability status;
  - b. An investigation of any significant differences identified in paragraph (b) (1) of this section in participation in the programs, activities, or employment provided by the

recipient, to determine whether these differences appear to be caused by discrimination. This investigation must be conducted through review of the recipient's records and any other appropriate means; and

- c. An assessment to determine whether the recipient has fulfilled its administrative obligations and any duties assigned to it under the Missouri Nondiscrimination Plan.

The Board shall follow the following Quarterly EO Monitoring Review Schedule:

1. 1<sup>st</sup> Quarter monitoring review will include reviewing service provider's websites, facilities and reviewing policies and procedures.
2. 2<sup>nd</sup> Quarter monitoring review will include a statistical or other quantifiable analysis of employment practices records and data kept by the Board and service providers in accordance with 29 CFR 38.41.
3. 3<sup>rd</sup> Quarter monitoring review will include a review of any OJT employers, Work Experience employers and any special projects in compliance with section 188 of WOA, 29 CFR 38 and the Missouri Nondiscrimination Plan.
4. 4<sup>th</sup> Quarter monitoring review will include a statistical or quantifiable analysis of the programs, services and activities offered by the Board and service providers.

Each Quarter, the Board and Service providers will submit Complaint Logs by the 5<sup>th</sup> day after the end of each quarter.

An overall report of all EO monitoring reviews must be submitted to the State EO Officer by June 30<sup>th</sup> of each program year indicating if the Board and service providers complied with the EO monitoring requirements and if any corrective actions and sanctions have been enforced.

**Annual Monitoring Reports:**

CWDB will submit annual reports to their subrecipients for Financial, Programmatic, One-Stop Operator, and EO monitoring each program year. Annual reports will be issued by June 30<sup>th</sup> of each program year.

Each report will be addressed to the subrecipient, include the date issued, the timeframe of monitoring, all identified issues, the corrective action, along with an explanation of the required corrective action, and a deadline for completion of the corrective action.

The following reports will be presented at a Board meeting and documented in meeting minutes:

1. One-Stop Operator monitoring;
2. Programmatic monitoring;
3. Financial monitoring;
4. Equal Opportunity monitoring;
5. Performance Review monitoring; and
6. Special initiatives/ grants monitoring.

Monitoring reports will cover, but not be limited to, adequacy of assessments, 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 issues, those issues must be resolved by prompt and appropriate corrective action. Reports will identify areas of noncompliance and corrective actions taken or required for improvement. The Board will provide any technical assistance needs identified through monitoring.

The Board will review corrective action responses from subrecipients and submit a determination of acceptance or alternative corrective action.

**Additional Responsibilities:**

The Board will ensure business is conducted in an open manner by making documents available to the public, on a regular basis through electronic means and open meetings. CWDB will ensure their website contains the following information:

1. Local Plan and modifications;
2. Board members and their affiliations;
3. Selection of one-stop operators;
4. Award of grants or contracts to eligible training providers of workforce investment activities including providers of youth workforce investment activities;
5. Minutes of formal meetings of the CWDB; and
6. Board bylaws, consistent with 20 CFR 679.310(g).

## Central Region Supportive Services Policy

WIOA defines Supportive Services as services necessary to enable an individual to participate in activities authorized by WIOA. Supportive Services will be made available to all eligible and eligible WIOA participants receiving career or training services.

WIOA is not an entitlement program. Meeting eligibility requirements is not a guarantee of approval of assistance. Both the availability of and level of any assistance approved are determined by each individual's respective needs, as well as the availability of funding.

The Missouri Office of Workforce Development policy on the allowance, approval, and payment of Supportive Services authorized by WIOA is incorporated into this policy by reference. Due to funding limitations, WIOA Supportive Services are the last resort; all other sources of funding must be sought first. 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.

With the exception of Youth participants, individuals in follow-up may not receive any program-funded supportive services. Career Managers 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.

Subrecipients contracted with CWDB to provide Supportive Services must comply with Uniform Guidance {2CFR Part 200}. This requirement will be included in the subrecipient contract.

### **The supportive services that may be provided include, but are not limited to:**

- Uniforms or specified types of clothing needed during job search, training participation, or employment, including personal protection devices;
- 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. Participants should be referred to the Family Support Division or assisted with submitting an application for Food Stamp benefits. For participants requesting assistance with the cost of on-campus meal plans, any PELL grants or other financial aid should be applied to those costs first. With the exception of extenuating circumstances, food assistance should typically be a one-time benefit.
- Interview clothing, hygiene supplies and hair cut/style when assessed necessary.
- Assistance with books, fees, school supplies, and other necessary items for postsecondary education;
- Linkages to community services;
- Assistance with educational testing;
- Legal-aid services;
- Referrals to health care;
- ADA accommodations to assist participants who have disabilities and are ineligible for assistance through accommodation resources listed on the jobs.mo.gov Equal Opportunity and Disability Accommodations Resources page or through Vocational Rehabilitation, and are applicable to training, employment activities and/or job retention. Documentation is required to support each requested accommodation, which will be secured in a locked cabinet.
- Childcare and Dependent 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. For participants requesting assistance with college on-campus housing, any PELL grants or other financial aid should be applied to those costs first. Temporary hotel accommodations may be provided when no other option exists and when it is necessary for successful participation.
- 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 of emergency assistance include, but are not limited to: 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:** Computers, computer equipment, computer program software, peripherals, electronic and wireless equipment are not typically purchased by WIOA services. Exceptions may be made in very limited circumstances with the approval of the CWDB Executive Director.

**Documentation required for requesting service:**

A Financial Needs Assessment must be completed prior to determining support services eligibility. The assessment results must show a negative balance or a minimal balance that would not support the needed expenditure. Staff must utilize the most recent Financial Needs Assessment Form.

A Supportive Service Request form must be completed and clearly state the reason for the request and the dollar amount needed. The support must be necessary and beneficial for successful participation in services and the availability of other non-WIOA resources must be explored prior to submitting a request.

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 record must document 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.

Supportive Services are reported in MoJobs when awarded. Staff must verify that Supportive 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 Supportive 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.

Duplicate payments must be avoided when the customer is eligible for both WIOA and other assistance. The State's current policy on the coordination of funding shall be followed when determining funding. The mix of funds should meet the needs of the participant and be determined based on the availability of funding for either training or supportive services so that the training can be completed successfully.

### ***MoJobs Service Notes***

All Supportive Services must be documented in MoJobs and comply with the Statewide Case Notes Policy. Supportive Service case notes must include, at a minimum, all of the following:

- They type of Supportive Service paid {e.g., transportation, childcare, etc.};
- The specific breakdown of the Supportive Service costs, including a total amount when multiple items are purchased. For transportation, how the mileage was calculated must be included (for example: 25 miles x 5 days @.37 cents a mile for a total of \$46.23).
- The timeframe the Supportive Service was paid for;
- Funding source to be used;
- A detailed justification of need for the Supportive Service; and
- Explanation of what attempts were made to secure other 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 the participant is eligible;
- If the participant 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.

### ***Funding Limitations***

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 \$2,500 per participant in a program year. Funding must be available in the budget and all processing requirements must be met.

There is a program year maximum total investment limit of \$10,000 per participant which includes all classroom training, supportive services, and work-based learning. This limit may be waived by the Executive Director, or their designee, for extenuating circumstances and/or based on available annual budget. Extenuating circumstances include, but are not limited to special grants and priority populations, such as Justice Involved Individuals, historically marginalized populations, and individuals impacted by special events, such as a natural disaster or other extenuating circumstances.

Transportation costs will be reimbursed to the participant as follows:

- Transportation will be reimbursed at the rate of .37 per mile, not to exceed \$1,500.00 annually.
- 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 purchases 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 allowed.

### ***Needs-Related Payments***

Needs-related payments can be provided to Adults, Dislocated Workers, and Youth to enable them to participate in training. They must be currently participating or enrolled to begin a training program within thirty (30) calendar days.

#### *Eligibility requirements for Adults and Youth:*

- 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 a determination of the worker's eligibility as a Dislocated Worker; or
  - After the thirteenth (13<sup>th</sup>) week, or if later, by the end of the 8th week after being informed that a short-term layoff will exceed six months; or
  - Did not qualify for UI compensation or Trade Readjustment Allowance but is enrolled in a program for training services authorized by WIOA Sec. 134(c)(3).

#### **Needs-Related Payment Levels**

- The payment for Adults or Youth cannot exceed the poverty level for a family of one for an equivalent period using the U.S. Health and Senior services poverty guidelines for the current calendar year. The weekly payment level will be calculated by dividing the poverty level by 52 weeks. That amount will be paid for a maximum of eight (8) weeks.
- For Dislocated Workers, payments cannot exceed two possible levels:
  - If the participant is eligible for UI compensation resulting from the qualifying dislocation, payment may not exceed the applicable weekly level of UI compensation.
  - If the participant did not qualify for UI compensation resulting from the qualifying dislocation, payment cannot exceed the poverty level for an equivalent period using the U.S. Health and Human Services poverty guidelines for the current calendar year.
- 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 Grants (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.

**CWDB may make exceptions to this supportive service policy under special circumstances with the approval of the Executive Director, providing the policy exception is within State guidelines.**



### **Adult Priority of Service Policy**

Section 134(c)(3)(E) of WIOA establishes a priority requirement for individualized and training services funded with Title I Adult funds. Individuals with priority will receive access to individualized and training services earlier in time than a person with lower priority, or if resources are limited, receives access to the service instead of a person with lower priority. Groups receiving priority are:

- Recipients of public assistance;
- Low-income individuals whose income does not exceed the Department of Health and Human Services (HHS) poverty guidelines for the current calendar year or the DOL Lower Living Standard Income guidelines (LLSIL) for the current calendar; and
- Individuals who are basic skills deficient or English language learners.

The region will equally prioritize these populations at all times. Veterans and their eligible spouses receive priority of service for all Department of Labor (DOL) funded job training programs including the WIOA Adult program.

**When providing Individualized Career and Training services, the Central region will apply priority in the following order:**

1. Veterans and eligible spouses who are included in one or more of the WIOA priority groups.
2. Non-veterans who included in the one or more of the WIOA priority groups.
3. Veterans and eligible spouses that are not included in a WIOA priority group.
4. Non-veterans outside a WIOA priority group.

It is a goal that at least 75% of participants receiving individualized career and training services in the Adult program are from at least one of the WIOA priority groups identified above. The priority of service rate will never be lower than 50.1%. The priority provision will be monitored through service and priority of service tracking reports in the MoJobs case management system. Monitoring is conducted on a weekly basis to ensure compliance.

Wagner-Peyser and WIOA funds are used to provide Career Services. Both Wagner-Peyser and WIOA staff will provide Basic and Individualized Career Services to customers. Any Career Service provided by WIOA-funded staff not defined as self-service or informational-only, requires enrollment in the WIOA program for which the participant is determined eligible.

In the event that an Adult customer falls outside of a WIOA priority group and whose income is above the current HHS poverty or the DOL LLSIL income guidelines, the following priority will be followed.

Note: there is no income restriction to receive basic career services.

1. Member of a family whose annualized income does not exceed 200% of the HHS Poverty Guidelines for the current calendar year.
2. Member of a family whose annualized income does not exceed 250% of the HHS Poverty Guidelines for the current calendar year and meeting one of the following conditions:
  - Conditions exist that prevent the participant from maintaining self-sufficiency due to reduction of work hours or employment in a declining industry within the region.
  - Have a need for additional training to learn new skills related to new technologies and/or processes necessary to retain or obtain new employment leading to self-sufficiency.

WIOA is not an entitlement program. Meeting eligibility requirements is not a guarantee of approval of assistance. Both the availability of and level of any assistance approved are determined by each individual's respective needs, as well as the availability of funding.

### **Expenditure Rates Policy**

The Central Region proposes allocating thirty percent of Adult/Dislocated Worker funds on training level activities.

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.

### **Adult and Dislocated Worker Training Criteria Policy**

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 that leads to economic self-sufficiency through these services.
- The participant's assessment shows training services are needed for the participant to obtain or retain employment leading to self-sufficiency or with wages comparable to or higher than wages from previous employment.
- 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 or another area in which the individual will commute or relocate.
- 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.
-

**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.

Five percent of WIOA youth may be participants who ordinarily would be required to be low income for eligibility purposes and meet all other eligibility criteria for WIOA youth except the low-income criteria. Because not all OSY are required to be low-income, the 5 percent low-income exception under WIOA is calculated based on the 5 percent of youth enrolled in a given program year who would ordinarily be required to meet the low-income criteria.

## WIOA Youth Program Incentive Policy

### Incentives

The Central 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 awarding 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 GED, 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        |
| Successful Completion of Work Experience               | \$100.00         |

## Veterans Priority of Service

Veterans and their eligible spouses receive priority of service for all Department of Labor (DOL) funded job training programs, including the WIOA Adult program (20 CFR 680.650). When programs are statutorily required to provide priority of service for a particular group of individuals, priority must be provided in the following order:

1. Veterans and eligible spouses who are also included in the groups given statutory priority for WIOA Adult formula funds, meaning recipients of public assistance, other low-income individuals whose income does not exceed the Department of Health and Human Services (HHS) poverty guidelines for the current calendar year or the DOL Lower Living Standard Income Guidelines (LLSIL) for the current calendar year, or individuals who are basic skills deficient, including English language learners.
2. Non-veterans who are included in the groups given priority for WIOA Adult formula funds.
3. Veterans and eligible spouses who are not included in a WIOA priority group.
4. Non-veterans not included in a WIOA priority group.

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 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 Workforce Innovation Opportunity Act (WIOA) states that recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient must receive priority for individualized career services and training services.

WIOA defines Basic Skills Deficient (BSD) as, an individual:

1. Who is a youth, that has English, reading, writing, or computing skills at or below the eighth (8<sup>th</sup>) grade level on an accepted standardized test; or
2. Who is a youth or adult, that is unable to compute or solve problems, or read, write, or speak English, at a level necessary to function on the job, in the individual's family, or society.

The determination of basic skills deficiency during intake is helpful in qualifying individuals for eligibility, facilitates quality referrals, and can lead to positive outcomes for the individual.

Determination of WIOA Youth eligibility based on the Basic Skills Deficiency barrier:

An assessment will be administered to evaluate the youth's strengths and any areas of deficiency in reading, math, and language. One or more of the following assessments may be utilized: Test of Adult and Basic Education (TABE), ACT, HESI (Health Education Systems, Inc.), Wonderlic, TEAS (Test of Essential Academic Skills), CASAS (Comprehensive Adult Student Assessment System), WorkKeys and the Accuplacer. The assessments may be administered by the region's AEL programs, workforce staff, or the client's chosen training provider.

The assessment results will be utilized to document basic skills deficiencies for an eligibility barrier or to determine the youth's ability to be successful in an academic program. Reasonable accommodations for the testing process will be available, if necessary, for individuals with disabilities. Previous basic skills assessment results may be used if the assessment was conducted within the previous six-month period of the eligibility determination date.

### **Determination of Basic Skills for the Objective Assessment (OA):**

WIOA requires that every youth completes an objective assessment to evaluate the basic skills, occupational skills, prior work experience, employability, interests aptitudes, supportive service needs, and developmental needs of the participant. The objective assessment must identify the career pathway for the youth participant and is used to develop a corresponding Individual Service Strategy (ISS).



The requirement to review basic skills as part of the objective assessment process is not the same as conducting a basic skills assessment for eligibility determination for the basic skills deficient barrier or as conducting a basic skills assessment for determination of an educational functioning level gain within the measurable skill gains indicator.

The screening tool included with this policy will be used to help identify if an individual is basic skills deficient. The Basic Skills Screening Tool is required for all WIOA youth applicants. The screening tool will help assess the youth for the required basic skills section of the Objective Assessment and help determine if additional testing is needed to determine the basic skills deficient status. The Basic Skills Screening Tool must not be used to determine a youth's educational needs.

Youth who are unable to complete the screening tool without assistance or answer "no" to one (1) or more questions must automatically be assessed as basic skills deficient using at least one of the approved assessments identified in the previous page.

Youth who can complete the screening tool without assistance and answer "yes" to all of the questions has satisfied the basic skills requirement of the Objective Assessment. Additional assessments may be used for youth entering training services to determine the appropriateness of the training program.

**Determination of Basic Skills Deficiency for Adult Priority of Service:**

The Basic Skills Screening Tool will help identify individuals who are basic skills deficient for the purpose of priority of service and referrals to Adult or Dislocated Workers programs. The screening tool should be given prior to conducting any assessment test. The tool is for the identification of priority of service and for referral purposes.

Individuals who are unable to complete the screening tool with assistance or answer "no" to one (1) or more questions must automatically receive a referral for adult basic education services. WIOA adult participants should receive priority of service as having a basic skills deficiency.

## Basic Skills Screening Tool

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

Date of Birth: \_\_\_\_\_

- 1) Do you have a high school diploma, General Education Development (GED) certificate or High School Equivalency Diploma (HSED)?  Yes  No  Currently in high school (does not include GED or HSED programs)
- 2) Can you follow basic written instructions and diagrams with no help or just a little help?  Yes  No
- 3) Can you fill out basic medical forms and job applications?  Yes  No
- 4) Without the aid of a calculator, can you add, subtract, multiply and divide with whole numbers up to 3 digits?  Yes  No
- 5) Can you do basic tasks on a computer?  Yes  No
- 6) Do you speak and read English well enough to get and keep a job?  Yes  No

Signature: \_\_\_\_\_ Date Signed: \_\_\_\_\_

For Internal Use Only:

Was the individual able to complete the screening tool without help?  Yes  No

**For the Adult Program Only:**

If any question is answered, "No" or the form could not be completed independently, the individual should receive priority.

Does the individual receive priority?

Yes  No

**For the Youth Program Only:**

If any question is answered, "No" or the form could not be completed independently, the individual may have a BSD eligibility barrier.

Does the individual have a BSD eligibility barrier?

Yes  No

Name of Career Planner: \_\_\_\_\_

Career Planner

Signature: \_\_\_\_\_ Date Signed: \_\_\_\_\_

## **Individual Training Account (ITA) and Eligibility Policy**

Individual Training Accounts (ITAs) are the funding mechanism for classroom 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 eligible 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.

WIOA is not an entitlement program. Meeting eligibility requirements is not a guarantee of approval of assistance. Both the availability of and level of any assistance approved are determined by each individual's respective needs, as well as the availability of funding.

Training provided through an Individual Training Account is for the sole purpose of facilitating transition into the workforce. 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 amount of the training investment is determined by reasonable, prevailing costs provided by local and eligible providers for similar types of training.

There is a program year maximum total investment limit of \$10,000 per participant which includes all classroom training, supportive services, and work-based learning. The limit may be waived by the Executive Director or designee for extenuating circumstances and/ or based on available annual budget. Extenuating circumstances include, but are not limited to special grants and priority populations such as Justice Involved Individuals, historically marginalized populations, and individuals impacted by special events, such as a natural disaster or other extenuating circumstances.

CWDB will follow the applicable guidelines for all funding sources.

The participant must be a WIOA Adult, Dislocated Worker, Out-of-School Youth, or In-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 or MoJobs system showing the approved program is required in the participant's file.

Funding shall not exceed the total program costs outlined on the ETPS. In addition, training related costs not outlined on ETPS may not be included as part of the ITA.

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 shall only be considered for training assistance if there is compelling reason why employment utilizing that degree is not an option for the participant. This must fully and adequately documented in the training justification case note.

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 the availability of funds.

The reason the participant is not PELL eligible must be documented within the training justification case note in the state data management system.

A comprehensive assessment will be conducted, including an evaluation of skills. 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 to continue receiving training funds, participants must:

1. 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.
  - If the participant brings their grades up to the required 2.5 in the next term, the ITA may be reinstated for the following term. The participant must provide documentation of improved grades to the case manager and funding must be available.

2. Maintain a 90% attendance rate or as defined by the training provider.
3. Maintain regular contact with the program case manager as specified by the case manager.
4. Comply with all training provider policies and requirements.
5. For on-line courses, participants must contact their case manager on a bi-weekly basis to advise them of course progress.
6. Monthly progress reports from the training provider confirming days of attendance, progress made and any concerns must be obtained.

### **Eligibility Policy – Individualized Career Services**

Participants are offered Basic Career Services before determining the need for Individual Career Services. Basic Career Services include: eligibility determination, initial skill assessments, labor exchange services, provision of information on programs and services, and program referrals.

Individualized Career Services must be provided to participants after staff have determined such services are required to retain or obtain employment. Participants provided Individualized Career Services must be enrolled in the Adult or Dislocated Worker program.

Individual Career Services can include but are not limited to: specialized assessments, development of an Individual Employment Plan, financial literacy, counseling, short-term pre-vocational services, work experience, WIOA Pre- Apprenticeship, English Language Acquisition, and workforce preparation services.

Staff use interviews, comprehensive objective assessments, and individual employment plans to determine if individualized career services would be appropriate. Generally, these services involve significant staff time and customization to each individual's record.

Staff are required to develop an Individual Employment Plan with each participant who receives individualized services. The development of this Individual Employment Plan is an on-going strategy to identify employment goals, achievement objectives, and an appropriate combination of services for the participant to achieve their employment goals.

### **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 current OWD policy.

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 Workforce Development Board ensures that persons with Limited English Proficiency (LEP) have meaningful access to aids, benefits, services, or training under WIOA financially assisted programs and activities. All customers are able to participate in programs and services regardless of their ability to speak, read, write, or understand English.

Job Center staff must inform all LEP customers of their right to timely and complimentary interpreter services.

“Point to your language” posters are displayed upon entrance to the region’s job centers. This allows customers to communicate their language as well as the need for assistance.

“Your Right to an Interpreter” posters are prominently displayed in the job centers informing customers in English and other primary languages *“You have the right to an interpreter at no cost to you. Please point to your language. An interpreter will be called. Please wait.”* The poster informs LEP speakers of their right to an interpreter once they enter a Missouri Job Center setting.

Competent interpreters will be used to provide effective services to LEP individuals. Interpreters will have demonstrated proficiency in both English and the intended language. The Office of Administration maintains statewide contracts with qualified vendors of spoken language interpreter services. In-person, videoconferencing, and telephone interpreting services are available.

The State of Missouri’s Language Line Services provides telephone interpretation in over 240 languages. Staff will use Language Line Services when bilingual staff is not available, when the language is one not commonly encountered in Missouri, or when staff are not sure what language a customer speaks.

General Customer Service Requirements:

1. Verify customer identity – before releasing case-specific information, staff must verify the identity of the customer. Bilingual staff, Language Line Services staff, or vendors providing interpretation or translation services may assist staff in making verifications.
2. Document the use of interpreter in the customer’s case file or keep appropriate records when an interpreter is used or when a customer makes use of another form of language assistance.
3. Do not use minor children – job center staff must never use minor children as interpreters.
4. In-person interpreter services: If an interpreter is needed in-person, rather than over the telephone, staff will arrange to have an interpreter available at a time and place that is convenient for both the interpreter and the customer. Staff may arrange for in-person interpreting by contacting vendors directly.
5. Protection of confidentiality and accuracy of interpretation will always be of the highest concern.
6. Free interpreter services will always be offered, as customers may not be aware of interpreter services.



7. If a customer prefers to have a family member or friend serve as an interpreter, ask if the customer will allow a trained interpreter to listen in to ensure accuracy of interpretation. If the offer is refused, document the offer and refusal and accommodate the customer's wishes.
8. Missouri Job Center contracted interpreters or bilingual staff should be used in circumstances when a customer is giving information that may negatively affect his/her eligibility for services.
9. Missouri Job Center contracted interpreters or bilingual staff are preferred in situations where a customer must answer complicated or detailed questions. If family or friends handle the interpreting, follow-up calls or letters should be done by bilingual staff, Language Line Services staff, or contractors.
10. Uncommon languages – when interpreter services are needed for a language not commonly spoken in Missouri, staff should coordinate with the Local EO Officer or the State EO Officer or see other interpreter resources provided on the Office of Administration vendor services list.

### **Utilizing Bilingual Staff**

Bilingual job center staff can be used to ensure meaningful access by communicating directly in the job seeker's primary language. Many individuals have some proficiency in more than one language, but are not bilingual. These staff may be able to greet a limited English proficient individual in his or her language, but not provide job center services in that language.

The skill level and training of bilingual job center staff should be evaluated to determine whether the skill of an interpreter or translator are required when providing services.

### **Emergencies**

When programs or the assistance requested requires immediate action, job center staff must take the necessary steps to ensure all customers, including customers with LEP, have access to services or information within the appropriate time frames.

### **Translating Requirements for Documents**

Section 188 of WIOA defines vital information as information necessary for an individual to obtain any aid, benefit, services, and/or training; or required by law as whether written, oral, or electronic.

### **Examples of documents containing vital information include, but are not limited to:**

- Applications;
- Consent and complaint forms;
- Notices of rights and responsibilities;
- Notices advising LEP individuals of their rights under Section 188 of WIOA, including the availability of free language assistance;
- Written tests that do not assess English language competency, or skill for which English proficiency is not required;
- Letters or notices that require a response from the beneficiary or applicant, participant or employee.

Babel notices are available at each Job Center and on the <https://cwdregion.com/> website

**LEP Training Requirements for Staff**

The local Equal Opportunity Officer will conduct ongoing training and education to staff to increase awareness of LEP policies and procedures.

**LEP Data Collection**

Effective January 3, 2019, WIOA recipients must record the limited English proficiency and preferred language of each applicant, registrant, participant, and terminatee. LEP Data is collected and stored by the State provided system, MOJobs. This data is only used for the purposes of recordkeeping and reporting; determining eligibility, where appropriate, for WIOA Title I-financially assisted programs activities; determining the extent to which the recipient is operating its WIOA Title I-financially assisted program or activity in a nondiscriminatory manner; or other use authorized by law.<sup>6</sup>

## Integration of Services Policy

### Mandatory Co-Enrollment Requirements

All customers of WIOA partners will be presented with the availability of services for which they are eligible – or potentially eligible. The customers will be actively engaged and assisted in co-enrolling in services they choose.

WIOA partners will work together by focusing on effective co-enrollments in order to bridge the gap between services. Co-enrolling customers is instrumental in:

- Achieving the vision and goals of WIOA;
- Improving participant outcomes by meeting the needs of employers and jobseekers;
- Improving WIOA partner outcomes by collaborating to achieve performance goals; and
- Eliminating barriers to services and reducing the burden on customers to identify and access our services.

**Enrollment in WIOA services is always based on eligibility (general and full eligibility), comprehensive assessment results, and occupational demand.**

**There is no guarantee that referred participants will receive any service beyond WIOA Basic Career Services if assessment results and occupational demands are not positive.**

All job seekers receiving staff-assisted services in a Job Center (including Youth) must be enrolled in the Wagner-Peyser (WP program).

- Any job center staff can complete the WP enrollment in the statewide case management system;
- WIOA funded staff must complete a WIOA Basic Career enrollment immediately after completing a WP application. WIOA staff cannot create a WP enrollment as a stand-alone service.
- Enrollment in the Dislocated Worker (DW) program requires full DW eligibility is required.
- Co-enrollment will ensure individuals receive employment services and other services they may be eligible for under WIOA Title 1 programs.

All TAA participants must be co-enrolled in the WIOA Dislocated Worker program, unless enrollment is waived by the participant.

- The TAA Code of Federal Regulations dictates that all TAA eligible workers must have employment and case management services available, including placement and referrals to supportive services and follow-up services available through partner programs, to trade-affected workers during training, and after completion of training, and for adversely affected workers on a waiver from training.
- Co-enrollment will ensure individuals receive the benefits and services they may be eligible for under the TAA and Title 1 Dislocated Worker programs.
- Coordination of services and non-duplication through co-enrollment helps Federal resources go further and provides participants with access to a comprehensive menu of services.

All National Dislocated Worker Grant participants must be co-enrolled in the WIOA Dislocated program if they meet the eligibility requirements.

OWD staff are authorized to enroll TAA customers in WIOA Dislocated Worker services or to refer customers to WIOA staff using the MO Jobs referral process. This is allowable because eligibility determination, outreach and intake, comprehensive assessment, employment planning, and follow-up are all Career Services they are required to deliver.

#### Exit Procedures

The common exit approach for WIOA Title I Adult and Dislocated Worker, Youth, WP, and TAA programs reports the exit date is the last day of service. The last day of service cannot be determined until at least 90 days have elapsed since the participant last received services; this does not include self-service, information-only services or activities, or follow-up services. This also requires that there are no plans to provide the participant with future services within any program in which they are participating.

WIOA staff should close activities on the last day of training. When the participant is no longer in need of service, staff should enter a "closure" date to trigger exit from WIOA.

#### Follow-up Career Services:

WIOA requires that Follow-up Career Services be made available to program participants. The purpose of follow-up career services is to ensure that the participant is able to retain employment, to obtain wage increases, and to advance in a career.

For WIOA Adults and Dislocated Worker participants, follow-up services must be available for no less than 12 months after the first day of unsubsidized employment.

For Youth participants, follow-up services must be offered a minimum of 12 months after the completion of all WIOA enrollment activities. At the time of enrollment, youth must be informed that follow-up will be provided for 12 months following exit.

If at any point during the program or during the 12 month follow-up period, the youth requests to opt out of follow-up services, they may do so. When a youth cannot be located or becomes unresponsive to follow-up contacts, staff may discontinue contact attempts after 120 days and a minimum of four contact attempts.

All follow-up contact attempts must be described in case notes. In the event a youth opts out or cannot be reached, a detailed case note is required to document that follow-up contacts are being discontinued at the request of the youth or as a result of the case manager being unable to make contact after repeated attempts.

#### After Exit Requirements

Staff are required to complete quarterly follow-up for performance of those individuals enrolled into the WIOA Adult, Dislocated Worker, and Youth programs.

#### For Adult and Dislocated Worker

- For participants not showing on the performance rosters as reporting wages, staff must complete the follow-up tabs for the 2<sup>nd</sup> and 4<sup>th</sup> quarter after exit. Staff must contact participants to:
  1. Obtain supplemental employment information (if applicable); OR
  2. Determine that the participant is not employed and provide the appropriate services as needed.
- For participants that received WIOA training services, staff must complete the follow-up tab for the 2<sup>nd</sup>

quarter after exit. Staff are required to contact participants to collect training related to employment information.

For Youth, staff must complete the WIOA follow-up tabs for all four quarters after exit. For reporting purposes, staff must complete all exit information, including entered employment, school status, youth placement and credential attainment.

Staff must attempt to use different avenues to contact participants. All attempts to obtain information must be documented in the follow-up tab or case notes.

### 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 AEL program is represented on the Board and efforts to strengthen collaboration are ongoing.

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.

WIOA Youth Access: a referral form provided by COPIC is utilized by AEL to refer Out-of-School Youth for enrollment in WIOA Youth Access. AEL provides a copy of the TABE testing to verify the student's existing academic skills at referral. When the youth obtains a HISET, case management and career guidance are provided to encourage enrollment in OJT or OST.

### **Vocational Rehabilitation and Rehabilitation Services for the Blind Coordination Policy**

The Central Region is committed to improving the coordination and collaboration to braid services between Vocational Rehabilitation (VR) and Rehabilitation Services for the Blind (RSB). This enhanced coordination will involve employer engagement activities, as well as recruiting, hiring, and providing services to clients seeking employment.

The region will continue to focus on Job Center physical and programmatic accessibility. VR and RSB representatives served on the review team for the Job Center certification process in 2023.

The following initiatives are ongoing:

- VR will continue their partnership at the Tipton Correctional Facility transition center.
- VR and the CWDB youth provider, Central Ozarks Private Industry Council, will continue their partnership with Wonderland Camp.
- Job Center partner meetings strengthen the coordination of service delivery.

As outlined in the Memorandum of Understanding and Infrastructure Funding Agreement, VR has representatives utilizing space in the Job Centers to meet with participants, in some cases, where services are being braided, mutually meeting with the Job Center staff (Wagner-Peyser and/or WIOA) to maximize services and meet the needs of the participant.

VR implemented “Progressive Employment” in 2021 to serve students with disabilities (SWD) in Career and Technical Education (CTE). This pilot program is focused on helping students access middle-skill career pathways at five locations across Missouri, including Lake Career and Technical Center in Camdenton. This program is an interagency collaboration, including Central Ozarks Private Industry Council, braiding funding and providing wrap-around support to both SWD and employers.

Employer engagement is conducted through the coordinated efforts of the Business Team members, a comprehensive group of Board Staff, the OWD Business Support Unit, COPIC, the Department of Social Services, Vocational Rehabilitation, and local Veterans Representatives. In addition to regular meetings of Central's Business Team, the partners collaborate regionally through Nexus meetings.

### **Youth Apprenticeship Policy**

The Central Region Workforce Development Board supports Registered Apprenticeship and Pre-Apprenticeship programs for Youth. The CWDB partners with training providers, apprenticeship providers, employers, and other WIOA partners to develop Youth Pre- Apprenticeship activities. Discussions with partners is ongoing to move this initiative forward.

Program elements may include:

- Classroom training conducted by a WIOA approved training provider/apprenticeship provider leading to an industry recognized credential;

- Hands on skill training at a worksite, which may be paid or unpaid Work Experience or On-the-Job Training.

- Referral to a Registered Apprenticeship provider.

Job Center staff may work with the customer to gain unsubsidized employment without the use of and OJT activity based on the customer's choice.



### Central Workforce Development Board Eligible Training Provider Policy

The Central Region Local Eligible Training Provider System 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/community/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).

#### 1) Local Requirements and Review Process for Eligible Training Providers and Programs:

- a) Training must lead to an industry-recognized certificate or certification, an associate degree, a 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, or certificate of completion of a registered apprenticeship or license recognized by the state involved or the federal government or a secondary school diploma or its equivalent or measurable skills gain toward a credential or employment.
- b) Training institutions include:
  - Two and four-year colleges and universities whose programs lead to a postsecondary credential such as; an associate degree, baccalaureate degree, license or certificate; other public or private providers that provide training that may include Community-based organizations and Joint Labor-Management Organizations:
  - An entity that carries out apprenticeship programs registered with the United States Department of Labor (IRAPs), and Registered Apprenticeship Programs (RAPs):
  - Providers of adult education and literacy activities under WIOA Title II if such activities are provided in combination with individual training services such as, area vocational technical schools: Proprietary entities.
- c) The CWDB will fulfill its responsibility at the local level to:
  - Carry out the login and online procedures to the State's electronic ETPS through **MoJobs**;
  - Determine and approve initial eligibility;
  - Review the eligibility of providers and programs;
  - Consult with the region's service provider for input and feedback on courses and training providers;

- Maintain a local list of training providers and programs that the region has approved from the State (OWD) ETPS list;
- 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. CWDB 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 willing to relocate. Training providers will be encouraged to research in-demand occupations at [www.missourieconomy.org](http://www.missourieconomy.org) or ONET.com for local county statics. The occupation or related occupation must confirm positive growth, self-sufficient wage and be reported as a "bright outlook";
- Terminate ETPs 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 15 business days following the date the State (OWD) approves the training providers and programs.

Job Center staff will review both the Central Region's ETP list and **MoJobs** 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) Qualifying Criteria for Central Workforce Board Eligible Training Provider List

The CWDB will approve training providers and programs listed and [approved for the State's Eligible Training Provider System \(ETPS\)](#) for the region based on the following criteria:

- Quality training programs linked to in-demand occupations as determined by the CWDB. Priority will be given to programs that include training components based on engagement with local employers;
- Evaluation of program performance as it relates to WIOA performance standards, and monthly participant-specific performance reports submitted by the training provider;
- Reasonable costs compared to similar courses and providers within the Central Region and statewide;
- Information indicating how programs are responsive to workforce requirements including but not limited to participant updates during the training period and assistance with providing certificate/credential obtainment to the WIOA service provider.
- Internships and externships included as a component of the course curriculum must be completed prior to course conclusion;

- 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.
- 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.

### **3) Equal Opportunity Requirements**

Training Providers seeking eligibility approval for the Workforce Innovation and Opportunity Act (WIOA) are subject to the equal opportunity and nondiscrimination requirements contained in Section 188 of WIOA and implementing regulations of 29 CFR part 38.

To affirm commitment in becoming an eligible training provider, the provider must sign the Assurances Agreement which includes nondiscrimination and equal opportunity provisions. As a condition to the award of financial assistance from the Department of Labor under Title 1 of WIOA, the Training Provider assures that it has the ability to comply fully with all general, nondiscrimination and equal opportunity provisions of section 188, Title VI of the Civil Rights Act of 1964, Section 504 of the Rehabilitation Act of 1973, the Age Discrimination Act of 1975, Title IX of the Education Amendments of 1972, the Americans with Disabilities Act and 29 CFR part 38 and will remain in compliance for the duration of the award of federal financial assistance.

### **4) Procedures for PELL Grant Reimbursement to WIOA for Tuition:**

The following information is provided to training providers and WIOA participants.

Training providers will receive the following information via email when the award letter or training voucher is transmitted:

“ If the participant does later receive a Pell Grant for a pending application, the training provider must reimburse the CWDB for WIOA funds used to underwrite the training for the amount the Pell Grant covers, including any education fees or supply costs the training provider charges to attend the training.”

Participants will receive the following information as part of the OST Acknowledgement Form:

“I understand that if I later receive a Pell Grant for a pending application, the training provider must reimburse the CWDB the WIOA funds used to underwrite my training for the amount the Pell Grant covers, including any education fees or supply costs the training provider charges to attend the training.

Reference: 20 CFR 680.230(c)

**5) Individual Training Account:**

Source: 680.300, 680.310(a-c)

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 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 training provider will be asked to submit training invoices to the service provider within 60 days of the training start date.

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.

The Training Provider is responsible for providing certificates of completion and credentials (copies of transcripts, degrees or licensure) to the subcontractor immediately following the participant's successful completion of the program.

**6) Transferring WIOA Participants and Training Providers Outside the Region (680.520(a)(b):**

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 (OWD) 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.

WIOA participants may choose training providers and programs outside of the local area, provided that the provider/training is on the ETP list in accordance with the local policies and procedures.

**7) Apprenticeship Programs:**

Source: 680.450(b), 680.460(c), 680.470(a-f);

Inclusion of a registered apprenticeship program (RAP) on the state EPT list 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.

RAP sponsors may opt-in to add their program(s) to the ETPS by contacting the State. RAPs that have opted-in on the State ETP list must be automatically included on all local ETP lists in the State.

For Rap sponsors that opt-in to be included on the State ETPS the following information will need to be added as an ETP:

- Occupations included within the registered apprenticeship program;
  - Name and address of the Rap program sponsor;
  - Names and addresses of the Related Technical Instruction provider(s) and the location(s) of instruction if different from the program sponsor's address;
  - Method and length of instruction;
  - Number of active apprentices.
- . RAPs are not subject to the same application and performance information requirements, or to a period of initial eligibility, or continued eligibility procedures as other providers, due to the detailed application and vetting procedures required to be a Registered Apprenticeship program sponsor with the United States Department of Labor (USDOL). However, a RAP sponsor may voluntarily report performance outcomes.

Pre-apprenticeship providers are subject to the same eligibility procedures as any other training provider and must have a documented partnership with at least one RAP. A Pre-apprenticeship program alone does not provide a recognized credential.

**8) Virtual Learning/Internet-Based Programs:**

The CWDB will only consider approving virtual training programs that are a combination of online and in-class/instructor led. These programs must be on the state ETPS and approved as a local training provider. There is a maximum duration of length of training of one year.

There is a preference/priority of approval for in-state training providers, and no providers outside the United States are eligible.

Exemptions for extenuating circumstances may be made by the Executive Director.

**9) Exempt Training Providers and Programs:**

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, incumbent worker training, internships (paid or unpaid), work experience, transitional jobs and institutions that offer specialized services are exempt from submitting an application in the State's ETP.

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.

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 ETPS list.

**10. Removal from the Region's Eligible Training Provider List:**

The Central Workforce Development Board may remove training providers from the region's Eligible Training Provider list for not maintaining qualifying criteria. Removal criteria may include unsuccessful performance outcomes, lack of program veracity, inability to provide positive participant outcomes, and unreasonable cost.

### **Rapid Response Policy**

CWDB coordinates efforts with the Office of Workforce Development Rapid Response Team by informing the Business Support Unit Specialists of layoffs or potential layoffs.

The Business Support Unit (BSU) Specialist is a core member of the region's Business Team. This allows for ongoing communications regarding the status of economic conditions and makes proactive and strategic action possible.

The Board and local workforce system staff collaborate with the BSU on the following:

Developing systems for identifying and gathering information of early warning of potential layoffs or opportunities for layoff aversion, analyzing and acting on dislocation data.

Maintaining partnerships with employer groups, labor organizations, and chambers of commerce.

Employee assistance meetings where information is provided on:

Various training programs information

Pell Grants

GI Bill

Unemployment insurance information

Connecting employees with current job openings

Comprehensive one-stop services, including workshops, resource fairs, job fairs

Assisting with employer layoff obligations



## Central Workforce Development Board

### Business Services Plan

A revamping of the Central Region Business Team is taking place to better accommodate changes in the economy and maximize staffing capacity. It also signifies the importance of business engagement. In line with the Region's overall mission - strengthening communities through workforce development efforts- the Central Region Business Team will continue to prioritize promoting workforce development services to area businesses.

The Business Team's goals are engagement of individual businesses, industry associations, and chambers of commerce in workforce development initiatives, disseminating helpful information about services, increasing the number of businesses utilizing Job Center services, and collaborating across multiple organizations to maximize, leverage and align resources for businesses.

Services are promoted as a team approach, regardless of funding stream. When promoting CWDB and Job Center services, Business Team members share the same Central Region logo, brands, materials, presentations, and social media templates, to provide a customized, yet standardized look, so business customers are not confused.

The **"core" members of the Business Team** are comprised of CWDB Leadership and Communications, representatives from OWD's Business Support Unit, the Department of Social Services, and Vocational Rehabilitation, leadership from the Central Region WIOA services provider, and regional JVSP veteran representatives,. Other key staff from the Job Centers and various partners will join the Business Team to collaborate as needed, such as Re-entry staff with the Department of Corrections, AEL, and Job Center supervisors.

Through regular meetings, team members share information on which businesses are hiring, which occupations are in-demand, lay-off information, specific initiatives and events, chamber-related information, and newly engaged businesses. This sharing of information is critical given the three sub-economies within the region as well as the opportunity for staff to assist other team members. Hiring events, open jobs, success stories, and other important business team information are posted on the Job Center Facebook pages and the Central Region's website in a coordinated effort.

In addition, given the geographic size of the Central Region (19 counties), Business Team representatives share the workload and coordinate connections with various local chambers of commerce. Key chambers include but are not limited to the Lebanon Area Chamber of Commerce, the

Tri-county Lake Area Chambers/LOREDEC, Callaway County Chamber of Commerce, the Jefferson City Area Chamber of Commerce and its workforce coalition, and the Columbia Chamber of Commerce.

This comprehensive and unified type of business services plan is not only necessary because of reductions in budgets and resources, but also because it makes sense to providing quality services through the public workforce system. It also is necessary given the three sub-economies in the Central Region, and their unique needs, demographics, and sector clusters. It no longer makes sense to approach business services as a “One Size Fits All” and target 2-3 industries for the entire region. The design of the Central Business Team is flexible and fluid to respond to local needs and a constantly changing economy. Healthcare, Manufacturing, Transportation/Logistics, and Construction Trades are strong industry sectors across the entire region, however, as a team, we must also value the importance of other industries with a strong presence within a sub-region, such as Hospitality, Tourism and Retail across the Lake Area and Meramec Regions, and Government and Education across mid-Missouri.

Another area of change in providing business services is taking a regional approach, beyond the imaginary boundaries of the workforce regions. These natural connections include but are not limited to Lebanon to Springfield along the I-44 corridor, Potosi to Park Hills, Cooper County to Sedalia, and Columbia to Moberly. Veteran’s and OWD Business Support Unit representatives assist with neighboring/overlapping workforce regions. Multiple collaborative projects with other regions occur organically, such as apprenticeship, OJT and Incumbent Worker projects.

The Business Team continues to develop strategies to increase the engagement of businesses and provide information to help develop effective, demand-driven services for workforce system customers. This also includes reporting continuous improvement recommendations from business customers to OWD, the Job Centers, CWDB, and partners to improve services and build credibility.

## **Business Services**

### **Recruitment Assistance**

Finding talent –

Online “jobs.mo.gov”  
Staff-assisted tips for matching assistance

- Posting job orders
- Accepting applications on the employer’s behalf
- Screening applicants and assessing qualifications
- Assessments offered to job seekers for essential workplace skills, interests, and aptitude (WorkKeys, Talify)
- Space for to conduct interviews in select locations
- Connecting to potential referrals from businesses down-sizing or closing
- Connecting employers with state and federal resources
- Hosting or assisting with recruitment events.

## **Services and Opportunities**

### Hiring/Training Incentives

- On-the-Job Training – Reimbursement of 50% of wages for eligible hires
- Paid Work Experience – Opportunity to gain a temporary employee or potential permanent employee
- WOTC – Federal tax credit for hiring individuals with barriers
- Federal Bonding – Insurance for hiring at-risk individuals free of charge, up to 6 months
- Incumbent Worker Training – Training reimbursement for eligible employers to upgrade skills of existing workers through short-term training
- Apprenticeships – Access to information and assistance in the customized development of apprenticeships, combining standardized classroom instruction with on-the-job learning.
- Veterans Services – Priority of Service, Show-Me Heroes, Career Skills Program for transitioning active duty
- Rapid Response – Guidance to employers and impacted workers to provide re-employment services during staffing reductions and layoffs
- Labor Market Information – Includes a regional summary, Real Time Labor Market Summary, a Dashboard, and occupational and industry data provided by Missouri Economic Research Information Center.
- Vocational Rehabilitation Business Services – include (a) OJT to connect individuals with disabilities to hiring employers, providing support to the employer and worker to ensure success; (b) a VR Talent Acquisition Portal to assist employers with recruitment; and (c) VR Retention and Workplace Accommodation Technical Assistance.
- Department of Social Services – Access to an array of services through various providers to provide wrap-around services for individuals to ensure gainful employment. DSS also offers targeted outreach tools to an expansive network of potential workers from under-served populations.

### **Access and Referrals to Partner Services**

- Department of Correction (DOC) Re-entry Services – Provides job readiness programs and opportunities for employers to connect to transitioning and occupationally trained Justice Involved Individuals nearing release.
  
- Adult Education and Literacy (AEL) – provides assistance that helps individuals get the basic skills they need to be productive workers, family members, and citizens and to assist adults in the completion of a secondary school education.
  
- Shared Work (DOLR) – a layoff aversion program that allows employers to divide available work among a group of employees as an alternative to layoff. Employees receive a portion of UI benefits while working reduce hours.

## Central Workforce Development Board Incumbent Worker Training

The Workforce Innovation and Opportunity Act (WIOA) allows Incumbent Worker Training (IWT) as a way to help the employees of a company gain the skills necessary for career advancement opportunities and employment retention. Local regions may use up to 20% of the Region's combined Adult and Dislocated Worker allotments for IWT projects.

The CWDB will follow the guidelines set forth in the most current Office of Workforce Development (OWD) Issuance and USDOL guidance governing the IWT program.

### I. Eligible Applicants

The Central Workforce Development Board (CWDB) will consider applications for Incumbent Worker Training (IWT) projects from employers located within the nineteen county area of the region.

Eligible employers must have a need to build and maintain a quality workforce. Training should be geared towards providing new skills or enhancing/upgrading the skill level of an incumbent worker, thereby averting layoff and/or increasing their chances for promotion and increased wages and creating backfill opportunities for less skilled workers. IWT must be beyond training the employer would normally provide. IWT will not be considered for the training of new hires.

The CWDB shall give priority to projects for employers in high priority sectors and those training employees for in demand occupations. Due to the size and layout of the region, priority sectors and in demand occupations vary between the region's three unique sub-regions. High priority sectors include, but are not limited to, Healthcare, Building Trades, Transportation and Logistics, Advanced Manufacturing and Hospitality.

Requests from employers located outside the region may be considered on a case by case basis. The CWDB will only consider requests when the workforce region in which the employer is located has fully depleted all available funding. In addition, the proximity of the employer to the Central region will also be taken into consideration.

### II. Trainee Eligibility

Employees to be included in the training project must be:

- Employed by the company and employment meets the Fair Labor Standards Act requirements for an employee-employer relationship;
- Be at least 18 years of age;
- Authorized to work in the United States; and
- Have worked for the employer for a minimum of 6 months (If a prior temporary or contract worker for the employer, that time may be counted toward the 6 month requirement)
- If applicable, must have registered with the selective service system.

### III. Funding

When considering IWT training project, the CWDB will evaluate whether the proposed training would avert layoffs and/or increase the competitiveness of the employees or both the employees and the employer. Factors to be considered shall include, but are not limited to:

- Characteristics of the employees to be trained;
- The number of employees to be trained;
- The wage rates and benefits of the employees;
- Credentials and skills to be gained as a result of training;
- Layoffs potentially averted as a result of training;
- The size of the employer;
- The cost of the training being requested.

Employers may submit more than one IWT project, however, the maximum award per employer, per program year may not exceed \$15,000. Higher amounts may be approved by the CWDB Executive Director when warranted.

IWT is not an entitlement. Project approvals and level of assistance provided are contingent on the availability of funding.

### IV. Employer Payment Requirements

Employers are required to pay the non-federal share of the cost of providing IWT. Payments may be made through cash payments and/or in-kind contributions.

Employer contributions may include the wages the employer pays to the

incumbent worker for the hours the worker is in training

The minimum amount of employer share depends on the size of the employer and may not be less than:

- 10% of the cost, for employers with 50 or fewer employees;
- 25% of the cost, for employers with 51 - 100 employees; and
- 50% of the cost, for employers with more than 100 employees.

#### V. Application Process

The application process will adhere to the criteria set forth in the most current OWD Issuance and the IWT Manual. The following process will be followed:

- When an employer indicates an interest in IWT, the Board and/or its subcontractor will gather information regarding the proposed training and trainees to evaluate and decide if the project may move forward.
- The Missouri Department of Economic Development, Missouri One Start team will be consulted to ensure no potential duplication of training with Missouri Industry Training activities.
- If no duplication is identified, the IWT Pre-Award Review will be completed with the employer. If the review results in no concerns it will be submitted to OWD for approval.
- Upon approval of the Pre-Award Review, the full IWT application will be developed with the employer and submitted to OWD for final approval.

The CWDB will utilize the OWD IWT Program Agreement, Plan, Budget and Monitoring Forms.

## REASONABLE ACCOMMODATION/MODIFICATION POLICY

### (Including Religious Accommodation)

**Purpose:** To provide both a (1) Reasonable Accommodation/Modification policy and a (2) Reasonable Accommodation request denial appeal process for Missouri Job Center customers, applicants, registrants, participants, Job Center staff, partner staff and Central Workforce Development Board staff.

**It is the policy of the Central Workforce Development Board (CWDB), its subcontractors, and partner agencies to comply with WIOA Section 188, 29 CFR Part 38 and the Americans with Disabilities Act. CWDB and Missouri Job Center are committed to the fair and equal treatment of customers, applicants, registrants, program participants and employees with disabilities.**

Public customers, applicants, registrants, program participants and staff with disabilities shall be provided reasonable employment and training related accommodations when necessary, unless an accommodation should impose an undue hardship. Circumstances when reasonable accommodations must be provided include application, membership, career services, training services and support services. In addition to each Partner Agency's policies, the following Missouri Job Center policy must be followed in regard to reasonable accommodations for the public, customers, partner and Job Center staff, and WDB employees.

The Americans with Disabilities Amendments Act of 2008 (ADAAA), as well as the Office of Workforce Development (OWD) current guidance defines *Disability*, with respect to an individual as:

- A physical or mental impairment that substantially limits one or more of the major life activities of such individual;
- a record of such impairment; or
- being regarded as having such an impairment.”

**Reasonable Accommodation** is defined as:

- Modifications or adjustments to a job application process that enable a qualified applicant with a disability to be considered for the position such as qualified applicant desires: or
- Modifications or adjustments to the work environment, or to the manner or circumstances under which the position held or desired is customarily performed, that enable a qualified individual with a disability to perform the essential functions of that position; or
- Modifications or adjustments that enable a covered entity's qualified employee with a disability to enjoy equal benefits and privileges of employment as are enjoyed by its other similarly situated employees without disabilities.



An ***Undue Hardship*** exists if an accommodation:

- Would cause an employer to incur significant difficulty or expense, in comparison to the financial resources available to the employer;
- Is overly extensive, substantial, or disruptive or would alter the nature or operation of the business;
- Would cause a lack of necessary staffing; or
- Would jeopardize security or health.

An employer is not obligated to make an accommodation that would cause an "undue hardship."

### **Process for Public Customer, Applicant, Registrant and Participant request for accommodations/modifications:**

Accommodations and assistive technology currently offered through the Central Region Missouri Job Centers to ensure that the public and customers have access to employment and training opportunities include: accessible parking, entrance ramps, electronic door openers, lowered counters, adjustable height desks and various assistive technology devices. Assistive technology for customers with disabilities needed to attend workshops or participate in programs or receive services can possibly be provided upon request via the Missouri Assistive Technology “Equipment Technology Consortium (ETC)”, a short term equipment loan program. In addition, reasonable accommodations include, but are not limited to:

- Making facilities that are not otherwise required to comply with Federal accessibility standards physically accessible to people with disabilities (for example, installing ramps, rest room grab bars, signage, etc.)
- Restructuring of job or training tasks, such as reallocating non-essential typing, telephone or other clerical assignments among employees, assignment of non-essential job tasks to others or eliminating non-essential tasks, etc.
- Modifying schedules
- Providing or modifying equipment, devices or materials, for example, raising or lowering an adjustable height desk for a wheelchair user, providing flashing lights and volume controls on intercoms and telephones, installing text telephones (TTY), providing large-print computer display programs or materials in alternative formats, including Braille, audio recording or enlarged print, etc.
- Providing qualified readers, interpreters, or other supportive services for all aspects of programs and activities
- Permitting the individual with a disability to use aids or services that the program is not otherwise required to provide. For example, although a program generally would not be required to provide a motorized scooter to an individual with mobility impairment, reasonable accommodation may include providing an area in which to stow such a mobility aid, if necessary.
- Further information on Job Center disability accommodations and resources can be found at [jobs.mo.gov/dwde0#Disability%20Accommodations%20Resources](http://jobs.mo.gov/dwde0#Disability%20Accommodations%20Resources).

At time of registration, customers have access to signage near the reception desks at Central Region Job Centers containing information regarding disability disclosure and request for accommodations. Please see the first attachment at the end of this policy, entitled “Why do you ask if I have a disability”? This document should be printed and visible to customers at each reception desk.

Customers, applicants, registrants, participants and applicants for employment may request reasonable accommodations through any Job Center staff member. While it is ultimately the responsibility of each customer to ask for an accommodation, *welcome staff will ask every new customer that visits the Job Center if they need any type of accommodation.*

Accommodations can be simple, but most importantly, should be offered in response to *any request or customer identified need*. Examples of simple accommodations might include holding a spot in line for a customer who has difficulty standing for long periods, taking notes for a customer during a Job Center workshop, adjusting table height for a customer with physical disability, or providing a quiet work area. In many cases, accommodations may require staff to “think outside the box” or research accommodation

resources. Because there are sometimes multiple options for a reasonable accommodation, the individual making the request and Job Center staff should work together to identify the most effective accommodation using the “interactive process”. Through informal discussion, individuals are provided the opportunity to articulate their needs and staff are able to determine how best to meet those needs. It is important to note that a customer request can be made in “plain language” and need not mention the Americans with Disabilities Act, the Rehabilitation Act, or even use the phrase “reasonable accommodation”. As such, the request does not have to be in writing, and may be made by a family member, friend, or other representative on the customer’s behalf.

In the event that a request for accommodation cannot be readily identified or determined as the most effective or reasonable by front-line staff, the request should go directly to the Job Center Functional Leader. Our region wide goal is to provide effective accommodations as quickly as possible; however, if the Functional Leader is unable to make a determination based on cost or other factors, the request should go directly to the Central Workforce Development Area Executive Director’s Equal Opportunity Office in writing. The Executive Director or HR department will then make a determination as quickly as possible.

In limited circumstances, the Job Center may not be required to provide a reasonable accommodation or modification, if it is established that doing so would result in undue hardship or fundamental alteration of the nature of the service, program or activity. Should a denial of original request occur, the program must propose an alternative accommodation or modification that will ensure that, to the maximum extent possible, the person with a disability receives the aid, benefits, services, or training offered by the program. In such a case, the original requestor will be notified by the local Equal Opportunity Officer in writing, which will include the process by which an appeal may be submitted. Any such appeal of determination should be sent directly to the Workforce Development Area Executive Director, which will be forwarded to the Central Region Workforce Development Board of Directors - Disability Subcommittee for review and determination. The “Accommodation Request Appeal” form attached to this policy may be used.

#### **Process for contracted and partner staff request for accommodations/modifications:**

Individuals desiring reasonable accommodations or modifications, including applicants for employment, shall follow the process established by their respective agency/employer of record in compliance with WIOA Section 188, 29 CFR Part 38 and Americans with Disabilities Amendments Act of 2008 (i.e. completing any necessary forms, submitting any medical documentation, etc.)

- Any request for reasonable accommodation(s) by contracted/partner staff shall be made to the respective agency employer of record, and copied to the Director of Workforce Development’s Equal Opportunity Office.
- The attached “Request for Accommodation/Building Evacuation” form may be used for this request **(including religious accommodations)** in the event the employer of record does not have a form.
- The respective agency/employer of record shall make the determination whether or not the individual meets the criteria for requesting reasonable accommodations.
- The respective agency/employer of record will contact and work in conjunction with the Director of Workforce Development’s Office to identify reasonable accommodations that would meet the individual’s needs without undue hardship on other employees or the Job Center.
  - If more than one of these accommodations will enable the individual to perform the essential functions or if the individual would prefer to provide his or her own accommodation, the preference of the individual with a disability should be given primary consideration. However,

the employer providing the accommodation has the ultimate discretion to choose between effective accommodations, and may choose the less expensive accommodation or the accommodation that is easier for it to provide.

- Appeals of determination shall be made in writing to the Executive Director of the respective employer of record, and copied to the Central Workforce Development's Equal Opportunity Office. In the event that the respective employer of record does not have an appeal form available, the Central Workforce Development Board "Accommodation Request Appeal" form accompanying this policy may be utilized.

**Process for Central Workforce Development Board staff request for accommodations/modifications:**

- Central Workforce Development Board staff and job applicants requesting reasonable accommodations may submit a request orally or in writing, along with medical documentation, to the CWDB Equal Opportunity Officer. The attached "Request for Accommodation/Building Evacuation" form may be used for this request (**including religious accommodations**). Oral requests shall be followed up in writing. The request shall identify location, need for accommodation, and type of accommodation requested. As promptly as possible, CWDB will make a determination, taking into account any possible undue hardship. All possible accommodations will be considered.
- If more than one of these accommodations will enable the individual to perform the essential functions or if the individual would prefer to provide his or her own accommodation, the preference of the individual with a disability should be given primary consideration. However, the employer providing the accommodation (CWDB) has the ultimate discretion to choose between effective accommodations, and may choose the less expensive accommodation or the accommodation that is easier to provide.
- Appeals of determination shall be submitted using the "Accommodation Request Appeal" form (attached) to the CWDB Executive Director, which will be forward to the Central Region Workforce Development Board of Directors – Disability Subcommittee for review and determination.

**Confidentiality:**

Medical information obtained in connection with the reasonable accommodation process must be kept confidential. This means all medical information obtained by the Job Center, subcontracted, partner or CWDB staff in connection with a request for a reasonable accommodation must be kept in a separate file from the individual's participant or personnel files. This includes the fact that a reasonable accommodation has been requested or approved and information about functional limitations. All instruction and guidance regarding confidentiality and record keeping provided by the Office of Workforce Development will be followed.

# Central Workforce Development Board

## Confidentiality Policy

### 1. PURPOSE

This confidentiality policy provides guidance for authorized users of the Workforce Development System and the use of confidential information. The purpose of this policy is to communicate the requirements to protect personal and confidential information for customers receiving services through WIOA or other funding sources.

### 2. BACKGROUND

The Workforce Innovation and Opportunity Act (WIOA) (as well as other laws affecting Trade Act Assistance, education, and social services) directs the Missouri Workforce Development System. The Missouri Workforce Development System includes the Missouri State Workforce Development Board, the Office of Workforce Development (OWD), Local Workforce Development Boards (Local WDBs), their sub-recipients, other sub-recipients, and partner agencies.

The Workforce Development System must ensure the privacy of customers and safeguard their confidential information. Those actions serve customers by:

- protecting customers' eligibility for workforce programs, services, and benefits;
- maintaining consumer confidence in the workforce development system by preserving privacy and minimizing the risk of identity theft or fraud; and
- shielding customers from discriminatory programmatic or hiring practices by keeping certain details about their barriers to employment in strict confidence.

The WIOA regulations require confidentiality policies, such as this policy, to protect Personally Identifiable Information (PII):

*"Recipients and sub-recipients of WIOA title I and Wagner-Peyser Act funds must have an internal control structure and written policies in place that provide safeguards to protect personally identifiable information, records, contracts, grant funds, equipment, sensitive information, tangible items, and other information that is readily or easily exchanged in the open market, or that the Department or the recipient or sub-recipient considers to be sensitive, consistent with applicable Federal, State and local privacy and confidentiality laws."*

### **3. DEFINITIONS**

#### **3.1 Personally Identifiable Information (PII):**

Information in records, such as a name or identification number, used to distinguish or trace an individual's identity, directly or indirectly, through linkages with other information. PII includes *direct* identifiers (e.g. name and SSN), and *indirect* identifiers (e.g. birth certificate information). PII also includes any information that, alone or in combination, is linked or linkable to a specific person that would allow identification of that person.

#### **3.2 Sensitive Information:**

Any unclassified information whose loss, misuse, or unauthorized access to or modification of could adversely affect the interest or the conduct of Federal programs, or the privacy to which individuals are entitled under the Privacy Act.

#### **3.3 Protected PII:**

Information that if disclosed could result in harm to the individual whose name or identity is linked to that information. Examples of protected PII include, but are not limited to, social security numbers (SSNs), credit card numbers, bank account numbers, home telephone numbers, ages, birthdates, marital status, spouse names, educational history, biometric identifiers (fingerprints, voiceprints, iris scans, etc.) medical history, financial information, and computer passwords.

#### **3.4 Non-sensitive PII:**

Information that, if disclosed by itself, could not reasonably be expected to result in personal harm. Essentially, it is stand-alone information that is not linked or closely associated with any protected or unprotected PII. Examples of non-sensitive PII include, but are not limited to, first and last names, e-mail addresses, business addresses, business telephone numbers, general education credentials, gender, or race. However, depending on the circumstances, a combination of these items could potentially be categorized as protected or sensitive PII.

To illustrate the connection between non-sensitive PII and protected PII, the disclosure of a name, business e-mail address, or business address most likely will not result in a high degree of harm to an individual. However, a name linked to a social security number, a date of birth, and mother's maiden name could result in identity theft. This demonstrates why protecting the customer's information is so important.

### **4. LEGAL REQUIREMENTS**

- 4.1** Federal law, Office of Management and Budget (OMB) guidance, Department of Labor Employment and Training Department (DOL ETA), State law, and DHEWD policies require that PII and other confidential or sensitive information be protected.

- 4.2 This policy obligates employees and subrecipients to confidentiality and information security.
- 4.3 Failure to comply with the requirements of this policy, or any improper use or disclosure of PII for an unauthorized purpose may result in disciplinary actions including, the imposition of special conditions or restrictions, or such other actions deemed necessary to protect customer's privacy or the integrity of data.
- 4.4 The misuse or unauthorized release of personal and confidential information or records by employees, subrecipients, or other personnel, may be subject to a Class A Misdemeanor, or up to one year in jail and/or a civil penalty of \$2,000, and other applicable sanctions under State and federal law.

## 5. PROCEDURES

### 5.1 Training of Authorized Users:

- 5.1.1 Any authorized user must read the Missouri Office of Workforce Development Workforce Development System Confidentiality and Information Security Plan in its entirety upon hire and sign an attestation acknowledging they understand and will adhere to the policy. A review of this policy and signed attestation is required annually in December. Failure to do so will result in staff not having access to MoJobs and UInteract or current accounts to be locked out.
- 5.1.2 OWD CSU will upload signed attestations into the users case management admin account.
- 5.1.3 Authorized users must immediately report any breach or suspected breach of PII to their supervisor.
- 5.1.4 See "Missouri Cyber Security State Employee Computer Security Tips" for additional cyber security tips: [https://cybersecurity.mo.gov/employee\\_tips](https://cybersecurity.mo.gov/employee_tips).

### 5.2 Access Eligibility and Registry Process:

- 5.2.1 Supervisors of any authorized user will be responsible for ensuring that staff have read this policy, and that they have signed the user attestation form attached to this policy.
- 5.2.2 OWD will maintain copies of signed attestations within the electronic case management admin accounts of each user.
- 5.2.3 Local WDB Directors and managers will oversee this process for LWDA's and Missouri Job Centers (and sub-recipients), ensuring that all partners properly maintain their user lists.

- 5.2.4 OWD's CSU will provide access (including requests from Local WDBs) to authorized users.

### **5.3 Acknowledgement of Confidential Information:**

- 5.3.1 Jobseeker customers creating new accounts on *jobs.mo.gov* are informed about information they submit:

*"You are accessing a trusted, secure government website. The State of Missouri does not share your personal information with other entities. For more information about the State of Missouri Privacy Policy, go to [www.mo.gov/privacy-policy](http://www.mo.gov/privacy-policy)."*

### **5.4 Handling Confidential Information:**

- 5.4.1 Paper copies of confidential information should be marked as "Confidential."
- 5.4.2 PII and sensitive information must not be communicated via email or stored on a CD, DVD, thumb drives, etc., unless the device is encrypted.
- 5.4.3 Customer information must only be communicated through agency approved email addresses and not through third-party or personal email addresses.
- 5.4.4 Social security numbers must not be delivered through email. In the event an authorized user or staff member receives social security numbers via email, the authorized user must immediately delete the email and caution that customer to supply only information needed to answer a question or process a request.
- 5.4.5 Authorized users must be discreet when verbally communicating personal and confidential information and ensure the receiver(s) are authorized to receive the information.
- 5.4.6 Faxes and emails containing confidential information must include the statement below in the email or on the fax cover sheet:

*"CONFIDENTIALITY STATEMENT: This message and any attachments are intended only for those to whom it is addressed and may contain information which is privileged, confidential, and prohibited from disclosure or unauthorized use under applicable law. If you are not the intended recipient*



*of this message, you are hereby notified that any use, dissemination, or copying of this email or the information contained in this message is strictly prohibited by the sender. If you have received this transmission in error, please return the material received to the sender and delete all copies from your system."*

- 5.4.7 Receipt of *unsolicited* confidential information or PII submitted via fax or email from customers to the State email-system users is *not* a breach of confidentiality or this policy.

## **5.5 Storage of Confidential Information:**

- 5.5.1 Store confidential information that is in paper or portable media format in a secure location to prevent unauthorized access.
- 5.5.2 Confidential information stored electronically must be protected by security programs to prevent unauthorized users from accessing this information.
- 5.5.3 Authorized users must not leave confidential information exposed. Computers and screens should be "locked" before leaving the work area. Authorized users also must avoid situations where unauthorized persons, such as other customers, can read records information displayed on the user's screen.
- 5.5.4 Any portable-media electronic record containing confidential information (i.e., diskettes, disk drives, flash drives, CD-ROMs, tapes, etc.) must be properly secured (i.e., locked in a drawer or cabinet) to prevent unauthorized access.
- 5.5.5 Records shall be stored, maintained, and destroyed in accordance with Missouri Record Retention and Disposition schedules: [Records Retention and Disposition Schedules \(mo.gov\)](#).
- 5.5.6 Whenever possible, use unique identifiers (such as Applicant IDs [APPIDs]) for participant tracking instead of SSNs after the SSN is entered for required federal performance tracking. If SSNs must be used for participant tracking, they must be stored or displayed in a way that is not linked to a particular individual.

## **5.6 Medical and Disability Information:**

Whether written or oral and regardless of format, authorized users must maintain confidentiality of the following:

- Personal and confidential information that contains health information related to a physical or mental disability, mental diagnosis, or perception of a disability related to the individual must be kept in a separate locked file (if in paper form) and apart from working files.
- Any medical information contained in case notes must be redacted from the customer file; the original notes must be placed in the participant's medical file.
- To minimize the need for staff to access a medical file, only the portion of the customer's information that reveals the presence of a disability should be included in the medical file.

## **5.7 Access to Medical Files:**

- 5.7.1 Must be limited and should only be accessed with the approval of a supervisor and when such access is necessary to facilitate customer's access to services or to support an ongoing service plan; or
- 5.7.2 First aid and safety personnel may be provided a customer's medical information in the event of an emergency; or Local, state, or federal monitors in compliance with 29 CFR Part 34.22(c) and 29 CFR Part 38.60 may have access to medical files for monitoring purposes.
- 5.7.3 Local, state, or federal monitors in compliance with 29 CFR Part 34.22(c) and 29 CFR Part 38.60 may have access to medical files for monitoring purposes.
- 5.7.4 When all services, including follow-up services, are complete and the participant file is ready to be archived, customer medical and disability related information that had had been previously filed away from the active file must be placed in a sealed envelop and marked "Medical and Disability Information" and secured in the participant file.

## **5.8**

### **Sharing of Confidential Information:**

- 5.8.1 Permissive disclosures shall include a signed request from the subject of the information or a signed release directing that specific information be conveyed to a specific third party for a specific use.
- 5.8.2 Required disclosures shall be considered as the release of information mandated by law or regulation that do not require the informed consent of the subject of the information.
- 5.8.3 Any authorized users must permit authorized federal, state, and local personnel to make onsite inspections during regular business hours for the purpose of conducting audits and/or conducting other investigations to

ensure compliance with the confidentiality requirements described in this policy, federal, and State law.

- 5.8.4 When confidential information is subpoenaed as part of a civil or criminal case or investigation, OWD Administration will handle all such requests, and **no information is to be released at the local level without prior authorization from OWD.**
- 5.8.5 Section 20 CFR Part 603 permits disclosure of confidential Unemployment Compensation (UC) information to agents and contractors of public officials. State UC agencies may disclose confidential UC information to the agent or contractor of a public official so long as the public official has a written, enforceable agreement with the State UC agency to obtain the data.<sup>1</sup> The public official must:
- agree to be responsible for any failure by the agent or contractor to comply with the safeguards and security requirements of 20 CFR 603.9 and 603.10(a);
  - affirm that the confidential UC information will be used for a permissible purpose; and
  - affirm that the requirements for all agreements in 20 CFR 603.10(b) are met.
- 5.8.6 A record of all PII disclosed to the customer, the customer's agent, or to an authorized third party must be retained. Furthermore, a record of all requests received for a customer's PII must be retained, whether or not the request was fulfilled.
- 5.8.7 Archive boxes must be clearly marked as containing personal and confidential information.

## **5.9 Destroying Confidential Information:**

- 5.9.1 Personal and confidential information must not be tossed in the regular trash and recycle bins. Use appropriate methods for destroying sensitive PII in paper files, (i.e., shredding) and securely deleting sensitive electronic PII.
- 5.9.2 Per Missouri statute and policy, electronic documents and emails on State email servers are archived and cannot be destroyed. Nevertheless, deletions can be made from a user's sent or received folders to prevent dissemination of breached information.

## 6. INFORMED CONSENT AND PERMISSIVE DISCLOSURES

In accordance with federal and state law, customers must be provided an opportunity to submit written authorization allowing authorized users to share their personal and confidential information and records. Each customer must also be informed that they can request their personal and confidential information not be shared among partner agencies and such request does not affect their eligibility services.

Customers shall be informed and agree to the Privacy Policy electronically to register in the MoJobs. By agreeing to such Privacy Policy, they acknowledge and agree that their personal and confidential information:

- May be shared among the agency partner staff and sub recipients,
- Is used only for the purpose of delivering services and that further disclosure of their confidential information,
- Will not be shared among partner agencies if the individual declines to share their confidential information and the decline to share will not impact their eligibility for services.

## 7. LEGAL, REGULATORY, AND POLICY REFERENCES

The following federal and state legal provisions may affect the programs and services offered through the local workforce investment system. This list is not exhaustive. Varieties of civil and criminal provisions surround confidential information or identity theft and may apply to this policy.

- Federal laws and regulations
  - Workforce Innovation and Opportunity Act, Pub. Law 113-128, [29 U.S.C. 3101 et seq.].
  - Workforce Innovation and Opportunity Act (WIOA), Section 188, "Nondiscrimination," Pub. Law 113-128 [29 U.S.C. 3248] and implementing regulations at 29 CFR Part 38.  
2 CFR 200.303, "Internal controls".
  - 2 CFR 200.337, "Restrictions on public access to records".
  - 2 CFR 200.113, "Mandatory disclosures".
  - 34 CFR 361.38, "Protection, Use, and Release of Personal Information".
  - 20 CFR 683.220(a) "What are the internal controls requirements for recipients and subrecipients of Workforce Innovation and Opportunity Act title I and Wagner-Peyser Act funds?"
  - 20 CFR 658.411 "Action on complaints".
  - 20 CFR 683.600 "What local area, State, and direct recipient grievance procedures must be established?"
  - The Privacy Act of 1974, Pub. Law 93-579, [5 U.S.C. § 552a et seq.].
- Federal guidance and standards
  - U.S. Department of Labor, Employment and Training Administration,

Training and Employment Guidance Letter (TEGL) No. 39-11, "Guidance on the Handling and Protection of Personally Identifiable Information (PII)," June 28, 2012.

- Missouri State laws
  - RSMo 37.070, "Transparency policy-public availability of data-broad interpretation of sunshine law requests-breach of the public trust, when."
  - RSMo 576.020 "Public servant acceding to corruption-penalty."
  - RSMo 576.050, "Misuse of public information-penalty."
  - Missouri Retention and Disposition Schedules.
  
- DHEWD/OWD Policies
  - DHEWD "Acceptable Computer Use Policy," August 28, 2019.
  - DHEWD "Personal Accountability and Conduct" policy, August 28, 2019.
  - OWD Issuance: 01-2008, "Office of Workforce Development Confidentiality and Information Security Plan," September 1, 2008, and subsequent changes.
  - Applicable OWD Policy Issuances are available at <https://jobs.mo.gov/dwdissuances>.
  - r. <http://www.mo.gov/privacy-policy/>.

## CONFIDENTIAL INFORMATION USER ATTESTATION FORM

I understand that in the course of my employment with the Central Workforce Development Board or a subrecipient agency, I will receive or become aware of information that is sensitive or confidential. This information may be written, electronic, or verbal, and come from a variety of sources. I understand that I am not allowed to access sensitive or confidential information unless it is necessary in order for me to complete my job responsibilities. I further understand that the Missouri Office of Workforce Development's policy on Confidentiality and Information Security applies to information I may inadvertently hear or see that does not directly involve me in an official capacity. I acknowledge that I must protect all sensitive or confidential information.

I understand, that in the performance of my duties, I may be requested to provide sensitive or confidential information to others. I agree to hold in confidence and not to disclose any sensitive or confidential information to any person, including employees of state, federal, or local governments, except to those who have an official business reason for the information. Should I have questions regarding the proper handling and disclosure of confidential or sensitive information, I will immediately notify my supervisor for further clarification and direction prior to releasing the information.

If I willfully and knowingly disclose such information in any manner to any person or agency not entitled to receive information, I understand that I may be subject to adverse action, including corrective or disciplinary action, or possibly, civil or criminal personal liability.

I acknowledge that I have read, understand, and will adhere to this policy and the above requirements.

Signature

Print Name

Employer of Record \_\_\_\_\_

Date Signed

## Central Workforce Development Board

### Facilities Policy

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#### **Safety Preparedness**

An Emergency Contact List will be completed for each location and shall be distributed to all staff and tenants of the building.

Each location will also have an Emergency Contact List that will designate the name(s)/title(s) of the staff that will handle an emergency as well as describe the responsibilities including contacting law enforcement/emergency personnel; operating emergency equipment; providing medical assistance such as CPR; ordering evacuation or shelter-in-place procedures and other actions that will be needed in an emergency. If the designated representative is not available, personnel should report the threat to their supervisor or another member of the management team.

The priority when an emergency occurs is life safety! This policy will clearly communicate to job center staff that any staff member that feels threatened by the behavior of a customer or occupant of the building is authorized to call 911.

#### **Disruptive Customers**

Customers who access the job center or other CWDB worksite and display abusive, violent, or threatening behavior that creates a disruption (and threat) for staff and other job center customers, may need to be barred or restricted from entering the job center or other CWDB Worksite.

Prohibited behavior includes, but is not limited to the following:

- Disruptive behavior, which includes disorderly conduct, physical abuse, and abusive or threatening language.
- Theft, vandalism, or other illegal acts during a visit to the job center.
- Displaying violent or aggressive behavior that warrants alarm for the safety and health of other individuals.
- If the person is running and looking about furtively as if they were being pursued.
- A person exhibiting unusual mental or physical symptoms, such as (1) inability to hold a cohesive conversation, (2) inability to focus on a particular subject, or (3) inappropriate clothing.

If suspicious persons are discovered, either inside or outside, the building, staff should consult with their supervisor and notify law enforcement immediately.

Any person who makes substantial threats, exhibits threatening behavior, or engages in violent acts on the premises will be removed from the property as quickly as safety permits, and may be asked to remain away from the premises pending the outcome of

an investigation into the incident. When threatening behavior is exhibited or acts of violence are committed, the CWDB or OWD will initiate an appropriate response. This response may include but is not limited to, suspension and/or termination of any business relationship, restricting access to the job center or CWDB worksite, and/or criminal prosecution of the person/persons involved. The type and length of restriction may be permanent or temporary and will be based on the severity and extent of the violent act or behavior. The CWDB and/or OWD reserves the right to respond to any actual or perceived acts of violence in a manner we see fit according to the particular facts and circumstances.

### **Property Damage**

Customers and staff may be held liable for any damage to property due to misuse, neglect, malicious intent, or negligence during their use of said property. If a customer or staff willfully causes or attempts to cause physical damage to the facility or equipment, enters unauthorized areas, or refuses to comply with the directives of the site supervisor, they will be asked to leave. This may include but is not limited to, bringing food and beverages into the worksite, unattended children, or uncontrolled service animals. Staff will arrange with the customer to deliver the services in another manner or at another time.

### **Reporting**

Whenever there is damage, loss of property, or injury to customers or staff, the incident should be reported to the Executive Director immediately. All pertinent information such as police reports, the extent of damage, cause of injury, etc. should be included.



## COST ALLOCATION POLICY

Updated 5/11/2023

1. General Accounting Policies
  - A. Basis of Accounting - Accrual Basis
  - B. Fiscal Period – July 1 – June 30
  - C. Allocation Basis for Individual Cost Elements – Direct Allocation Basis
  - D. Indirect Cost Rate Allocation Basis – Direct Salary hours from both the CWDB and the sub recipient will be used for the allocation basis to represent a more adequate percentage to each program.
  - E. Central Region Workforce Development Board (CWDB) maintains adequate internal controls to insure that no cost is charged both directly and indirectly to Federal contracts or grants. CWDB uses Abila MIP Accounting software.
  - F. CWDB accumulates all indirect costs in account titled “Admin Indirect and Program Indirect”
  
2. Description of Cost Allocation Methodology
  - A. Salaries and Wages
    1. Direct Costs – Some CWDB employees charge a portion of their salary costs to indirect if work performed is not specifically identifiable to specific grants, contracts, or other activities of the organization. The charges are supported by auditable labor distribution reports which reflect the actual activities of employees.
    2. Indirect Costs – The following employees charge 100% of their salary cost indirectly: Chief Financial Officer
    3. Mixed Charges – The following employees may charge their salary costs to both direct or indirect activities: Executive Director, Deputy Director, Accounting Specialist, Program Manager, EO Officer, and Program Staff

The distinction between direct and indirect is primarily based on functions performed. For example, when the position show are performing functions that are necessary and beneficial to all programs, they are indirect. If the function is beneficial to one or more programs but not all, they are direct to those program.

Auditable labor distribution records which reflect the actual activities of employees are maintained to support the mix of direct/indirect charges. The time records are certified by the Financial Officer or designee.

- B. Fringe Benefits
 

CWDB contributes to the following fringe benefits for its employees:

  - F.I.C.A
  - Unemployment Insurance
  - Workers Compensation
  - Health Insurance
  - Vision/Dental Insurance
  - Life Insurance
  - 401K Retirement Plan
  
- C. Travel and Meal Expenses

Travel and Meal Expense costs may be charged as either direct or indirect depending on the purpose of the trip. For example: the Executive Director travels to a regional office to give employees a quarterly update. This trip is indirect in nature and should be charged as an indirect cost. However, if the Executive Director travels to a regional office to perform a specific task for a contract, the trip would be considered a direct cost.

D. Office Expense

To the maximum extent possible, office supplies and materials or office related items are charged directly to the grant or program/function that uses the supplies or materials. Shared supplies and materials are charged indirectly.

E. Rent Expense

Office spaces occupied by CWDB and the regional offices that are leased are charged indirectly.

F. Postage

Postage costs shall be charged directly to the grant or program/function that benefits from the postage if known, balance shall be charged indirectly.

G. Telephone & Internet

Telephone costs include the costs of telephone, cell phone, facsimile transmissions, and Internet. Local telephone service costs are charged directly and indirectly based upon the charge to each telephone number assigned by CWDB. The local telephone bill details the costs per phone number. The other charges are then split and charged indirectly

H. Computer Expense

Computer expenses are costs incurred by CWDB, such as Web Page Maintenance, yearly Accounting/Computer licenses. These expenses are charged as indirect.

I. Dues and Subscription

Chamber of Commerce dues and expenses are charged as indirect.

J. Insurance

To the extent that insurance premiums are associated with insurance coverage for specific grants/programs, those premium costs shall be charged directly. All insurance costs that are not identifiable with specific direct grant/programs such as Agency general liability coverage shall be charged indirectly.

K. Board Expenses

Board Members are reimbursed at the Federal allowable mileage rate allowed by the government for travel to the Board Meetings. Each member turns in a mileage reimbursement form from their point of start, to the Meeting place. Map Quest is then used to calculate the mileage, doubled for return trip and paid at the current mileage rate. These expense are charged as indirect.

L. Professional Services

CWDB is required to have an independent audit each year. These expenses are charged as indirect.

M. Seminars & Conferences

CWDB employees are required to keep up their knowledge of programs/services. Expenses incurred are direct charged to a program if possible. However, if they benefit all programs, they are charged as indirect.

N. Unallowable Costs

CWDB recognizes that unallowable costs, as defined under subpart E – Cost Principles of part 200 such as (without limitation): public relations costs, contributions and donations, entertainment costs, fines and penalties, lobbying costs, and defense of fraud proceedings, cannot be charged to Federal awards and has internal controls in place to insure that this is followed.

### **Central Region Financial Reporting and Cash Draw Down Request Deadlines**

Cash Draws are done by the Financial Officer. Cash Draws are done in the FRS state system. Cash may be requested twice per week. If requested by close of business on Monday, cash will be received by Friday of the same week. If cash is requested by close of business on Wednesday, cash will be received by Tuesday of the following week. CWDB is responsible for its own cash balance. The CWDB funds are kept in a non-interest bearing checking account.

To optimize the cash requirement needs, OWD allows sub-recipients to draw down funds two times per week. OWD has also functionalized its financial reporting system to monitor cash balances.

## **Fraud, Waste, Abuse, and Criminal Activity Policy**

### **General Internal Control**

The CWDB and its sub-recipients have the responsibility to institute adequate and effective internal controls that safeguard OWD awards against the risk of mismanagement, fraud, waste, and program abuse. The CWDB and its sub-recipients will, therefore, have to make the best judgement in instituting the most appropriate and cost effective internal control processes in their respective organizations. Steps must be taken to ensure that the internal control processes provide reasonable assurance for compliance with applicable statutes and regulations, as well as the terms and conditions of OWD awards. The CWDB and its sub-recipients are encouraged to continually evaluate their internal control processes to identify improvement needs.

### **Mandatory Disclosures**

- The CWDB and its sub-recipients shall comply with 2 CFR Part 200.113 Mandatory Disclosures. In a timely manner in writing, all violations of Federal criminal law involving fraud, bribery, or gratuity violations potentially affecting the Federal award, must be disclosed to OWD.

### **Fraud, Program Abuse and Criminal Conduct**

- Fraud may be defined as the intentional or deliberate deception to secure monetary or personal gain. It may encompass, but not limited to:
  1. Bribery, forgery, extortion, or embezzlement.
  2. Theft of participants' checks
  3. Kickbacks from participants or contractors
  4. Intentional payments to a contractor without expectation of receiving services.
  5. Payment to ghost enrollees
  6. Misuse of appropriated funds
  7. Misrepresenting information in official reports
  8. The Uniform Guidance 200.435 (3) defines fraud as acts of fraud or corruption or attempts to defraud the Federal Government or to corrupt its agents; acts that constitute a cause for debarment or suspension as specified in agency regulations) and acts which violate the False Claims Act.

## Internal Accounting Policy

### General Internal Control

The CWDB and its sub-recipients have the responsibility to institute adequate and effective internal controls that safeguard OWD awards against the risk of mismanagement, fraud, waste, and program abuse. The CWDB and its sub-recipients will, therefore, have to make the best judgement in instituting the most appropriate and cost effective internal control processes in their respective organizations. Steps must be taken to ensure that the internal control processes provide reasonable assurance for compliance with applicable statutes and regulations, as well as the terms and conditions of OWD awards. The CWDB and its sub-recipients are encouraged to continually evaluate their internal control processes to identify improvement needs.

Internal Control for a non-exhaustive list of internal control mechanisms:

1. Key managers must have sufficient understanding of staff duties, processes, and controls in order to identify whether or not existing checks and balances are being followed or compromised.
2. Adequate segregation of duties **to ensure that no one person has control over all parts of a process: (See Financial Procedures in the Financial Folder)**
  - a. Credit Card Policy: Limited to a maximum number of two people with a prohibition of sharing the credit card number with another individual. The Credit Card statement with all supporting documentation is sent to the Board Chair for approval before paying each month.
  - b. Purchase Orders required for purchases must have approval by the Financial Officer or Executive Director, except for Supportive Services where approval by program supervisor is required.
  - c. Financial Officer approval of all invoice payments verifying amounts, due date, calculations and Chart of Account coding used prior to entry into the MIP system.
  - d. Two-step payment process for all payments entered with coding approved and posted by Financial Officer.
  - e. Payroll preparation requires timesheets to be reviewed, reports generated and approved by Financial Officer or Assistant Director prior to payment.
  - f. Chart of Accounts streamlined for more accurate reporting.
  - g. Created Session ID Naming Conventions.
  - h. Bank Log initiated to track all payments, deposits and track subcontractor payments. This allows the use of a bank register to track current bank balance.
  - i. Use of sequential check numbering for printed checks.
  - j. Checks received are to be stamped or restrictively endorsed immediately and should be deposited within two days. There are guidelines requiring them to stay locked until deposited.
  - k. Bank Statements reconciled the first week of the month. Signatures of Preparer and Executive Director's review on Bank statement reconciliations required. In the absence the

Executive Director, the Assistant Director or Board Chair may review.

l. Track invoices submitted for payment reimbursements and date payments received.

Central Region  
Attachment 42

m. Use of a Share Drive for storing logs, invoices, trackers for accessibility and accountability (restricted to Financial staff and Executive Director).

3. Enforcement of appropriate penalties for misappropriation or misuse of organization resources.
  4. Adequate reviews of supporting documentation to ensure processes are followed.
  5. Practices that ensure organizational assets such as vehicles, equipment, and other resources, are used only for official business.
  6. The avoidance of related party transactions.
  7. Ensuring personnel approving and pre-auditing expenditures are provided with a list of allowable and unallowable expenditures.
- The Board of Directors are responsible for delegation of all administration of the financial policies for the administrative staff, all financial policies, and reviews operations and activities.
  - The Executive Director is hired by the Board and has responsibility for all operations and activities, including financial management.
  - The Financial Officer is responsible to the Executive Director for all financial operations.
  - The CWDB has an annual Agency Audit conducted by Independent Auditors, which are procured every three years. The audit meets the requirements set out in the Office of Management and Budget 2 CFR Part 200, Uniform Administrative Requirements, Cost Principles and Audit Requirement for Federal Awards (Uniform Guidance), the Workforce Innovation and Opportunity Act (WIOA or Public Law 113-128), and other applicable federal and state regulations. Procurement policy will be followed.
  - Upon receipt of the audit report, the Financial Officer will upload to the Federal Audit Clearing House (FAC) in compliance with 2 CFR 200 Subpart F, 200.512(B). CWDB will submit a copy of the Management letter issued by the Independent Auditor to the DHEWD within fourteen (14) business days after submitting reporting package and data collection form to the FAC.

## Internal Accounting Policy

### General Internal Control

The CWDB and its sub-recipients have the responsibility to institute adequate and effective internal controls that safeguard OWD awards against the risk of mismanagement, fraud, waste, and program abuse. The CWDB and its sub-recipients will, therefore, have to make the best judgement in instituting the most appropriate and cost effective internal control processes in their respective organizations. Steps must be taken to ensure that the internal control processes provide reasonable assurance for compliance with applicable statutes and regulations, as well as the terms and conditions of OWD awards. The CWDB and its sub-recipients are encouraged to continually evaluate their internal control processes to identify improvement needs.

Internal Control for a non-exhaustive list of internal control mechanisms:

1. Key managers must have sufficient understanding of staff duties, processes, and controls in order to identify whether or not existing checks and balances are being followed or compromised.
2. Adequate segregation of duties **to ensure that no one person has control over all parts of a process: (See Financial Procedures in the Financial Folder)**
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  - i. Use of sequential check numbering for printed checks.
  - j. Checks received are to be stamped or restrictively endorsed immediately and should be deposited within two days. There are guidelines requiring them to stay locked until deposited.
  - k. Bank Statements reconciled the first week of the month. Signatures of Preparer and Executive Director's review on Bank statement reconciliations required. In the absence the Executive Director, the Assistant Director or Board Chair may review.
  - l. Track invoices submitted for payment reimbursements and date payments received.



- m. Use of a Share Drive for storing logs, invoices, trackers for accessibility and accountability (restricted to Financial staff and Executive Director).
  3. Enforcement of appropriate penalties for misappropriation or misuse of organization resources.
  4. Adequate reviews of supporting documentation to ensure processes are followed.
  5. **Practices that ensure organizational assets such as vehicles, equipment, and other resources, are used only for official business.**
  6. **The avoidance of related party transactions.**
  7. Ensuring personnel approving and pre-auditing expenditures are provided with a list of allowable and unallowable expenditures.
- The Board of Directors are responsible for delegation of all administration of the financial policies for the administrative staff, all financial policies, and reviews operations and activities.
  - The Executive Director is hired by the Board and has responsibility for all operations and activities, including financial management.
  - The Financial Officer is responsible to the Executive Director for all financial operations.
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  - Upon receipt of the audit report, the Financial Officer will upload to the Federal Audit Clearing House (FAC) in compliance with 2 CFR 200 Subpart F, 200.512(B). CWDB will submit a copy of the Management letter issued by the Independent Auditor to the DHEWD within fourteen (14) business days after submitting reporting package and data collection form to the FAC.

### **Bonding Policy**

Each individual Program Operator, under terms of their contract, will be required to reimburse CWDB for any unallowable cost incurred. The CWDB Board of Directors and Officers coverage, which includes Errors and Omissions, in the amount of \$1,000,000 per occurrence/\$1,000,000 aggregated as well as Employee Practices and General Liability in the amount of \$1,000,000 per occurrence/\$2,000,000 aggregated. All staff and board members are included in this coverage. All personnel of the CWDB are bonded at \$100,000.

## Central Region

### Payments to Employers Policy

The Board and its sub-recipients have the responsibility to institute adequate and effective internal controls to avoid fund mismanagement, fraud, waste or abuse. Certain WIOA programs and special grants may require reimbursement payments to employers, including but not limited to, On-the-Job Training (OJT) and Incumbent Worker Training (IWT) programs.

Payments to employers are authorized when necessary for the proper administration of a program. Employer payments must:

- Be related to a specific program;
- Be allowable under Federal Regulations;
- Be allowable under applicable contract terms;
- Be necessary for the operation of the program; and
- Be properly documented.

Under no circumstances will payments be made without a program agreement in place with the employer. Payments shall only be made in accordance with the program agreement. Payments will be made on a reimbursement basis only. No advance payments are allowed.

Employers participating in OJT projects may request reimbursement of wages paid to OJT participants on a monthly basis with the following documentation:

- A completed OJT Reimbursement Form showing the actual days worked and hours per day; and
- A copy of the participant's monthly payroll record/paystub clearly showing the total actual hours worked and the hourly rate of pay.

OJT reimbursements may only be made for actual hours worked at straight time. No reimbursements are allowed for holiday pay, annual leave, sick leave, or other paid time off. In the event a participant is earning overtime, reimbursements may only be based on the regular straight time pay rate, not the increased overtime wage rate.

Employers participating in IWT may request reimbursement upon the completion of the training project if the following conditions are met:

- Verification that training has been completed;
- A paid invoice for receipt showing the full cost of training and the payment date;
- The employers non-federal share of the cost, through direct payment or in-kind matching, has been verified; and
- Payroll verification that each IWT trainee has received a pay increase. Increases must be given no later than 6 months following the last day of training.

Employers receiving payments as part of any special project or grant will only be reimbursed in accordance with the project agreement.

Employer reimbursements should be made within 30 days of the request for reimbursement and receipt of all required documentation.

- **Follow-up Policy Adults, Dislocated Workers, and Youth**

WIOA requires Follow-up Career Services be made available to program participants. The purpose of follow-up career services is to ensure that the participant is able to retain employment, to obtain wage increases, and to advance in a career. Although follow-up services are available to employed participants, not every participant will need or want these services.

The region provides follow up career services to all WIOA participants. Follow up services will be provided to ensure the participant is able to retain employment, obtain wage increase and/or advance in their career. For Adult and Dislocated Worker participants, follow up services will be made available for up to 12 months after unsubsidized employment is secured. As staff follow up with participants, they will discuss their situation and needs, which will help determine if services are needed and what services would be most beneficial. For Adult and Dislocated Workers, follow up services will include Career Planning and Counseling; Assistance with work related problems; Referrals and Information regarding educational opportunities.

Adults and Dislocated Worker program participants may not receive Supportive Services.

For TAA participants, a referral must be made to the WIOA Dislocated Worker program after the TAA funded training is complete in order to participate in follow-up services.

For Youth participants, follow up services will be offered no less than 12 months after the completion of WIOA activities. Youth will be offered follow up services that align with their Individual Service Strategy, specific to their unique situation and to support them in their post-secondary education or unsubsidized employment. Staff follow up discussions with Youth will be used to determine if services are needed and what services would be necessary to the success of the individual. Youth follow up services will include Supportive Services, Financial Education and Literacy, Career counseling/exploration and services to help transition to post-secondary education or training.

Follow-up career services must be documented in the statewide case-management system by posting the appropriate activity or service and entering an accompanying case note.

Missouri Office of Workforce Development and U.S Department of Labor related policies are incorporated by reference.

## **EQUAL EMPLOYMENT OPPORTUNITY**

### **I. PURPOSE**

CWDB provides equal employment opportunities to all employees and applicants for employment without regard to race, color, ancestry, national origin, gender, sexual orientation, marital status, religion, age, disability, gender identity, results of genetic testing, or service in the military. Equal employment opportunity applies to all terms and conditions of employment, including hiring, placement, promotion, termination, layoff, recall, transfer, leave of absence, compensation, and training.

### **II. SCOPE**

These definitions apply to all employees and sub-contracted employees of the CWDB.

### **III. POLICY**

CWDB expressly prohibits any form of unlawful employee harassment or discrimination based on any of the characteristics mentioned above. Improper interference with the ability of other employees to perform their expected job duties is not tolerated. **Be advised of the following:**

#### *Equal Opportunity Is the Law*

*It is against the law for this recipient of Federal financial assistance to discriminate on the following bases:*

*Against any individual in the United States, on the basis of race, color, religion, sex (including pregnancy, childbirth, and related medical conditions, sex stereotyping, transgender status, and gender identity), national origin (including limited English proficiency), age, disability, or political affiliation or belief, or, against any beneficiary of, applicant to, or participant in programs financially assisted under Title I of the Workforce Innovation and Opportunity Act, on the basis of the individual's citizenship status or participation in any WIOA Title I-financially assisted program or activity.*

*The recipient must not discriminate in any of the following areas:*

*Deciding who will be admitted, or have access, to any WIOA Title I-financially assisted program or activity; providing opportunities in, or treating any person with regard to, such a program or activity; or*

*making employment decisions in the administration of, or in connection with, such a program or activity.*

*Recipients of federal financial assistance must take reasonable steps to ensure that communications with individuals with disabilities are as effective as communications with others. This means that, upon request and at no cost to the individual, recipients are required to provide appropriate auxiliary aids and services to qualified individuals with disabilities.*

*What To Do If You Believe You Have Experienced Discrimination*

*If you think that you have been subjected to discrimination under a WIOA Title I-financially assisted program or activity, you may file a complaint within 180 days from the date of the alleged violation with either:*

*M. Korin Ell the Equal Opportunity Officer [korin@cwdregion.com](mailto:korin@cwdregion.com) ; or  
Danielle Smith the State EO Officer [danielle.smith@dhewd.mo.gov](mailto:danielle.smith@dhewd.mo.gov) ; or*

*The Director, Civil Rights Center (CRC), U.S. Department of Labor, 200 Constitution Avenue NW., Room N-4123, Washington, DC 20210 or electronically as directed on the CRC Web site at [www.dol.gov/crc](http://www.dol.gov/crc).*

*If you file your complaint with the recipient, you must wait either until the recipient issues a written Notice of Final Action, or until 90 days have passed (whichever is sooner), before filing with the Civil Rights Center (see address above).*

*If the recipient does not give you a written Notice of Final Action within 90 days of the day on which you filed your complaint, you may file a complaint with CRC before receiving that Notice. However, you must file your CRC complaint within 30 days of the 90-day deadline (in other words, within 120 days after the day on which you filed your complaint with the recipient).*

*If the recipient does give you a written Notice of Final Action on your complaint, but you are dissatisfied with the decision or resolution, you may file a complaint with CRC. You must file your CRC complaint within 30 days of the date on which you received the Notice of Final Action.*

**§38.19 Intimidation and Retaliation Prohibited.**

*(a) A recipient must not discharge, intimidate, retaliate, threaten, coerce or discriminate against any individual because the individual has:*

*(1) Filed a complaint alleging a violation of Section 188 of WIOA or this part;*

*(2) Opposed a practice prohibited by the nondiscrimination and equal opportunity provisions of WIOA or this part;*

*(3) Furnished information to, or assisted or participated in any manner in, an investigation, review, hearing, or any other activity related to any of the following:*

*(i) Administration of the nondiscrimination and equal opportunity provisions of WIOA or this part;*

*(ii) Exercise of authority under those provisions; or*

*(iii) Exercise of privilege secured by those provisions; or*

*(4) Otherwise exercised any rights and privileges under the nondiscrimination and equal opportunity provisions of WIOA or this part.*

*(b) The sanctions and penalties contained in Section 188(b) of WIOA or this part may be imposed against any recipient that engages in any such retaliation or intimidation, or fails to take appropriate steps to prevent such activity.*

**IV. PROCEDURE**

Any employees with questions or concerns about equal employment opportunities, **or concerns about harassment or retaliation in the workplace** are encouraged to bring these issues to the attention of the Equal Opportunity (EO) Officer and/or the **Assistant Director**. CWDB will not allow any form of retaliation against individuals who raise issues of equal employment opportunity. If an employee feels he or she has been subjected to any such retaliation, he or she should bring it to the attention of the EO Officer and/or the **Assistant Director**. Local EO Officer- Melody Korin Ell 573-426-6030.

Complaints of discrimination should be filed according to the procedures described in the Harassment and Complaint Procedure.

**A. Americans with Disabilities Act (ADA) & Reasonable Accommodation**

To ensure equal employment opportunities to qualified individuals with a disability, CWDB will make reasonable accommodations for the known disability of an otherwise qualified individual, unless undue hardship on the operation of the business would result in the accommodation. Employees who may require a reasonable accommodation should contact the HR Manager or a member of the Executive Committee.

**B. Commitment to Diversity**

CWDB is committed to creating and maintaining a workplace in which all employees have an opportunity to participate and contribute to the success of the organization and are valued for their skills, experience, and unique perspectives. This commitment is embodied in company policy and the way we do business at CWDB and is an important principle of sound business management.

**C. Harassment and Complaint Procedure**

Sexual and other unlawful harassment is a violation of Title VII of the Civil Rights Act of 1964 (Title VII), as amended, as well as many state laws. Harassment based on a characteristic protected by law, such as race, color, ancestry, national origin, gender, sex, sexual orientation, gender identity, marital status, religion, age, disability, veteran status, or other characteristic protected by state or federal law, is prohibited.

It is CWDB's policy to provide a work environment free of sexual and other harassment. To that end, harassment of CWDB's employees by management, supervisors, coworkers, or nonemployees who are in the workplace is absolutely prohibited. Further, any retaliation against an individual who has complained about sexual or other harassment or retaliation against individuals for cooperating with an investigation of a harassment complaint is similarly unlawful and will not be tolerated. CWDB will take all steps necessary to prevent and eliminate unlawful harassment.

- 1. Definition of Unlawful Harassment-*** "Unlawful harassment" is conduct that has the purpose or effect of creating an intimidating, hostile, or offensive work environment; has the purpose or effect of substantially and unreasonably interfering with an individual's work performance; or otherwise adversely affects an individual's employment opportunities because of the individual's membership in a protected class.

Unlawful harassment includes, but is not limited to, epithets; slurs; jokes; pranks; innuendo; comments; written or graphic material; stereotyping; or other threatening, hostile, or intimidating acts based on race, color, ancestry, national origin, gender, sex, sexual orientation, marital status, religion, age, disability, veteran status, or other characteristic protected by state or federal law.



2. ***Definition of Sexual Harassment-*** While all forms of harassment are prohibited; special attention should be paid to sexual harassment. “Sexual harassment” is generally defined under both state and federal law as unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature where:
- Submission to or rejection of such conduct is made either explicitly or implicitly a term or condition of any individual’s employment or as a basis for employment decisions; or
  - Such conduct has the purpose or effect of unreasonably interfering with an individual’s work performance or creating an intimidating, hostile, or offensive work environment.
  - Other sexually oriented conduct, whether intended or not, that is unwelcome and has the effect of creating a work environment that is hostile, offensive, intimidating, or humiliating to workers may also constitute sexual harassment.

While it is not possible to list all those additional circumstances that may constitute sexual harassment, the following are some examples of conduct that, if unwelcome, may constitute sexual harassment depending on the totality of the circumstances, including the severity of the conduct and its pervasiveness:

- Unwanted sexual advances, whether they involve physical touching or not;
- Sexual epithets, jokes, written or oral references to sexual conduct, gossip regarding one’s sex life, comments about an individual’s body, comments about an individual’s sexual activity, deficiencies, or prowess;
- Displaying sexually suggestive objects, pictures, or cartoons;
- Unwelcome leering, whistling, brushing up against the body, sexual gestures, or suggestive or insulting comments;
- Inquiries into one’s sexual experiences; and
- Discussion of one’s sexual activities.

All employees should take special note that, as stated above, retaliation against an individual who has complained about sexual harassment and retaliation against individuals for cooperating with an investigation of sexual harassment complaint is unlawful and will not be tolerated at CWDB.

### 3. ***Complaint Procedure***

Any employee who believes he or she has been subject to or witnessed illegal discrimination, including sexual or other forms of unlawful harassment, is requested and encouraged to make a complaint. You may complain directly to the EO Officer, **Assistant Director**, or member of the Executive Committee, or to whomever you feel comfortable bringing such a complaint. Similarly, if you observe acts of discrimination toward or harassment of another employee, you are requested and encouraged to report this to one of the individuals listed above.

No reprisal, retaliation, or other adverse action will be taken against an employee for making a complaint or report of discrimination or harassment or for assisting in the

investigation of any such complaint or report. Any suspected retaliation or intimidation should be reported immediately to one of the persons identified above.

All complaints will be investigated promptly and, to the extent possible, with regard for confidentiality. If the investigation confirms conduct contrary to this policy has occurred, CWDB will take immediate, appropriate, corrective action, including discipline, up to and including immediate termination.

# 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 work-based learning programs and On-the-Job training (OJT) is accomplished through direct engagement with local chambers, employers, job fairs, hiring events and Business Team outreach. The Region's Service Provider employs a full time Employment Specialist focused on employer engagement and the development of work-based learning and OJT opportunities. OJTs are promoted as an employer service that provides a wage reimbursement to the employer to help offset the cost of providing training and supervision to the worker. OJT agreements may be developed with employers who are using the Job Center for recruitment assistance and have an open job order in the MoJobs system. OJT agreements may be entered into with the Registered Apprenticeship program sponsors or participating employers in Registered Apprenticeship programs for the OJT portion of the Registered Apprenticeship program. Work Experience is promoted to employers as an opportunity to provide participants with career exploration, skill development and overcome barriers to employment. Work Experience may lead to an OJT opportunity and/or a direct hire for the employer.

WIOA is not an entitlement program. Meeting eligibility requirements is not a guarantee of approval of assistance. Both the availability of and level of any assistance approved are determined by each individual's respective needs, as well as the availability of funding.

## **OUTREACH STRATEGIES INCLUDE**

- Researching companies before contact to be aware of labor needs
- Targeting high-growth and in-demand industries in the region
- Educating employers about how work based learning and OJT can skill up the workforce, reduce training costs, and increase profits
- Offering the employer assistance with completing the required paperwork.

## **DISPUTE RESOLUTION POLICY**

Any OJT employer disputes related to program administration will be resolved in accordance with State and Local Policy and the OJT Agreement. Any employer dispute regarding a participant will be immediately investigated by the Program Operator. The Program Operator will make every attempt to adequately resolve the issue and maintain the OJT. In situations where a resolution is

unlikely or continuation of the OJT is not in the best interest of the participant or the program, the OJT will be terminated.

### **NEPOTISM**

Prospective participants shall not be placed in OJT with a business owned and operated by a member of the participant's immediate family and no member of a prospective participant's immediate family shall be engaged in an administrative capacity for the OJT employer.

### **AGREEMENT MODIFICATIONS**

Agreement modifications will be made when any change occurs affecting the participant's rate of pay, the total reimbursement amount to the employer, the start or end date of training or extending the date of training to allow for full completion of hours as a result of holidays, participant illness, vacation days or other circumstances. All modifications will be discussed and approved by the employer and Program Operator, and a Supplemental Agreement will be completed to reflect the modification.

### **EMPLOYED WORKERS ELIGIBILITY POLICY**

OJT for employed workers is a lower priority and only available at the approval of the CWDB Executive Director for extenuating circumstances. An OJT contract may be developed with an employer for a current employee when the employee is not currently earning a self-sufficient wage and the OJT supports the acquisition of new skills necessary and required for upgrading to a new position within the company. The OJT must be for training in a different occupation requiring a different set of skills than the participant's current position and paying a wage that will lead the participant to self-sufficiency. In determining the appropriate length of the OJT contract for an employed participant, consideration will be given to the skill requirements of the new occupation, the education and occupational skill level of the participant and their prior work experience.

### **FORMER EMPLOYEE ELIGIBILITY POLICY**

An OJT agreement with a participant's former employer is discouraged and should only be considered when options for a different placement are exhausted. The OJT position must be in a higher skill and higher paying position than the participant previously held with the employer. A participant may not be placed in an OJT with a former employer without prior approval from the Office of Workforce Development.

### **FUNDS TO SUPPORT REGISTERED APPRENTICESHIPS**

An OJT contract may be developed with RA programs for training participants. Contracts may be developed with the employer or RA program sponsor. Contracts may cover some or all of the OJT portion of an RA, not to exceed 1,040 hours at a reimbursement rate of 50%. In determining the

appropriate length of the OJT contract for RA participants, consideration will be given to the skill requirements of the occupation, the education and occupational skill level of the participant and their prior work experience. The determination of hours may not support the full OJT hours required to complete the RA.

### **MAXIMUM REIMBURSEMENT RATE**

OJT reimbursements will be limited to 50% in most cases, however, the Program Operator may submit a request to the CWDB Executive Director for approval to increase the reimbursement rate up to the allowed maximum set forth in current OWD policy when special circumstances exist. The Board will consider the following factors when considering reimbursement level increases:

- The characteristics of the participant and whether they have a barrier to employment as defined in WIOA Sec. 3(24);
- The size of the employer:
  - Employers with 50 or less employees may be considered for the maximum allowable reimbursement rate.
  - Employers with 51 – 100 employees may be considered for a 75% reimbursement rate.
  - Employers with 101 or more employees will be limited to a 50% reimbursement rate.
- The industry sector that includes the OJT position;
- The projected growth rate and average wage of the occupation for the local area. The Missouri Economic Research and Information Center (MERIC) and/or O\*Net data will be utilized.
- The quality of the employer provided training and advancement opportunities or the training will lead to an industry recognized credential;
- The wage and benefit level provided by the employer. The wage must be within the average wage shown by MERIC and/or O\*Net for the local area; and
- The relation of the training to the competitiveness of the participant.

## **Personnel Policies – Leave, Travel, Inclement Weather**

### **EMPLOYEE BENEFITS AND LEAVE**

#### **TIME OFF (PAID)**

##### **I. PURPOSE**

To establish the paid time-off benefits available to full-time regular employees.

##### **II. SCOPE**

This policy applies to employees hired as full-time regular employees.

##### **III. POLICY**

CWDB employee paid-time-off benefits will be calculated at a rate to coincide with their years of service. All full-time regular employees are entitled to the following paid-time-off benefits:

- A. Sick leave
- B. Vacation
- C. Holidays
- D. Personal Paid Time Off

#### **VACATION**

##### **I. PURPOSE**

To provide a traditional paid-time-off benefit that will provide a restful break in the year-round routine and support the CWDB's goals to attract and retain quality employees.

##### **II. SCOPE**

This policy applies to full-time regular employees of the CWDB.

##### **III. POLICY**

The CWDB encourages each employee to take an annual vacation. The CWDB does not provide vacation pay unless vacation time is actually taken as time off from work, or upon separation.

- A. An employee's entitlement to earn vacation is based on the employment anniversary date. A year shall be considered completed on the first day of the

month following actual completion of twelve months of service, except, if twelve months of service are completed on the first working day of the month, that day shall be the completion date.

1. **Less Than Ten Years of Service.** Employees shall earn vacation at ten (10) hours per month with a maximum yearly accrual of 240 hours. Employees may accrue more vacation than the allotted 240 until June 30<sup>th</sup> of any year. After July 1<sup>st</sup> any accrued hours exceeding 240 will be lost.
  2. **Ten to Fourteen Years of Service.** Employees shall earn vacation at twelve (12) hours per month with a maximum yearly accrual of 288 hours. Employees may accrue more vacation than the allotted 288 until June 30<sup>th</sup> of any year. After July 1<sup>st</sup> any accrued hours exceeding 288 will be transferred to the Leave Share Pool.
  3. **Fifteen Years of Service.** Employees shall earn vacation at fourteen (14) hours per month with a maximum yearly accrual of 336 hours. Employees may accrue more vacation than the allotted 336 until June 30<sup>th</sup> of any year. After July 1<sup>st</sup> any accrued hours exceeding 336 will be transferred to the Leave Share Pool.
  4. **Twenty Years of Service.** Employees shall earn vacation at sixteen (16) hours per month with a maximum yearly accrual of 384 hours. Employees may accrue more vacation than the allotted 384 until June 30<sup>th</sup> of any year. After July 1<sup>st</sup> any accrued hours exceeding 384 will be transferred to the Leave Share Pool.
- B. Vacation time is not earned during an unpaid leave of absence or sick leave that exceeds 30 consecutive calendar days. Earning resumes upon return to active status.
- C. Upon separation of employment an employee shall be compensated for unused accrued vacation. The maximum amount of unused accrued vacation for which an employee may be compensated for shall not exceed the maximum accrual specified above.
- D. Annual Leave is pro-rated for part-time employees in eligible positions who are in pay status for a minimum of forty (40) hours in a pay period. Annual leave is granted by the Executive Director.
- E. Vacations may be taken by weeks, days, or hours.
- F. Selection of vacation dates is subject to approval of the employee's supervisor.
- G. If a CWDB paid holiday falls during an employee's vacation, the holiday will not be counted as vacation taken.

## **HOLIDAYS**

### **I. PURPOSE**

To provide competitive paid-time-off benefits to recognize traditional holidays.

### **II. SCOPE**

This policy applies to full-time regular employees of the CWDB.

### **III. POLICY**

- A. The following days are recognized as paid holidays:
1. New Year's Day
  2. Martin Luther King Day
  3. Lincoln's Birthday
  4. President's Day
  5. Truman's Birthday
  6. Memorial Day
  7. Juneteenth Independence Day (if designated as a federal holiday)
  8. Independence Day
  9. Labor Day
  10. Columbus Day
  11. Veteran's Day
  12. Thanksgiving Day
  13. Friday following Thanksgiving Day
  14. Christmas Eve
  15. Christmas Day
- B. CWDB paid holidays which fall on a Saturday will be observed on the preceding Friday. Paid holidays, which fall on a Sunday, will be observed on the following Monday.
- C. An exempt employee who is required to work on a holiday shall be granted a day for holiday leave at a time determined by the Executive Director. Holiday leave time shall be kept separate from vacation leave and holiday leave time shall be used before vacation leave.
- D. Upon separation from employment, an exempt employee shall be compensated for accrued holiday leave time in the same manner as for accrued vacation leave.



## **SICK LEAVE**

### **I. PURPOSE**

To provide income protection for employees who, because of illness or accident, are temporarily disabled and absent from work for limited periods.

### **II. SCOPE**

This policy applies to full-time and part-time regular employees of the CWDB.

### **III. POLICY**

- A. **Amount of Benefit.** An employee shall earn and accrue sick leave pay at the same rate as vacation. In the case of part-time staff, sick leave is also pro-rated for employees in eligible positions who are in pay status for a minimum of forty (40) hours in a pay period. Sick leave is granted and approved by the Executive Director. Sick leave shall accrue without limit.
- B. **Use.** Sick leave shall be used only for a bona fide illness, injury, and medical appointment.
- C. **Immediate Family.** Loss of work time due to illness in the immediate family of an employee that requires the personal care and attention of the employee, may, with the approval of the Executive Director be charged against the accumulated sick leave of the employee. The term “immediate family” shall mean children, grandchildren, spouse, children’s spouse, parents, grandparents, siblings, sibling’s spouse. The final decision concerning the granting of leave under this section shall rest with the Executive Director.
- D. **Separation.** An employee shall not be reimbursed for unused sick leave at the time of separation from employment. Any unused sick leave will be donated to the Sick Leave pool.
- E. **Reemployment.** Upon reemployment, at the discretion of the Executive Director, sick leave may be reinstated.
- F. **Extended Leave.** If sick more than five consecutive work days, an employee shall provide written verification for absences from the qualified medical personnel treating the employee to the Executive Director. Repeated occurrences may place the employee in a probationary status and will be examined on a case-by-case basis.

- G. **Written Verification.** An employee shall provide written verification for any absences from the qualified medical personnel treating the employee if requested by the Executive Director.
- H. **Maintenance of Contact.** During sick leave, an employee must maintain daily contact (before 9 a.m.) with the supervisor or make other suitable arrangements in order for the supervisor to know the employees estimated date of return to work. Sick leave benefits are contingent upon maintenance of regular contact.
- I. **Physician's Release Upon Return.** Depending on the length and circumstances of an employee's disability or illness, the supervisor may require a physician's written release before the employee may return to work.

## **PAID PERSONAL TIME OFF**

### **I. PURPOSE**

To provide a means for employees to secure limited time off when such time is needed for bereavement and jury duty or as a subpoenaed witness by the court.

### **II. SCOPE**

This policy applies to full-time regular employees of the CWDB.

### **III. POLICY**

The CWDB grants paid time off for bereavement and jury duty or as a subpoenaed witness by the court.

**Personal.** Employees will be awarded one personal day off with pay per program year. The employee's supervisor must approve the personal day in advance unless it is used for unexpected bad weather. If the personal day is not used by June 30<sup>th</sup> of the year, it is forfeited. In addition, employees shall receive their birthday off. They may take this day within the month of their birthday with prior supervisor approval.

**Bereavement.** In the event of death in an employee's immediate family, the CWDB grants up to five (5) working days with pay. In this instance immediate family will include spouse, parents, grandparents, siblings, sibling spouse, children, grandchildren, and immediate family of spouse. Additional leave may be granted at the discretion of the Executive Director and charged against accrued sick leave and/or accrued vacation leave.

**Jury Duty/Court Subpoenaed Witness.** In order that employees may serve on a jury or as a subpoenaed witness without loss of earnings, the CWDB will pay an employee's normal earnings for the period of jury service or court ordered trial time less the amount received from the court for jury duty service or witness recompense.

**Voting.** An employee may, with prior notice to their employer, take time off work to vote with pay.

## **TIME OFF (UNPAID)**

### **I. PURPOSE**

To establish unpaid time-off available to employees.

### **II. SCOPE**

This policy applies to all employees of the CWDB.

### **III. POLICY**

The CWDB may grant time off for the following:

1. Unpaid personal time off;
2. Leaves of absence without pay;
3. Pregnancy disability leave of absence;
4. Family and Medical Leave Act (FMLA).

All unpaid time off must be approved in writing by the Executive Director.

## **UNPAID PERSONAL TIME OFF**

### **I. PURPOSE**

To provide a means for employees to secure limited time off when such time is needed for important personal reasons.

### **II. SCOPE**

This policy applies to all employees.

### **III. POLICY**

The Executive Director may grant unpaid time off for substantial personal reasons, provided such time off does not materially affect the normal conduct of the CWDB.

- A. **Duration.** The duration of personal time off ranges from a few hours to five (5) days. **Beyond five days, a leave of absence will be used.**
- B. **Conditions.** In considering an employee's request for personal time off, the seriousness of the matter prompting the request will be taken into consideration. Employees must make an effort to schedule ordinary personal and business affairs outside working hours.

#### **IV. PROCEDURE**

- A. The requesting employee's performance record and previously granted time off will be taken into consideration by the supervisor before granting a time off request.
- B. When the need for absence from work is known in advance, the employee must notify the supervisor immediately.
- C. Employees will continue to be covered under all insured benefit plans while they are on approved personal time off.
- D. Final approval must be granted by the Executive Director.

### **LEAVES OF ABSENCE WITHOUT PAY**

#### **I. PURPOSE**

To enable employees to receive extended time away from work to recover from medical disability, satisfy military service obligations, or handle compelling personal business.

#### **II. SCOPE**

This policy applies to all employees.

#### **III. POLICY**

The Executive Director may grant leaves of absence without pay to employees to maintain continuity of service only in instances where unusual or unavoidable circumstances require prolonged absence. **Leave without pay will normally not be granted until all accrued vacation and sick leave, if applicable, have been exhausted.**

No loss of service credit with the CWDB will occur as a result of the leave of absence, but no benefit credit will accrue toward vacation holidays and sick leave entitlement for the duration of the leave.

Leave without pay over 30 days must be approved by the Executive Director. After 30 consecutive days leave of absence, the employee will be responsible for paying the entire cost of his/her group health insurance coverage and that of his/her dependents. A leave without pay will normally not be granted for periods in excess of twelve months.

- A. **Medical Leave.** A medical leave of absence will be granted when supported by a physician's statement. Accrued sick leave benefits must be used prior to commencement of the unpaid portion of the leave. Employees may apply to the leave share pool after exhausting all personal accrued leave. See Attachment 2 for Employee Leave Share Program guidelines.
- B. **Military Service Leave of Absence.** An employee who volunteers or is called to active military duty in a branch of the U.S. Armed Forces will be granted a leave of absence according to applicable state and federal law for the period of active duty.
- C. **Military Reserve Training.** An employee on active military reserve status may take up to two weeks of unpaid leave a year for military reserve training.
- D. **Personal Leave of Absence.** A personal leave of absence to handle compelling personal business may be granted to employees. Length of a personal leave of absence may range from five to 30 consecutive calendar days. To be eligible, the employee must have maintained a satisfactory record of employment with the CWDB for a minimum of one year. Employees must use all accrued vacation before a personal leave of absence commences.

#### IV. DEFINITION

"Leave of absence" is defined as an excused absence without pay beyond five working days. An absence involving paid time off (i.e., jury duty, sick leave, or bereavement leave) is not considered a leave of absence, nor is personal time off up to five days.

#### V. PROCEDURE

- A. Application and Commencement
  - 1. Requests for leave of absence or an extension thereof must be submitted in writing to the supervisor two weeks prior to the commencement date, except when medical conditions make such a requirement impossible.

2. Extensions of leaves of absence are ordinarily not granted, but under critical circumstances such as an extended medical disability, may be granted. No extension will be granted beyond 30 days without the CWDB's approval.

**B. Reinstatement**

1. Upon return from a military service leave of absence, employees will be reinstated according to applicable law.
2. Upon return from a medical or personal leave of absence, employees will be reinstated in the same position if possible.
3. An employee's failure to return from leave of absence, or failure to contact his/her supervisor within three days after the scheduled date of return, will be considered a voluntary resignation.

**PREGNANCY DISABILITY LEAVE OF ABSENCE**

**I. PURPOSE**

To enable employees to receive extended time away from work to recover from pregnancy disability.

**II. SCOPE**

This policy applies to full-time regular employees.

**III. POLICY**

An employee may be granted a leave of absence when such leave is necessitated or contributed to by pregnancy and/or recuperation of the pregnancy. Periods of maternity leave shall be treated as any other temporary disability that may preclude the employee from performing normally assigned duties.

At the option of the employee, accumulated vacation and sick leave may be applied to this period of absence. Any periods of absence not covered by accumulated annual or sick leave shall be treated as leave without pay.

## **FAMILY AND MEDICAL LEAVE**

### **I. PURPOSE**

To enable employees to receive time away from work without pay for limited periods to attend specified family needs with job protection and no loss of accumulated service.

### **II. SCOPE**

This policy does not apply to the CWDB at this time. Should the CWDB employ 50 employees within a 75-mile radius who have worked for the CWDB for at least 1,250 hours during a twelve month period Family and Medical Leave will become policy and will be addressed at that time.

## **EMPLOYEE LEAVE SHARE PROGRAM**

### **I. PURPOSE**

To establish a policy that allows employees to share sick leave or annual leave with fellow employees who need assistance because of an especially serious illness or injury.

### **II. SCOPE**

This policy applies to all full-time employees.

### **III. POLICY OVERVIEW**

Leave share is sick leave with one important difference: employees do not earn it as they earn sick leave, but rather the CWDB grants it. Any employee of the CWDB may donate sick leave or annual leave that they do not plan to use to a leave share pool (see below) and any eligible employee may apply to receive this donated leave as sick leave, subject to availability and to restrictions the CWDB sets. Employees do not accrue annual leave or sick leave while receiving leave share.

### **IV. PROCEDURE**

#### **A. Eligibility to Receive Leave Share**

Any full-time regular employee of the CWDB may apply for leave share. The leave share committee will consider the following provisions in deciding eligibility guided by the principle that leave share is relief of the last resort in all cases:

- a. The employee must have exhausted all accrued sick leave and annual leave before becoming eligible.

- b. The employee must have exhausted all applicable indemnity payments from worker's compensation before becoming eligible.

**B. Leave Share Pool**

1. Employee may voluntarily donate unlimited hours of unused annual leave and up to three days (24 hours) of sick leave per program year (July 1 to June 30 of each year) to an agency-wide pool that converts the hours into credits for sick leave, while employed by CWDB. Any Sick Leave remaining when an employee terminates employment with CWDB (for any reason) will be transferred to the Leave Share Pool. Leave Share requests will be reviewed and approved by the Executive Director.

**C. Apply for Leave Share.**

1. Employees should apply for leave share as soon as they anticipate a need for it. Since consideration of approval occurs as applications are submitted, employees who wait until all accrued leave is exhausted might experience a delay before they can receive leave share.
2. An employee or a designated representative may request leave share from the pool by submitting a request for leave share application to the Executive Director.
3. The Executive Director completes the appropriate section of the leave share application by determining if the employee has met the requirements for receiving leave share and then forwards the leave share form to the CWDB Fiscal Office.
4. The CWDB Fiscal Office determines whether the applicant has exhausted all accrued sick leave, annual leave, and other benefits. They also determine if the employee is eligible for worker's compensation indemnity payments and long-term disability payments. This information is recorded on the leave share form.



## **TRAVEL POLICY**

### **I. PURPOSE**

To provide a process by which travel-related costs are covered and **employees are reimbursed** for the normal expenses incurred for meals and travel while doing their job.

### **II. SCOPE**

This policy applies to all employees/volunteers.

### **III. POLICY**

Employees shall be reimbursed for expenses incurred during the performance of their duties as assigned by their immediate supervisor. All travel will be approved by the employee's supervisor. Below are the most common types of travel for CWDB employees. .

1. Mileage reimbursement shall be based on a starting point of home or official domicile, whichever is closer.

All staff should utilize the most time-effective travel option when traveling on CWDB business. Rental vehicles may be utilized if they are *the most cost-effective and available*.

- a. The amount of mileage reimbursement for staff who drive their own vehicles for work-related travel is the Standard Mileage Rate as determined by the Missouri Office of Administration.
  - b. The amount of mileage reimbursement requested by Board members for Board-related activities will also be the Standard Mileage Rate as determined by OA.
2. **Reimbursements** for meals will be based upon CONUS rates for the area. CONUS rates may be accessed at [oa.mo.gov](http://oa.mo.gov). Meals will only be reimbursed if the employee is away from their home office for more than 12 hours or overnight. No meals may be reimbursed if the travel is less than 12 hours. Tips on meals are part of the per diem and cannot be claimed separately. Meals are allowed if in twelve hour travel status when a meal is not otherwise provided, as follows: Breakfast on the day of travel may only be claimed if the travel status begins no later than 7:00 a.m. Lunch on the day of departure may be claimed if travel status begins no later than 10:00 a.m., plus any other day where travel status continues past 2:00 p.m. until your return. Dinner on the day of departure if travel status begins no later than 5:00 p.m., plus any other day where travel status continues past 7:00 p.m. until you return. If employee is away for all three (3) meals for the day, then the daily per diem will apply. In cases where the hotel hosts a "free" breakfast, employees are encouraged to partake of the breakfast. If only a continental breakfast is offered, either at a hotel or conference, and the employee eats elsewhere the cost of the meal may be reimbursed and an explanation that the breakfast was continental

is attached to the travel voucher. Continental breakfast is a light breakfast that usually consists of donuts, toast, croissants, pastries, coffee, tea, or juice. If meal service was paid for as part of the employee conference registration, the employee will be required to eat the meal provided, unless a medical condition (i.e. diabetes) requires otherwise.

Meal receipts are not required if within the CONUS rates. If CONUS rates for meals are exceeded, detailed receipts are required with an explanation for the reason for exceeding the rate.

## **INCLIMATE WEATHER POLICY**

### **I. PURPOSE**

To provide a process by which employees are provided instructions on what to do in case of bad weather.

### **II. SCOPE**

This policy applies to all employees.

### **III. POLICY**

Employees will be notified by text or phone call on reporting to work in bad weather should the office be closed.

- A. If an announcement is made that the office will be closed the entire day, then all staff will receive the full eight hours benefit of administrative leave. The Executive Director may rule that a make-up day will be required.
- B. If an employee decides the weather is too severe to come to work and the Executive Director has not announced administrative leave, the employee will be required to use accrued vacation for any hours not worked. The employee may have the option to flex the workweek schedule to make-up for the lost time with approval from the supervisor.
- C. Employees with the electronic capacity to perform remote work may work from home remotely with prior approval from their supervisors.

## Record Retention Policy

### Record Retention

- Record retention describes the length of time a document or a record will have to be maintained as an active document or record. It also provides guidelines on the final disposition of documents or records after the end of their mandatory retention period. The development and effective implementation of a record retention policy is very vital in providing legal and compliance guidelines to employees. Records and/or documents may include, but are not limited to, paper documents, e-mails, Web files, text files, sound and movie files, PDF documents, and all Microsoft Office or other formatted files, etc.
- 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 sub-recipient.
- The CWDB and its sub-recipient's must retain all records applicable to Department of Labor (DOL) awards. Records shall include, but are not limited to: financial records, supporting documents, statistical records, and all other records pertinent to a grant or contract. The Code of Federal Regulations at 29 CFR 97.42 (for all state and local government agencies) or 29 CFR 95.53 (for all non-state or non-local government entities) requires records to be retained for a period of three (3) years from the date of the final expenditure report. The aforementioned records will be retained beyond three (3) years if any litigation or audit is begun or if a claim is instituted involving the grant or agreement covered by the records.
- The CWDB may request and take custody of sub-recipient's records. If the CWDB has made special arrangements for a sub-recipient to transfer any records that are continuously needed for joint use or for custody or when the sub-recipient transfers records to the USDOL, the three-year requirement is not applicable to the sub-recipient in question.
- Records must be stored and retained in a manner that will preserve the integrity and admissibility as evidence. Adequate measures must, therefore, be in place to forestall the defacing of records; especially in times of disaster. Disaster recovery plans must embody backup for important records.
- Approval must be granted by the OWD prior to the destruction/disposal of records. A written request to destroy records must be submitted to: [OWDFinancial-HelpDesk@ded.mo.gov](mailto:OWDFinancial-HelpDesk@ded.mo.gov). The final destruction of records is contingent on OWD's written approval. The method of record destruction/disposal is relative to the confidentiality of the record or document. Records or documents which references individual personnel or participants, for example, must be obliterated for discarding.
- The records retention and custodial requirements extend to the records of all sub-recipients and their sub-recipients. Record retention requirements may be found at 2 CFR 200.333-200.337 of the Uniform Guidance.

## **Record Retention Policy**

### **Storage of Safeguarded Records**

All safeguarded records shall be kept in file cabinets or storage cabinets when not in use in the day-to-day conduct of business. In addition, safeguarded records, designated as confidential, shall be kept under lock and key. Confidential records shall be “signed out” when removed from the file cabinet and the sign-out card inserted in the records’ place. The sign-out card shall indicate the date the record was removed, who is using it, and the purpose for removing the record. Employee records may only be viewed by another staff member with the approval of the Executive Director.

### **Public Access to Records**

- Providing responsible stewardship for, and oversight of, federally funded workforce programs must be accomplished in a way that demonstrates integrity, accountability, and transparency in order to preserve the public trust.
- The Uniform Guidance, 2 CFR 200.226 (a), provides that “The Federal awarding agency, Inspectors General, the Comptroller General of the United State, and the pass-through entity, or any of their authorized representative, must have the right of access to any documents, papers, or other records of the non-Federal entity which are pertinent to the Federal award, in order to make audits, examinations, excerpts, and transcripts. The right also includes timely and reasonable access to the non-Federal entity’s personnel for the purpose of interview and discussion related to such documents.” The right of access is not limited to the required retention period but shall last as long as the records are retained (2 CFR 200.226(c)). Section 185(a) (4) of WIOA and the provisions of the Sunshine Law all buttress the need to make records accessible to the public upon request. The CWDB will maintain adequate records and will require all sub-recipients to maintain adequate records and make such records accessible to the CWDC, OWD and/or any authorized representative of the Federal or State government upon request.

**Transitional Jobs Policy**

The transitional jobs program is not offered in the Central Region.

## **WIOA DISLOCATED WORKER AND ADULT WORK EXPERIENCE POLICY**

Work Experience is a valuable tool to engage employers and to support job seekers in overcoming barriers to employment. WIOA Adult and Dislocated Worker Work Experiences are short term, planned and structured learning assignments designed to help individuals establish a work history, demonstrate success in the workplace and develop the skills necessary for entry into and retention in unsubsidized employment.

Work Experience assignments for Dislocated Workers and Adults are based on results obtained from comprehensive assessment, which include review and consideration of current skills, prior work history and skill gaps that negatively affect potential employment. Utilizing these assessment results, staff assist participants in development of an Individual Employment Plan, with goals and objectives that might include a Work Experience Assignment.

Collaboration with local employers is necessary to ensure Work Experience assignments do not replace existing employees within the employer's workforce. The assignment is intended to be a structured learning opportunity to allow the participant to learn and apply in-demand skills to available employment. Central Region's Work Experience Program is a paid opportunity offering the entry level wage rate that the employer pays when hiring workers. However, Work Experience can be an unpaid assignment when appropriate.

### **Participant Eligibility**

WIOA Dislocated Workers and Adults must meet program eligibility requirements. They must be enrolled in a WIOA program, and have completed a comprehensive assessment to identify current skills, and barriers. Their Individual Employment Plan must identify goals and objectives including the Work Experience assignment as an effective method to obtain sustainable employment. The Individual Employment Plan must show justification based on the participant's need for and benefits to be obtained, from a Work Experience assignment.

Resources, which may include WIOA funded Support Services should be made available to resolve barriers to employment, which may negatively affect the participant's potential to successfully meet the employer's expectations during the Work Experience assignment.

### **Worksite Eligibility**

Participating employers must be licensed to operate in the State of Missouri, be in good standing and provide their Federal Employer Identification Number (FEIN). Additionally, employers must adhere to the following requirements to provide:

- Safe and healthy and drug free working conditions with no previously reported health and safety violations reported.
- Must be compliant with all Equal Opportunity (EO) regulations; does not illegally discriminate in training or hiring practices because of race, color, sex, national origin, religion, physical or mental disability, political beliefs or affiliations or age; and
- Shall not terminate or reduce the size of their current workforce, either fully or partially (such as reduction in hours or benefits) with the intention of filling the vacancy with WIOA Dislocated Workers or Adult participants or as the result of having a WIOA funded Work Experience assignment.
- Shall not allow the Dislocated Worker or Adult activity to result in the infringement of promotional opportunities of their current workforce.

- Shall not allow the participant to be involved in the construction, operation or maintenance of any part of any facility that is used, or to be used, for religious instruction or as a place for religious worship.

Disqualification of a worksite may occur if there is evidence that the employer has failed to provide the supervision and skill development opportunities as stipulated in the Work Experience Agreement or has failed to provide stipulated training included in the Training Plan.

### **Types of Work Experience**

- Regular Work Experiences is a planned, structured learning experience that takes place in a workplace for a limited time. Work Experience may be paid or unpaid and may be arranged within the private, public or non-profit sectors. Work Experience must be related to the participants career pathway.
- Internships are planned, structured learning experience that takes place in a workplace for a limited time. An internship may be paid or unpaid and may be arranged within the private, public or non-profit sectors. Internships must be directly in-line with the participants long-term career pathway goal.

### **Compensation for Work Experience Hours**

Participants enrolled in a paid-work experience assignment are compensated an hourly wage of at least \$15 per hour and never less than the State minimum wage. Participants may only be paid for actual work hours worked. Participants shall not work overtime and shall not be paid for sick leave, vacation, holidays, or inclement weather days.

### **Program Operator Requirements**

The Central Region's Program Operator serves as the "employer of record" for all participants engaged in a Work Experience assignment. As the employer of record, the Program Operator enters an agreement with the employer to explain and document adherence to program requirements.

- The Program Operator must provide Workers' Compensation insurance coverage for all participants engaged in Work Experience assignments, to ensure medical treatment of injuries suffered by the participant during the course of participation in a Work Experience assignment is available.
- The Program Operator must ensure the Work Experience assignment will be conducted in a safe, sanitary and drug free environment with no previously reported health or safety violations that have not been corrected
- The Program Operator must ensure that Work Experience participants have adequate worksite supervision.
- The Program Operator must ensure the worksite is compliant with all Equal Opportunity regulations and there is evidence of anti-discrimination policy, posted at the worksite.
- The Program Operator must ensure the worksite has not terminated any current employees or otherwise reduced it's workforce either fully or partially with the intention of filling the vacancy with a Work Experience participant.
- The Program Operator shall not allow a participant to be involved in the construction, operation or maintenance of any part of a facility that is used, or is to be used, for religious instruction or as a place of worship.
- The Program Operator must conduct a Worksite Orientation with the worksite employer and participant prior to the start date.
- The Program Operator must complete federal E-Verify requirement within

- three days of the participant's start date.
- The Program Operator must ensure mid-point and end-point monitoring of the assignment are conducted to evaluate the supervision, skills development opportunity and outcomes of the Work Experience assignment.
  - Program Operators must ensure labor standards apply in any Work Experience with an employee/employer relationship as defined by the Fair Labor Standards Act or other applicable State Law.

### **Designation of Work Experience Hours and Completion of the Worksite Agreement**

The WIOA Dislocated Worker and Adult Work Experience assignment is not intended for long-term skill building within the occupation. It is an entry step for the participant to "experience" the occupation, develop required skills and gain work history and references.

Central Region's maximum Work Experience assignment for WIOA Dislocated Workers or Adults is 300-hours. However, the assignment may be less than the maximum 300-hours depending on the:

- Duration of time needed to acquire the skills or knowledge related to the sustainable employment goal.
- Objectives to be accomplished during Work Experience assignment as indicated in the Individual Employment Plan.
- Benefits and quality of skills development to be provided by the employer work activity and the relationship to sustainable employment goals.
- Program Operators budget availability to support the Work Experience assignment.

If after completing the maximum Work Experience hours, the participant requires additional hours to be successful or to obtain unsubsidized employment, the Program Operator may request authorization from the Central Workforce Board Executive Director to extend the assignment up to an additional 240 hours. Requests for extension must include:

- Updated Training Plans showing justification for the additional hours to develop needed skills and correct deficiencies.
- Updated Individual Employment Plan goals and objectives explaining how the additional hours will benefit the participant in achieving their sustainable employment goal.
- A written statement from the worksite supervisor confirming the participant's need for additional hours of Work Experience to ensure skill development.
- A verbal statement from an employer/supervisor confirming the participant needs extended hours of Work Experience is acceptable if staff document in a case note, who provided the information, the date the request for additional hours was received and the reason the employer/supervisor feels the additional hours are needed. This information must be submitted when requesting the Central Workforce Board Executive Director's approval of the additional hours.



## WIOA YOUTH WORK EXPERIENCE POLICY

WIOA places a high priority on quality and meaningful Work Experiences for Youth that support their chosen career pathway and facilitate their transition into employment and industries that are in-demand.

WIOA Youth Work Experience is not intended for long-term skill building, but rather as an entry step to allow the participant to explore occupations, develop skills, gain work history and references needed for future employment. The work experience must be a planned, structured learning experience that takes place in a workplace for a limited period of time that provides the youth participant with opportunities for career exploration and skill development. WIOA Youth programs are permitted to provide virtual work experiences when possible and practical

WIOA Youth Work Experience assignments will include both an academic and an occupational education plan that refer to the related learning strategy, which includes information necessary to understand and work in specific industries and/or occupations. Work Experience may be used to provide opportunities for career exploration and skill development. In these instances, staff will document why it is not possible to secure a work experience within the youth's desired career pathway.

### **Youth Work Experience may include:**

- Summer employment and year-round opportunities available to assist the youth in career pathway development;
- Pre-Apprenticeship programs;
- Job Shadowing;
- Internships (paid or unpaid);
- AEL participation as part of Youth Access; and
- On-the-Job Training opportunities.

The program operator will utilize the MO Jobs Objective Assessment to identify and document strengths and barriers to be addressed in the development of the Individual Service Strategy. Additional assessment to identify occupational interests help to identify appropriate worksites for each participant. Referrals to resources may be necessary when concerns or negative issues are identified that should be addressed prior to or concurrently with a Work Experience assignment, including referral to Adult Education & Literacy (AEL) to prepare for and obtain a HISET. Referrals to life skills and work-readiness workshops, and peer support to eliminate substance abuse issues may be made.

Collaboration between staff and local employers ensure Work Experience Job Descriptions and Training Plans are developed and concurrent with the participant's assessed education and occupational career pathway preference. Worksite supervisors provide daily instruction and guidance outlined in the Job Description and Training Plan Agreement. Acting as mentors the worksite supervisors encourage and instruct participants answering questions or addressing concerns when necessary. Mentoring in this capacity ensures the youth is comfortable in their program participation enabling the youth to mature in the competence and character required to meet occupational specifications and employment standards. Case Management ensures

resources are provided to eliminate barriers and resolve conflicts that may negatively affect the successful completion of the Work Experience assignment.

### **Program Length**

Work Experiences may be full time or part time. In determining an appropriate length of time for a Youth Work Experience assignment, consideration will be given to the skill requirements of the position, the participant's current academic and occupational skill levels, prior work history and the relationship to the participant's Individual Service Strategy goals and objectives. The length of Work Experience assignments will not exceed 400 hours. Proper documentation showing the need of additional hours, as well as updates to program agreements and training plans may be completed when necessary to allow the youth to develop additional skills at the same worksite. In this case, WIOA Youth Work Experience may be extended up to an additional 300 hours by requesting authorization from the Central Workforce Board Executive Director. Budget availability determines the length of the extension authorized.

### **Worksite Eligibility**

A Work Experience may take place in the private for-profit sector, the non-profit sector, or the public sector. All Fair Labor Standards Act regulations, WIOA Section 181 (b), Equal Opportunity (WIOA Section 188) guidance and Child Labor Laws (when applicable) apply to WIOA Youth Work Experience assignments. The Work Experience provides individual assistance for the participant, not a subsidized placement program for employers. Although the employer may indirectly receive a benefit, the purpose of a Work Experience is not to benefit the employer. A Work Experience shall not be entered into with an employer who has received payments under previous work-based services if the employer has exhibited a pattern of failing to provide a positive work experience. This includes those employers for On-the-Job trainings where a participant was not provided continued long-term employment, wages, benefits, and working conditions that are not equal to those provided to similarly situated employees.

### **Wages**

Participants in a Work Experience will be hired by the Program Operator. The Program Operator will cover the participant's wages, Federal Insurance Contributions Act (FICA), and worker's compensation. The wage will be the employer's entry-level wage or \$15.00 per hour minimum. Work Experience participants are not offered benefits such as health insurance, 401K, paid time off. A Work Experience assignment does not include eligibility for Unemployment Insurance Payments.

### **Documentation**

All justification related to Work Experience must be recorded in case notes. This justification must include the assessment of need, appropriateness for the activity, and any wage and hour determinations. Case notes will document the start date, wage, estimated hours for the participant to successfully complete and the skills to be learned. All required documentation must be completed before the participant begins the Work Experience. Required documentation includes, but is not limited to,

- Employer pre-award review
- Work Experience Training Plan Agreement
- Worksite agreement and Conditions and Assurances signed by all parties
- Participant payment form

- W-4 form
- I-9 form
- E-Verify within three days of the start date
- Medical release if applicable
- Progress reports
- Timecards and payment documentation.

All required documentation must be complete and legible before authorizing obligation and payment.

### **Work Experience Time Sheets**

Time sheets and instructions for completion are provided to be used to record participant daily hours worked. Time sheets are submitted bi-weekly, by email for payment. Staff review time sheets to ensure the hours reported are documented according to instructions. A performance evaluation is included on the Time Sheet for the worksite supervisor to complete as an evaluation of the participants performance during the specified pay period. Negative performance is addressed during case management discussions.

### **Youth Access:**

Out of School Youth attending AEL classes may be considered for Youth Access participation. Youth Access is designed to incentivize and engage out of school youth lacking a high school diploma or equivalency. Youth Access allows the youth the opportunity to complete an equivalency program in conjunction with earning income, learning skills for future employment and providing a way to avoid financial hardship while achieving their academic goals.

Youth Access is only available to High School dropouts that meet the following criteria:

- Have scored at the 8<sup>th</sup> grade level on the TABE or other recognized assessment or area able to complete in the allotted hours based on instructor determination;
- Are currently working in unsubsidized employment or participating in WIOA Work Experience;
- Are highly motivated to complete their HS equivalency; and
- Able to complete their HS equivalency within the allotted hours.

The maximum allowed hours for AEL portion of Youth Access is 200. Work Readiness and occupational skills are a part of Youth Access and may include up to 320 hours of paid work experience at an approved worksite for unemployed youth. Unsubsidized employment can be counted as a work readiness and occupational component. Skills will be identified in the Objective Assessment.

Participants in Youth Access will receive intensive case management to help them stay on track. The goal for the program completion is seven months. Participants successfully completing Youth Access may be transitioned to post-secondary or on-the-job training.

The hourly rate for the AEL portion of Youth Access cannot exceed \$15 per hour.

**Youth Expenditure Priority**

A minimum of twenty percent of the region's youth funding allotment must be spent on work experiences for in-school and out-of-school youth. The 20% may include staff time to develop or manage the Work Experience Program.

## Apprenticeship Policy

Registered Apprenticeships (RA) are industry-driven training programs that combine paid On-the-Job Training (OJT) with related classroom instruction, preparing participants for highly skilled careers and resulting in a nationally recognized credential.

Pre-apprenticeship programs prepare individuals who do not currently possess the minimum requirements for selection into an apprenticeship program to meet the selection criteria established by the RA sponsor.

The Central Workforce Development Board supports the use of WIOA funds for RA programs and Pre-Apprenticeship programs. The region will only allow funding for pre-Apprenticeship programs that are associated with one or more RA. WIOA funding may only be used for RA programs and Pre-apprenticeships approved on Eligible Training Provider List (ETPL).

RA Programs have three elements, Related Classroom Instruction, OJT hours and Supportive Services. The CWDB has the following stipulations for funding RA programs:

- Related classroom instruction will be paid through an ITA, in accordance with the local ITA policy.
- OJT hours will be supported through an OJT agreement with the RA employer, in accordance with the local OJT policy.
- Supportive Services will be provided as needed and in accordance with the local Supportive Service policy.
- The CWDB will only support funding for either the classroom portion or the OJT portion of an RA program. Exceptions may be made for extenuating circumstances with prior approval by the CWDB Executive Director.



## SELECTIVE SERVICE POLICY

In order to participate in any WIOA Title I funded activity, US Citizens or immigrants born male must comply with the Military Selective Service Act by registering for the Selective Service, when applicable. Selective Service bases registration requirements on gender assigned at birth and not on gender identity or gender reassignment.

Selective Service Registration must be verified (for males born after 1959) on the Selective Service website at <https://www.sss.gov/verify> and the registration number must be recorded in OWD's stateside electronic case management system. Recording of the registration number is considered ideal documentation and no further documentation is required. Other acceptable documentation may be used, including:

1. Selective Service Acknowledgement letter
2. Selective Service Registration Card
3. Selective Service Verification Form (Form 3A)
4. Stamped Post Office Receipt of Registration

Prior to being enrolled in a WIOA-funded program, all males born on or after January 1, 1960 who are not registered with the Selective Service and have not reached their 26<sup>th</sup> birthday must register through the Selective Service or provide documentation indicating they are covered by an exception (i.e. serving in the military on active duty or a non-US born male on a valid non-immigrant visa).

Male participants who enter the WIOA program at age 17 or younger and attain age 18 while participating in the program must be registered for Selective Service by the 30<sup>th</sup> day after their 18<sup>th</sup> birthday to remain eligible for WIOA services.

Prior to enrolling a male over the age of 26, the individual must provide:

- Documentation of compliance with Selective Service registration;
- Documentation showing they were not required to register; OR
- If they were required to register but did not, documentation establishing their failure to register was not knowing and willful.

Any male over the age of 26 who has failed to register, may apply for employment training programs and be considered for funding if:

- 1) The evidence is placed into a written form, signed and dated by the applicant.
- 2) Presented for approval to the Executive Director of the Central Workforce Development Board prior to services or promises of services.

- 3) The applicant falls within the following descriptions:
- a) Member of the Armed Forces on active duty (active duty for training does not constitute "active duty" for registration purposes). \*
  - b) Students in Officer Procurement Programs at the Citadel, University of North Georgia, Norwich University, Virginia Military Institute, Texas A&M University, Virginia Polytechnic Institute and State University. \*
  - c) Cadets and Midshipmen at Service Academies or Coast Guard Academy.
  - d) Lawful non-immigrants on current non-immigrant visas.
  - e) Seasonal agricultural workers (H-2A Visa)
  - f) Incarcerated, or hospitalized, or institutionalized for medical reasons \*
  - g) Continually confined to a residence, hospital, or institution
  - h) Individuals who are born female and have changed their gender to male

\*Must register within 30 days of release unless already age 26.

Note: to be fully exempt you must have been on active duty or confined continuously from age 18 to 26.

NOTE: Immigrants who did not enter the United States or maintained their lawful non-immigrant status by continually remaining on a valid visa until after they were 26 years old, were never required to register. Also, immigrants born before 1960, who did not enter the United States or maintained their lawful non-immigrant status by continually remaining on a valid visa until after March 29, 1975, were never required to register.

- 4) Any other unusual circumstances that the Selective Service allowed a male to be exempt from registering and which later becomes an issue of non registration and that applicant now documents their prior status which now meets with the approval of the Executive Director of the Workforce Investment Board prior to services or promises of services.

Each case will be considered individually and upon its own merit. An applicant may appeal the ruling of the Executive Director to the Workforce Investment Board who has the final authority.



This document accompanies OWD Issuance 04-2023 and is part of that guidance.

**Attachment 57**


**STATEMENT OF ASSURANCES CERTIFICATION**

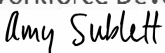
The officials listed below certify through their signature that the region has met the following requirements:

- 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 Central Workforce Development Board 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.

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