

WEST CENTRAL REGION

STRATEGIC PLAN

Program Years 2016 - 2020



Please be advised WDB may revise this document at any time to comply with regulations provided by the Missouri Division of Workforce Development and the U.S. Department of Labor. Section 108(d) of WIOA states the Plan will be made available 30 days prior to submission for public for comment. The Plan will be published on website: www.skillupmissouri.org or a paper copy may be obtained at 3208 W 16th Street, Sedalia MO 65301.

**West Central Region
Four-Year Strategic Plan
Program Years 2016 - 2020**

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STRATEGIC ELEMENTS

I. Local Workforce Development Board's Vision

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

The Workforce Development Board of Western Missouri, Inc. (WDB) has developed and administered job training programs in thirteen counties in the West Central Region for thirty-three years. The board's response to changing workforce challenges and priorities continues to be guided by:

The Vision of the Workforce Development Board: To assess and respond to the training and employment needs of our workforce stakeholders in ways that restore and build competitive, robust local economies.

To accomplish our mission and strengthen our role in the delivery of training and employment programs, the Workforce Development Board has adopted the following key principles:

- Customers shall access services at Missouri Job Centers in the West Central Region operated under the Next Generation Career Center (NGCC) service model that values both skills and jobs. Every job seeker that enters the NGCC door will leave as a better job candidate because of the value-added, integrated services received;
 - Training and Education are the means by which an individual's skills and competencies are increased - thereby increasing the individual's long-term employment/earnings potential;
 - Individuals will be provided training that is effective, impactful, and leads to an individual's self-sufficiency and attainment of long-term employment goals;
- and
- Resources to be invested in training must be focused toward a sector-based, career pathways system designed through collaboration among local employers, education partners, economic development and workforce colleagues.

The WDB has realized success over the years through innovation in programming and a strong financial compass. The WDB is ever watchful for new ideas and concepts introduced by the US Department of Labor and the Missouri Division of Workforce Development, anticipating necessary changes to the system and upgrading our program design and delivery systems to address those changes.

II. Local Workforce Development Board's Goals

Provide the Board's goals for engaging employers and preparing an educated and skilled workforce (including youth and individuals with barriers to employment). Include goals relating

to the performance-accountability measures based on primary indicators of performance to support regional economic growth and economic self-sufficiency.

In order to “skill up” our workforce, the WDB has an ongoing commitment to working closely with our business, education, and community partners, often acting as a catalyst for change. Convening local employers, a county commissioner and representatives of K-12, Career and Technical Education, community college as well as four-year institutions, Adult Education and Literacy, economic development, Temporary Assistance for Needy Families (TANF), Missouri Employment and Training Program (METP), Vocational Rehabilitation, and community-based organizations through the Region’s sector strategy activities opened the dialogue necessary for workforce stakeholders to identify desirable job-related skills, soft skills and demand timelines that support regional economic growth.

It is the intention of the Workforce Development Board to engage a broad spectrum of the employers in the region to identify skills gaps within the available labor force. By fully understanding the needs of businesses in our area, we can help job seekers leverage current skills and identify training to meet the workforce shortfalls. Not only will the Region’s top three sectors be represented (manufacturing, healthcare, and food processing/agri-business) but also any second or third level sectors with employment potential based on customer demographics. Opportunities for adults and youth, particularly those with barriers to employment will be aggressively sought.

At the time of submitting the Region’s four year plan for public comment, the goals associated with the performance accountability measures were not yet available (and quite possibly will not be made available from the Division of Workforce Development until as late as July 1, 2016). The Workforce Development Board anticipates meeting and /or exceeding the upcoming negotiated performance goals based on historical performance levels while remaining steadfast in our mission to provide a fully integrated service delivery approach to job seekers and our business/industry partners. The Workforce Development Board and the Missouri Job Centers of the West Central Region will strive to find ways to step beyond the ‘bricks and mortar’ of our Centers, and embrace the role of collaborator and convener of employment and training resources to help effect change and rebuild strong local economies.

III. Local Workforce Development Board’s Priorities

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

In the West Central Region, the Workforce Development Board, its’ staff and subcontractors, have been monitoring the changing employment needs of America’s businesses and their workers for over thirty years. The Local Elected Officials, the Workforce Development Board of Western Missouri, Inc., and our core partners recognize that in order to foster continuous improvement we must work together to ensure the local workforce system is in sync with the needs of our businesses, job seekers, and workers. With an unemployment rate for February 2016 in the region ranging from 4.8% to 7.2%, the demographics of the available applicant pool presents challenges.

Utilizing focus groups, surveys, one-on-one interviews with job seekers and employers as well as the Missouri Economic Research Information Center (MERIC) and tools such as Burning Glass Technologies, it is possible to recognize issues to be considered and addressed:

- An aging workforce – with imminent retirement of the “baby boom” generation, a shortage of specialized labor could result. Focus on “skilling up” incumbent workers as well as opening more entry points into joining a sustainable talent pipeline for youth, adults, veterans, and individuals with disabilities is important to the economic growth of the region and the state.
- Attention to common skills – research shows common skills listed in job advertisements as desirable by employers are communication, organization, writing skills, business fundamentals, customer service and problem solving top the list.
- An overwhelming lack of “soft skills” – a problem repeatedly noted by many area businesses involves less than acceptable performance as relates to punctuality, attendance, listening skills, attitude, initiative, and personal appearance. These issues will require the attention of all partners to facilitate improvements.
- Attention to basic skills – while many of these skills are thought to be acquired in primary and secondary school and enhanced through post-secondary and workforce training opportunities, skills gap analysis suggests this is still an area of concern. A solid foundation in reading, writing, applied math, logic flows, and information gathering, etc. must be developed to prepare for occupation-specific training to follow. Training and education will need to be provided through multiple approaches tailored to learning styles and personal circumstances such as age, disability, need for flexible hours of instruction, affordability, prior work history, and accessibility issues.
- Specific occupational skills – skills that keep pace with industry trends and the changing needs of business through diplomas, certificates and degrees. Stackable industry-recognized credentials may be made available through on-job training; apprenticeships; and short term courses and specialized training provided by community colleges and four-year universities.

Impacting the cultural and systemic changes necessary to realize positive movement in the priorities noted will involve efforts by community partners, businesses and WIOA Title I, Title II and Title IV providers. There is much work to be done but the right partners are at the table.

IV. Economic, Labor Market, and Workforce Analysis

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

https://www.missourieconomy.org/about_us/contactus.stm#Regional_Contacts

A. Economic Analysis

1. *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:*

- Average personal income level;
- Number and percent of working-age population living at or below poverty level;
- Unemployment rates for the last five years;
- Major layoff events over the past three years and any anticipated layoffs; and
- Any other factors that may affect local/regional economic conditions.

Average Personal Income Level

AVERAGE WAGES 2014 in Comparison to 2011					
County	Average Hourly Wage 2014	Average Annual Wage 2014	Average Hourly Wage 2011	Average Annual Wage 2011	Variance of Hourly Wage
Bates	\$12.89	\$26,806	\$11.62	\$24,179	\$1.27
Benton	\$12.51	\$26,017	\$11.43	\$23,783	\$1.08
Carrol	\$14.81	\$30,813	\$13.69	\$28,474	\$1.12
Cedar	\$11.15	\$23,196	\$10.95	\$22,776	\$0.20
Chariton	\$14.53	\$30,217	\$13.99	\$29,102	\$0.54
Henry	\$17.07	\$35,501	\$14.17	\$29,475	\$2.90
Hickory	\$10.24	\$21,297	\$9.67	\$20,118	\$0.57
Johnson	\$14.10	\$29,239	\$13.35	\$27,768	\$0.75
Lafayette	\$14.33	\$29,796	\$12.85	\$26,735	\$1.48
Pettis	\$15.00	\$31,205	\$14.75	\$30,685	\$0.25
St. Clair	\$11.08	\$23,055	\$10.05	\$20,894	\$1.03
Saline	\$15.07	\$31,339	\$14.72	\$30,615	\$0.35
Vernon	\$16.38	\$34,073	\$15.23	\$31,676	\$1.15
Overall Region	\$13.78	\$28,658	\$12.81	\$26,637	\$0.97
Source: MERIC, Quarterly Census of Employment 2014, 2011					

Percent of Persons at or Below Poverty Level 2013

Bates	17.8%
Benton	21.2%
Carroll	16.3%
Cedar	22.4%
Chariton	14.6%
Henry	16.6%
Hickory	24.1%
Johnson	16.9%
Lafayette	13.9%
Pettis	17.4%
St. Clair	24.7%
Saline	17.7%
Vernon	18.8%
Overall Region	18.6%

Under 15% - Less than 15% of people live in poverty

15.2% - Up to 1 in every 5 people are in poverty

Over 20% - More than every 5th person in these counties is in poverty

MAJOR LAY-OFFS/ANTICIATED LAY-OFFS

The West Central Region has been fortunate that in the past three years there have only been three major layoff events. One involved the closing of a community hospital in Osceola, affecting approximately 60 individuals and the closing of American Standard Brands in Nevada, affecting 133 individuals and 27 individuals losing jobs at Schreiber Foods in Clinton.

In all cases, the Employment Transition Team and the local Job Center provided information and referral to services. Workshops to assist with resume preparation and interviewing were provided, On-the-Job training placements were made, individuals took advantage of tuition assistance through Trade Act and local formula funds to return to school and supportive service needs were identified and met. At this time no additional layoffs of this magnitude are anticipated.

B. Labor Market Analysis

1 Existing Demand Industry Sectors and Occupations

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

Missouri's WIOA partnership includes a functional bureau of state government housed within the Department of Economic Development called the Missouri Economic Research Information Center (MERIC). The following economic analysis has been

prepared to explain the West Central Workforce Development Area’s economic conditions and trends, as well as to explain pertinent industrial and occupational demand.

Real-Time Labor Market Analysis

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

Industrial Demand

Industry demand analysis from February 2015 through January 2016 showed that the Healthcare Industry (Hospitals, Offices of Health Practitioners and Nursing Care Facilities) was a top job advertisement. Insurance Carriers, Trucking and Education also had a high number of job advertisers.

Industries such as Restaurants have high turnover rates so the large number of job advertisements can reflect the need to refill positions rather than to add new jobs.

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

Industry	Job Postings
General Medical and Surgical Hospitals	661
Insurance Carriers	275
General Freight Trucking	231
Colleges, Universities, and Professional Schools	225
Offices of Other Health Practitioners	211
National Security and International Affairs	205
Nursing Care Facilities (Skilled Nursing Facilities)	203
Restaurants and Other Eating Places	164
Management, Scientific, and Technical Consulting Services	144
Building Material and Supplies Dealers	138

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

Occupational Demand

Job analysis highlights the top ten occupations West Central Region employers advertised for in the past year. Truck Drivers were in the greatest demand followed by Registered Nurses, Retail Salespersons, and Licensed Practical and Licensed Vocational Nurses. Supervisors of Retail Sales Workers and Customer Service Representatives followed. Additional health care occupations, such as Physical Therapists and Nursing Assistants also made the list.

Real-Time Labor Market Analysis provides a snapshot of current labor demand that is particularly helpful to current job seekers interested in who is hiring and for what occupations. MERIC has developed products, like the Real Time Labor Market Summary, using this tool. The Labor Market Summary provides both a regional and statewide snapshot of data found in job ads and is published every other month. MERIC and DWD

will continue to explore how this data can inform workforce and economic development efforts to meet the needs of businesses around the state.

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

Occupation	Job Postings
Heavy and Tractor-Trailer Truck Drivers	983
Registered Nurses	632
Retail Salespersons	293
Licensed Practical and Licensed Vocational Nurses	238
First-Line Supervisors of Retail Sales Workers	207
Customer Service Representatives	182
Laborers and Freight, Stock, and Material Movers	176
Physical Therapists	174
Nursing Assistants	168
Sales Representatives, Wholesale and Manufacturing	164

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

2. Emerging Demand Industry Sectors and Occupations

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

Industry

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

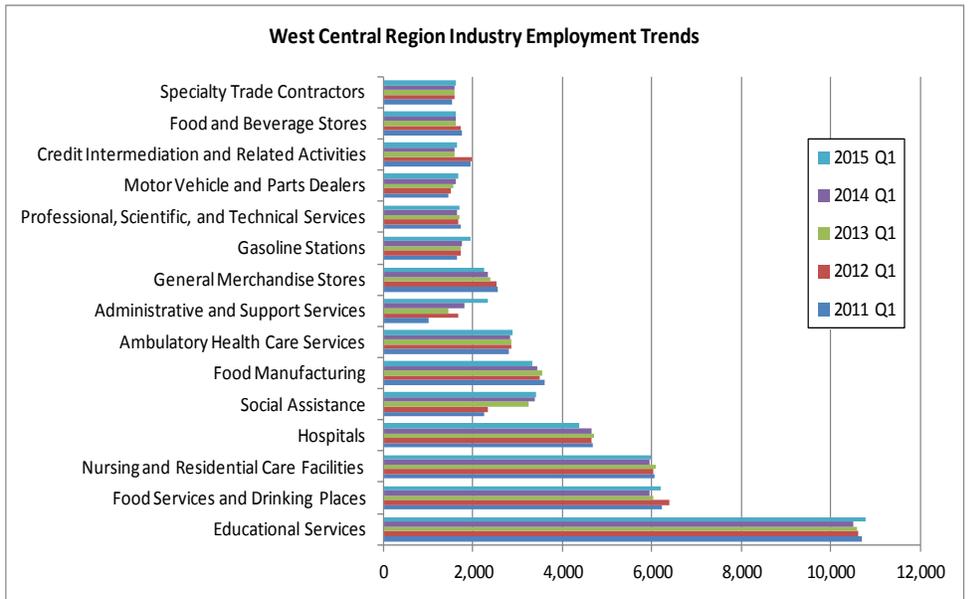
For the 2012-2022 time period, the top net change for industry employment in the West Central Region are projected to be Educational Services (876); Food Services and Drinking Places (745); Social Assistance (634); Administrative and Support Services (532); and Nursing and Residential Care Facilities (529).

West Central Region 2012-2022 Industry Projections

Title	Employment		Change	
	2012	2022	2012-2022	
	Estimated	Projected	Numeric	Percent
Educational Services	10,322	11,198	876	8.49%
Food Services and Drinking Places	6,631	7,376	745	11.24%
Social Assistance	2,855	3,489	634	22.21%
Administrative and Support Services	1,420	1,952	532	37.46%
Nursing and Residential Care Facilities	4,084	4,613	529	12.95%
Ambulatory Health Care Services	2,269	2,789	520	22.92%
Specialty Trade Contractors	1,576	2,076	500	31.73%
Hospitals	4,156	4,620	464	11.16%
Professional, Scientific, and Technical Services	1,548	1,918	370	23.90%
General Merchandise Stores	2,725	2,980	255	9.36%

Source: MERIC Employment Projections

Industry employment trends offer insight on the industries that are growing over time in a given area. The chart below is a snapshot of employment over 5 years in industries located in the West Central Region. During the 5 year period, the highest employment growth is in the industries of Administrative and Support Services; Social Assistance; and Gasoline Stations. Other industries not in the top 15, but showing strong



growth numbers are Machinery Manufacturing; Merchant Wholesalers, Durable Goods; Motor Vehicle and Parts Dealers; Plastics and Rubber Products Manufacturing; and Transportation Equipment Manufacturing.

Source:

US Census Bureau, QWI Explorer Application (qwiexplorer.ces.census.gov)

Occupations

The long-term occupational projections for the West Central Region show that the top job openings are in the Food and Retail Service Industries. The definition of *Total Openings* is the projected new growth along with replacement needs. Cashiers, for example, shows a total projected employment of 3,010 for 2022, only 113 more than the 2012 estimate of 2,897 jobs. This means of the 1,365 job openings over 10 years, 1,252 are replacement openings due to turnover while only 113 are new. Total openings are important to job seekers while new jobs indicate where new training needs may be found.

In addition to *Total Openings*, several occupations are projected to grow much faster than the overall region and have a large number of openings (at least 100 over 10 years). The occupations of Home Health Aides and Personal Care Aides are projected to grow by 24 percent or more. Rounding out the fastest growing occupations in the top ten are Team Assemblers; Customer Service Representatives; Combined Food Preparation and Serving Workers; Cooks; Licensed Practical and Licensed Vocational Nurses; Registered Nurses; Truck Drivers; and Supervisors of Food Prep and Serving.

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

Occupation	2012 Estimated Employment	2022 Projected Employment	Growth Openings	Replacement Openings	Total Openings
Combined Food Preparation and Serving Workers	2,648	3,060	412	1,011	1,423
Cashiers	2,897	3,010	113	1,252	1,365
Retail Salespersons	2,314	2,510	196	791	987
Waiters and Waitresses	1,362	1,436	74	655	729
Nursing Assistants	1,995	2,228	233	379	612
Office Clerks, General	1,930	2,037	107	405	512
Personal Care Aides	1,576	1,962	386	113	499
Registered Nurses	1,367	1,560	193	265	458
Elementary School Teachers, Except Special Education	1,320	1,469	149	290	439
Laborers and Freight, Stock, and Material Movers	1,093	1,190	97	339	436

Source: MERIC Employment Projections

3. Employers’ Employment Needs

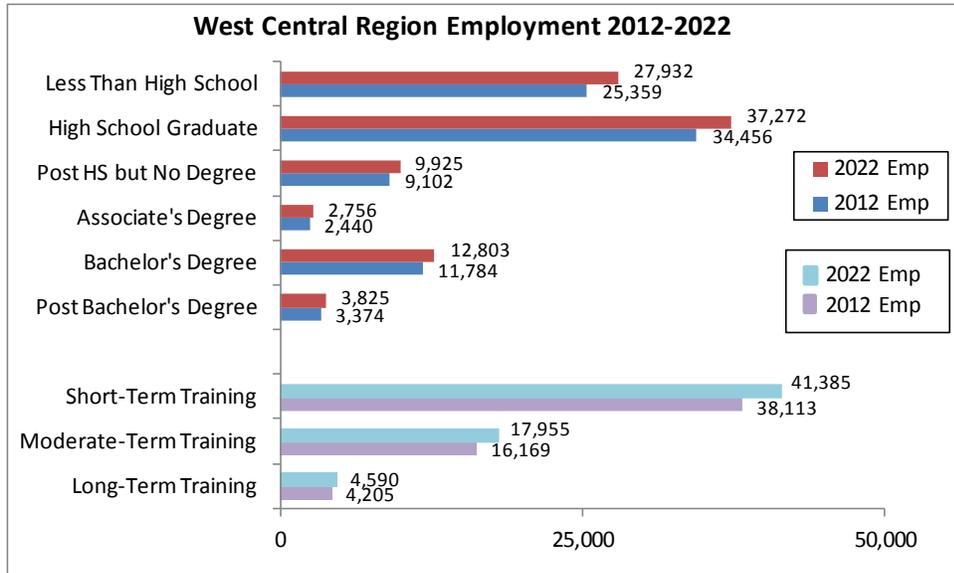
Identify the job skills necessary to obtain current and projected employment opportunities. With regard to the industry sectors and occupations, provide an analysis of the employment needs of employers. Describe the knowledge, skills, and abilities required, including credentials and licenses.

Long-Term Projections – Jobs by Education Level

Occupations typically requiring short-term OJT are expected to account for the largest portion of 2022 employment change in the West Central Region. Occupations requiring short-term OJT are projected to experience the highest number of increased employment at over 3,200, or 8.6 percent growth. Employment in occupations requiring moderate-term OJT is also expected to grow by approximately 1,700, or 11.0 percent.

Increased employment is also anticipated for occupations requiring a bachelor’s degree. Employment for this education level is projected to increase by just over 1,000, or 8.6 percent. Occupations requiring an associate’s degree or some post-high school training will increase by over 1,100 workers.

As estimated for the year 2022, 69 percent of workers in the West Central Region will be employed in occupations that require no formal postsecondary education (includes short-term OJT to work experience in a related occupation). Workers in occupations that require just a bachelor’s degree will account for over 14 percent of the total employment in 2022.



Top Occupations by Education Level

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

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

Occupation	2012 Estimated Employment	2022 Projected Employment	Growth Openings	Replacement Openings	Total
Now - Typically requires short-term on-the-job training					
Combined Food Preparation and Serving Workers, Including Fast Food	2,648	3,060	412	1,011	1,423
Cashiers	2,897	3,010	113	1,252	1,365
Retail Salespersons	2,314	2,510	196	791	987
Waiters and Waitresses	1,362	1,436	74	655	729
Office Clerks, General	1,930	2,037	107	405	512
Personal Care Aides	1,576	1,962	386	113	499
Laborers and Freight, Stock, and Material Movers, Hand	1,093	1,190	97	339	436
Secretaries and Administrative Assistants, Except Legal, Medical, and Ex	1,666	1,870	204	201	405
Childcare Workers	1,234	1,265	31	363	394
Customer Service Representatives	864	1,002	138	235	373
Next - Typically requires an associate's degree or long-term training					
Nursing Assistants	1,995	2,228	233	379	612
Registered Nurses	1,367	1,560	193	265	458
Heavy and Tractor-Trailer Truck Drivers	1,310	1,492	182	210	392
Licensed Practical and Licensed Vocational Nurses	977	1,118	141	239	380
First-Line Supervisors of Food Preparation and Serving Workers	850	962	112	240	352
First-Line Supervisors of Retail Sales Workers	1,189	1,239	50	259	309
Cooks, Restaurant	838	968	130	165	295
Maintenance and Repair Workers, General	870	941	71	167	238
Teacher Assistants	763	803	40	173	213
First-Line Supervisors of Office and Administrative Support Workers	475	524	49	113	162
Later - Typically requires bachelor's degree or beyond					
Elementary School Teachers, Except Special Education	1,320	1,469	149	290	439
General and Operations Managers	1,249	1,396	147	234	381
Substitute Teachers	1,132	1,198	66	193	259
Secondary School Teachers, Except Special and Career/Technical Educ	682	711	29	185	214
Middle School Teachers, Except Special and Career/Technical Education	608	677	69	134	203
Accountants and Auditors	390	457	67	115	182
Farmers, Ranchers, and Other Agricultural Managers	677	586	0	109	109
Graduate Teaching Assistants	387	423	36	58	94
Educational, Guidance, School, and Vocational Counselors	315	339	24	67	91
Physical Therapists	174	221	47	43	90

Source: MERIC Employment Projections

C. Workforce Analysis

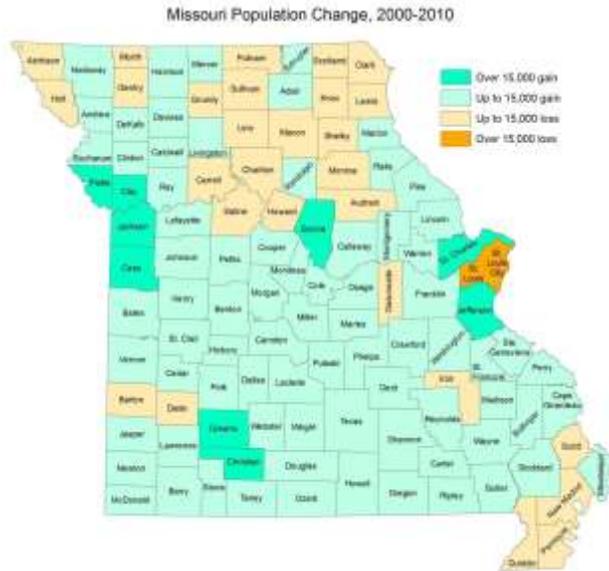
Describe the current workforce, including individuals with barriers to employment, as defined in section 3 of WIOA¹. This population must include individuals with disabilities among other groups² in the economic region and across the LWDA.

Geographic Change

With the most recent census, St. Louis and Kansas City remain the largest population centers for Missouri and show some shifting of populations further out from the urban core. The overall population of the West Central Workforce Development Area has increased by nearly 10,000. Of the 13 counties in the region, the population increased in all but 3 counties.

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

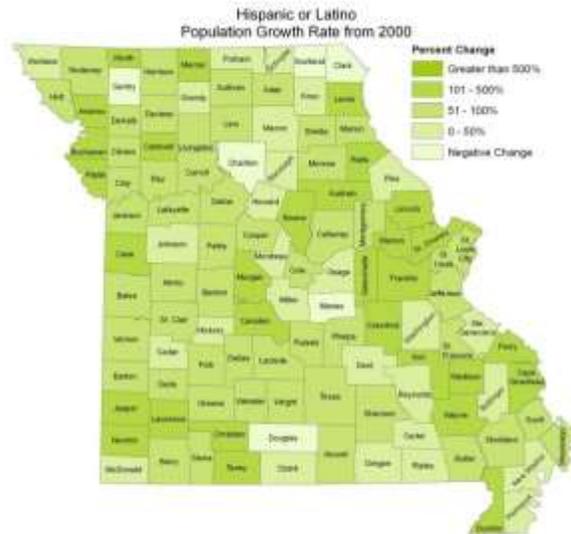
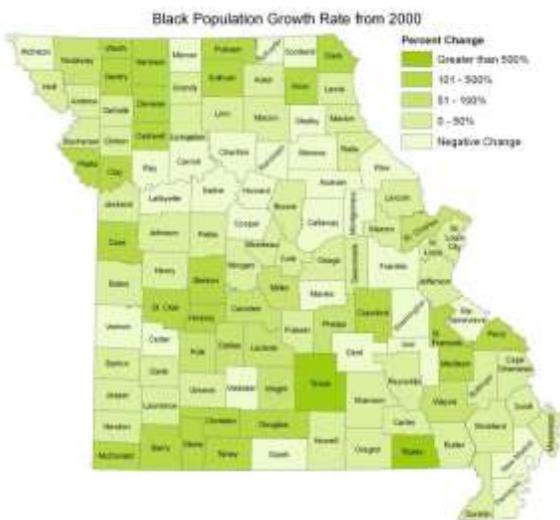
² Veterans, unemployed workers, and youth, and others that the State may identify.



Minority Population Growth

Missouri experienced population increases in the Black and Hispanic or Latino minority groups during the 2000's. The West Central Region experienced similar increases. In 2010, the Black population is just over 6,400 in the region, representing 2.4 percent of the region's population. By comparison, the Missouri and U.S. Black populations represent smaller percentages of the total population at 11.6 and 12.6 percents, respectively.

The Hispanic or Latino population in the West Central Region also increased. The minority group numbers just over 9,200 and accounts for 3.4 percent of the population in the region. 3.5 percent of Missouri's total population was Hispanic or Latino in 2010, compared to 16.3 percent for the U.S. The full datasets are available in Table 2: Black Population Rates and Table 3: Hispanic or Latino Population Rates in the Appendix.

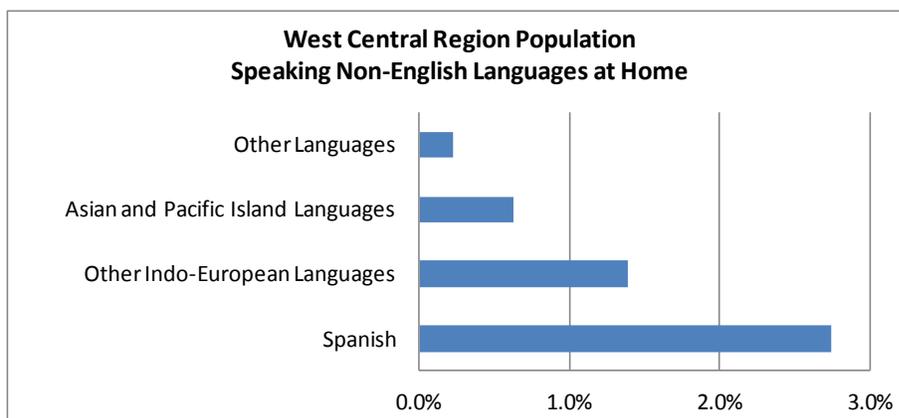


Limited English Proficiency

According to the 2010-2014 American Community Survey 5-Year Estimates, 5 percent (8,323) of the West Central Region's population age 18-64 spoke a language other than English at home. The most common non-English languages spoken in the region's homes were Spanish (2.7 percent); Other Indo-European Languages (1.4 percent); Asian and Pacific Island Languages (.6 percent); and Other Languages (.2 percent).

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

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

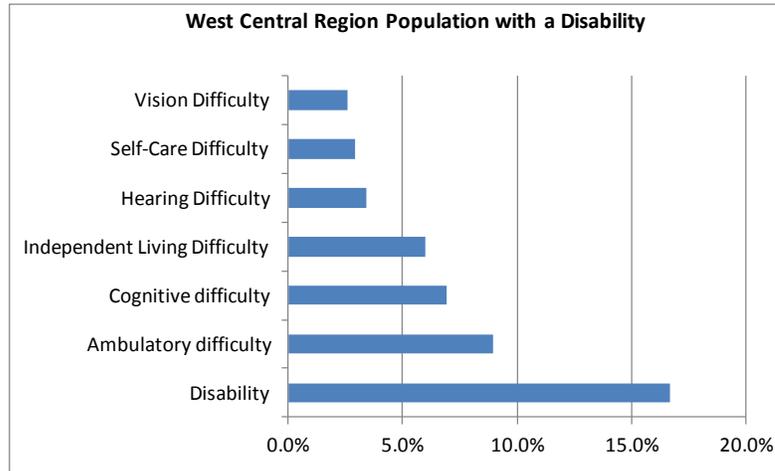


Individuals with Disabilities

According to the American Community Survey 2010-2014 estimates, 16.7 percent, or 25,020 West Central Region residents age 18-64 had a disability. Ambulatory difficulty was the most prevalent disability type at 9.0 percent of the county population. About 6.9 percent of the population had a cognitive difficulty, followed by 6.0 percent with an independent living difficulty.

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

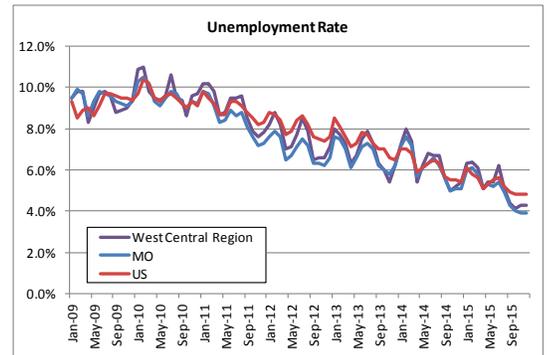
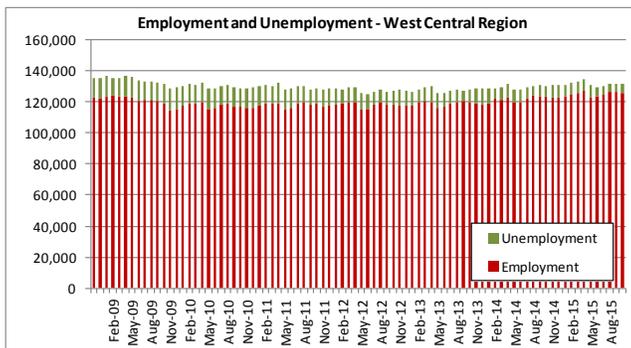
In the U.S., 10.2 percent of the population had a disability. Nationwide, individuals with ambulatory difficulty total 5.2 percent, while 4.3 percent have cognitive difficulty and 3.6 percent have independent living difficulty.



1. Employment and Unemployment

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

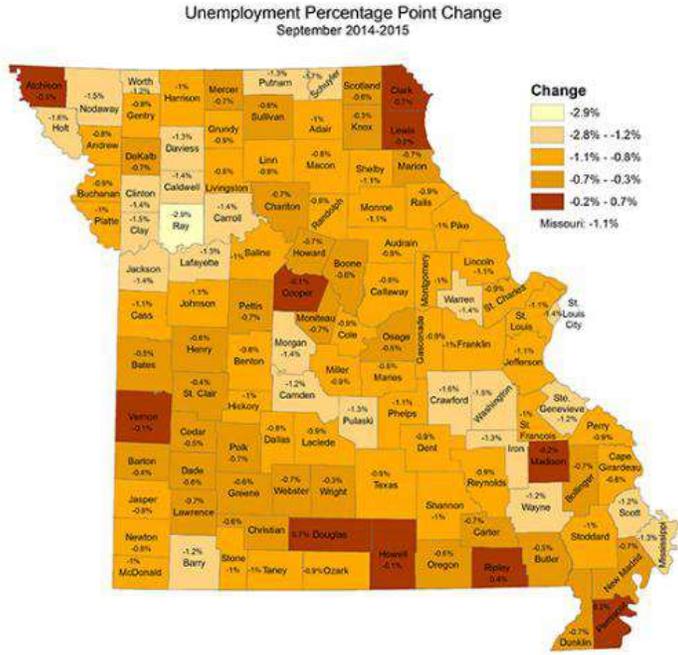
During the recession, the number of Missourians employed in the West Central Region decreased, while the number of unemployed increased to a high of 11 percent. Over time, employers have become more confident in hiring workers, increasing total employment to just over 126,000 at the end of 2015. The unemployment rate has decreased to a low of 4.3 percent in December 2015, between the Missouri unemployment rate of 3.9 percent and the US at 4.8 percent. These numbers, queried from Local Area Unemployment Statistics (LAUS), includes all employment, including self-employed workers.



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

Even with the low unemployment rate statewide, Missouri still has pockets where the unemployment rate is high. The brighter news is that unemployment has decreased in every county during the past year. Of the 13 counties in the West Central Region, the

greatest decrease in unemployment is in Carroll County at 1.4 percent. Numbers for each county are available in Table 4 of the Appendix.



2. Labor Market Trends

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

Industry Employment Trends

The West Central Region experienced overall employment growth of 0.7 percent from 2009 to 2014, which is lower than the statewide employment growth of 2.2 percent. Industries with the largest employment growth were Administrative and Support Services (42 percent), Food Services and Drinking Places (7.4 percent), and Professional, Scientific, and Technical Services (5.1 percent). The health care industry group had the highest employment totaling 13,674 jobs. Five industries had declining employment during the time period: Social Assistance (-42.1 percent), Food Manufacturing (-8.3 percent), General Merchandise Stores (-7.9 percent), Nursing and Residential Care Facilities (-1 percent), and Educational Services (-0.5 percent).

NAICS Sector	2009 Employment	2014 Employment	Change	Percent Change
Total Region Employment	81,834	82,441	607	0.7%
Educational Services	9,733	9,687	-46	-0.5%
Food Services and Drinking Places	6,006	6,448	442	7.4%
Nursing and Residential Care Facilities	6,125	6,066	-59	-1.0%
Hospitals	4,688	4,743	55	1.2%
Social Assistance	6,125	3,549	-2,576	-42.1%
Food Manufacturing	3,646	3,342	-304	-8.3%
Ambulatory Health Care Services	2,742	2,865	123	4.5%
General Merchandise Stores	2,609	2,403	-206	-7.9%
Administrative and Support Services	1,630	2,315	685	42%
Professional, Scientific, and Technical Services	1,785	1,876	91	5.1%

Industry Wage Trends

The West Central Region saw overall wages increase by 9.5 percent, or over \$2,600, slightly higher than the statewide wage growth of 9.4 percent. Wage growth was especially pronounced in the production/manufacturing industry group especially in the Heavy and Civil Engineering Construction (47.3 percent), Fabricated Metal Product Manufacturing (16.6 percent), and Chemical Manufacturing (13.9 percent) industries. Other Industries with large wage growth were Merchant Wholesalers, Durable Goods (27.9 percent), Hospitals (26.2 percent), and Professional Scientific, and Technical Service (21.4 percent).

NAICS Sector	2009 Wages	2014 Wages	Change	Percent Change
Overall Region Average Wage	\$28,296	\$30,984	\$2,688	9.5%
Utilities	\$68,220	\$68,832	\$612	1.0%
Chemical Manufacturing	\$56,892	\$64,788	\$7,896	13.9%
Heavy and Civil Engineering Construction	\$36,000	\$53,016	\$17,016	47.3%
Hospitals	\$40,296	\$50,832	\$10,536	26.2%
Merchant Wholesalers, Durable Goods	\$34,860	\$44,568	\$9,708	27.9%
Fabricated Metal Product Manufacturing	\$33,852	\$39,468	\$5,616	16.6%
Educational Services	\$39,240	\$39,240	\$0	0%
Professional, Scientific, and Technical Services	\$31,956	\$38,808	\$6,852	21.4%
Machinery Manufacturing	\$34,800	\$38,700	\$3,900	11.2%
Credit Intermediation and Related Activities	\$31,428	\$36,960	\$5,532	17.6%

Industry Clusters

The West Central Region's highly concentrated industries are based in manufacturing and construction industries, according to the location quotient indicator. The location

quotient (LQ) indicator describes how concentrated an industry is in a region in relation to the nation, with 1.00 being the national average. The most concentrated industry group is manufacturing, led by Food Manufacturing (1.92) and followed by Chemical Manufacturing (1.35) and Fabricated Metal Product Manufacturing (1.17). Construction industries are a major part of the economy led by Heavy and Civil Engineering Construction (2.08) and Specialty Trade Contractors (2.00).

NAICS Sector	2009 Location Quotient	2013 Location Quotient
Utilities	1.69	2.40
Nursing and Residential Care Facilities	2.29	2.39
Heavy and Civil Engineering Construction	0.86	2.08
Specialty Trade Contractors	0.84	2.00
Food Manufacturing	4.82	1.92
Chemical Manufacturing	0.20	1.35
General Merchandise Stores	1.50	1.38
Fabricated Metal Product Manufacturing	1.93	1.17
Machinery Manufacturing	2.40	1.16
Merchant Wholesalers, Durable Goods	0.75	0.92

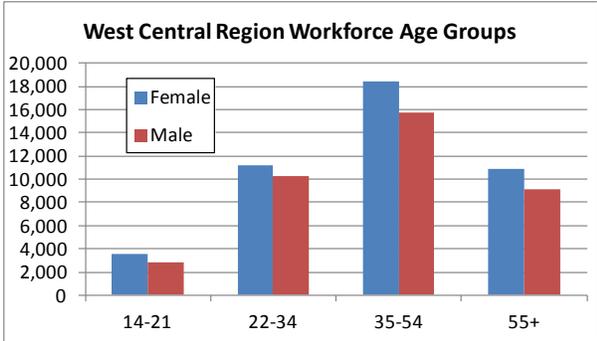
The industry demand is consistent with occupational job postings seen in the Top Ten Real-Time Labor Demand Occupations by Job Ads data found in Section IV.B.1. In this table, the highest number of job ads is for Truck Drivers. Registered Nurses; Licensed Practical and Licensed Vocational Nurses; Physical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

3. Education and Skill Levels of the Workforce

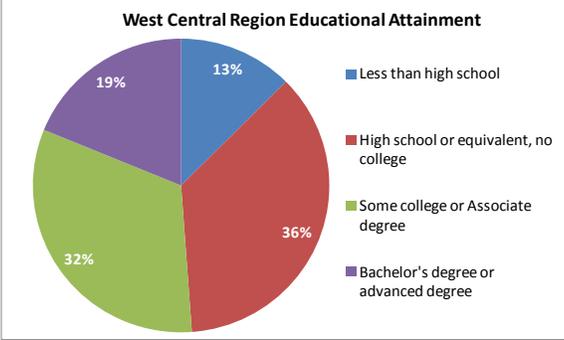
Provide an analysis of the educational and skill levels of the workforce.

The total population of the Missouri workforce is 2,594,137, and the West Central Region is home to over 82,000, or 3.2 percent of the state’s workforce. The age group for workforce is defined as 14 years or more.

The population of the workforce in the state is aging. In Missouri, 22 percent of the workforce is age 55 or more for both the male and female populations. In the West Central Region, a higher percentage of the male and female workforce falls into the 55 and over age group at 24 and 25 percent, respectively.



The educational attainment rate for West Central Region is lower than the average for Missouri. In the West Central Region, 87 percent of the workforce has a high school diploma or higher, compared to 88 percent for the state. The number of workers who have not obtained a high school diploma is 13 percent in the West Central Region and 12 percent statewide.



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4. Skill Gaps

Describe apparent “skill gaps.”

Analysis of the skills and education gaps that employers have identified is an important step in determining what training issues need to be addressed. National business surveys point to skills gaps that have negatively impacted the economy, such as a 2015 manufacturing survey that indicated 6 out of 10 positions remain unfilled due to talent shortage, even with a large number of unemployed manufacturing workers available for hire³. MERIC has developed target industry competency models, conducted business surveys, and recently acquired a real-time labor market skills demand tool that provides valuable insight into the needs of Missouri employers.

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

The Industry Competency Model reports also highlighted issues related to the overall aging of the workforce. The

Top West Central Region Real-Time Labor Demand Skills

Top Baseline Skills Needed	Rank
Communication Skills	1
Organizational Skills	2
Writing	3
Customer Service	4
Computer Skills	5

HEALTHCARE	
Top Specific Skills Needed	Rank
Patient Care	1
Treatment Planning	2
Critical Care	3
Post Anesthesia Care Unit (PACU)	4
Surgical Services	5

INFORMATION TECHNOLOGY	
Top Specific Skills Needed	Rank
Technical Support	1
System and Network Configuration	2
Software Installation	3
System Administration	4
Wide Area Network (WAN)	5

FINANCE	
Top Specific Skills Needed	Rank
Accounting	1
Personal Computers	2
Data Entry	3
Business Development	4
Appointment Setting	5

ENGINEERING	
Top Specific Skills Needed	Rank
Mechanical Engineering	1
Repair	2
Inspection	3
Lean Manufacturing	4
Process Control	5

MANUFACTURING/PRODUCTION	
Top Specific Skills Needed	Rank
Inspection	1
Repair	2
Hand Tools	3
Power Tools	4
Mathematics	5

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

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

imminent retirement of a large segment of workers across the targeted sectors could result in a shortage of this specialized labor pool. The ability to produce a sustainable pipeline of skilled workers will be important for the success of these sectors and the economy as a whole.

Each year MERIC staff assist the St. Louis Community College to survey hundreds of companies in the St. Louis Metropolitan Statistical Area (MSA) regarding workforce issues⁴. In 2015 the survey found that 57 percent of businesses identified a “shortage of workers with knowledge or skills” as the main barrier to expanding employment, followed by “economic conditions” at a distant second of 35 percent. The top shortcomings of job applicants were mostly soft skills such as poor work ethic (#1), lack of critical thinking (#2), and lack of communication or interpersonal skills (#3). Lack of general business or industry knowledge rounded out the top four. These shortcomings are consistently the top issues businesses identify in this survey and mirror the “soft skills” challenge that can be seen across the country in various business surveys. This very large business survey, while limited to the St. Louis MSA, is a good proxy for the issues other businesses face throughout the state. Furthermore, the importance of soft skills revealed in these surveys can be seen in online job ads that consistently rank these skills as a top desire for applicants.

MERIC analyzes the real-time job ads for workforce regions, which are one representation of job demand, versus the supply of job seekers in the state’s workforce development system and develops a report each year highlighting results⁵. In 2015 the West Central Region had the largest labor supply and demand gaps in Health Care and Related Occupations; Business and Sales; and Science and Technology. For example, Health Care and Related Occupation job ads accounted for nearly 31.8 percent of all postings but less than 10 percent of job seekers were looking for employment in these occupations. These gaps represent opportunities for job seekers, who can get training, to apply for occupations that are in higher demand.

West Central Region employers indicate through job advertisements the basic and specialized skills needed to be successful in their business. While these needed skills do not necessarily point to gaps, it does provide a snapshot of skill demand and reinforces some of the findings from earlier surveys and competency model analysis. MERIC researchers analyzed over 8,382 online job advertisements from February 1, 2015 to January 31, 2016 using a tool from Burning Glass Technologies, to determine what skills were in greatest demand over the year.

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

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

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

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

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

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

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

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

D. Workforce Development, Education, and Training Activities Analysis

Describe the workforce development services and activities, including education and training in the LWDA, to address the education and skill needs of the workforce. Include education and training activities of the core programs and mandatory and optional One-Stop Delivery System partners.⁶

⁶ 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: Career and Technical Education (Perkins Act), Community Services Block Grant, Indian and Native American programs, HUD Employment and Training programs, Job Corps, Local Veterans' Employment Representatives and Disabled Veterans' Outreach Program, National Farmworker Jobs Program, Senior Community Service Employment Program, Trade Adjustment Assistance programs, Unemployment Insurance, Re-entry Programs, and YouthBuild.

The workforce development services and activities in the West Central Region, that include education and training activities, follow the core principles of the Workforce Innovation and Opportunity Act:

- 1) Increase access and opportunity for individuals with barriers to employment. The region does this by utilizing the Next Generation Career Center model within the Job Centers which affords each customer the opportunity to know their skills, improve their skills and market those skills to potential employers. A universal, initial skills assessment identifies whether an individual is job search ready or in need of skills enhancement. The opportunity to earn National Career Readiness Certification (NCRC) using the ACT skills certification system is offered to all customers.
- 2) Support the alignment of workforce investment, education and economic development systems. Currently referral systems are being refined among partners to ensure customers have access to the best mix of services and resources available in the region to move them along a career pathway that leads to self-sufficiency.
- 3) To provide individuals with the skills, labor market information and credentials necessary to secure and advance in employment. Jobs Centers offer specialized workshops focusing on resume preparation, interviewing skills, how to effectively network and more to assist each customer in becoming a better job applicant. The overall need of our job seeker population is to possess a multitude of skills sets so they can continuously evolve with the ever-growing workplace.

1. The Strengths and Weaknesses of Workforce Development Activities

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

Strengths

- i) The Next Generation Job Center Integrated Service Delivery Model has allowed for a robust menu of workforce services to offer both businesses and individuals in the region. For example when job seekers earn the NCRC, they earn a portable credential that helps define their skills for employers.
- ii) The positive side of the issues discussed is that every core, required, and even optional partners are coming to the table with ideas, service offerings and resources aimed at improving the personal and work-related outlook for the members of our communities which in turn will enhance the productivity and competitiveness of our employers and their organizations.
- iii) While there is no single job training approach that is right for all workers, having access to accurate and up-to-date labor market data provided by MERIC and other sources, as well as information and guidance about career and training opportunities, help our customers customize a plan through more informed education and employment decisions.

Weaknesses

- i) Employers have indicated that finding workers, even with college degrees, with adequate basic skills was a challenge. Throughout the workforce, job applicants often lack basic personal effectiveness competencies such as communication skills, work ethic, discipline, critical thinking or interpersonal skills. These are a few of the weaknesses that the workforce system is primed to address. Regional Sector Strategy Team meetings validated the need for job readiness training to be more broadly embedded in K-12 curricula. As these skills are honed through elementary and secondary school years, graduates will be better prepared to move along the career continuum to on-the-job training, Career and Technical Education or higher post-secondary coursework.
- ii) The negative side of the issues discussed is the complicated nature of the systems. The absence of aligned and standardized data systems makes it extremely difficult to track a client's progress.
- iii) Jobs in the region today are requiring more highly-skilled workers. Workplace skills are essential in all industries to advance in the fast-paced economy and to improve efficiency within the region. The speed at which technology is changing and evolving impacts key skill deficiencies among the unemployed and underemployed population.

iv) Local Workforce Development Capacity

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

WIOA's requirement for robust relationships across programs is evident in the partnerships being created and/or strengthened throughout the region. The individual capacities of each partner are evident in the scope of services they provide and the exemplary performance of their programs, as measured both by federally reported performance measures and key business metrics such as total number of customers served, effective labor force attachment and skills progression. The capacity of all partners is expected to grow as we build an integrated, demand-driven workforce system where all are equally included.

WDB and Job Centers in the region maintain partnerships with various community-based organizations. These relationships reduce duplication and enhance services provided to job seekers and employers. Most recently a group (Nexus) was formed to coordinate and thus reduce the number of visits employers might receive from various business services representatives. Members attending the monthly Nexus meetings include: Center for Human Services, MO Vocational Rehabilitation, Experience Works, Community Action Agencies, Probation and Parole, Rehabilitation Institute KC, Preferred

Family Healthcare, IMKO Temp Service, WIOA Youth representatives, Job Point, Job Center staff and WDB staff. Job openings, referrals and placements are shared through one-point-of-contact, currently the WDB.

WDB and Job Centers also work collaboratively with various other local Chambers of Commerce, economic development agencies, local career and technical centers, local high schools, colleges, as well as Title II adult education and literacy providers to name a few.

Our strengths include increased focus on outreach services to customers, especially individuals with barriers to employment, through enhanced collaboration, coordination and partnership development with local community agencies.

Additionally, development of improved employer outreach strategies incorporating local economic development partners benefits both employers and job seekers in the local area. Tapping into the experience and skill of our local economic development partners, we can more effectively engage with employers in key, high-demand industries and better coordinate on-the-job training programs to provide training in these high priority occupations. A Sector Strategies Leadership Team has been formed to evaluate and implement sector strategies and career pathways to provide accelerated pathways to employment in in-demand occupations. The partners who make up the Sector Strategies Leadership Team come from economic development, local community college, MO Vocational Rehabilitation, Title II AEL, MO Department of Social Services, county commission, WDB staff and private business.

Opportunities for improvement include the development of a soft skills program for schools to assist with preparing youth for employment, marketing manufacturing as a viable career, attracting professionals to rural Missouri communities and developing a skilled talent pool for local employers.

OPERATIONAL ELEMENTS

V. Local Structure

A. LWDA Profile

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

“The West Central region consists of 13 counties and five larger communities: Sedalia, Warrensburg, Clinton, Marshall and Nevada. Its three major lakes – Truman, Stockton and Pomme de Terre – offer recreation and tourism, while Whiteman Air Force Base, home of the B-2 Stealth bomber, offers military protection. Though the western most counties are included in the Kansas City Metropolitan Statistical Area (MSA), the region is mostly rural but dotted with several self-sufficient micropolitan communities. The top industry sectors include Agribusiness, Manufacturing and Healthcare.

The current population of 280,406 shows a slight increase between the years 2000-2010 according to the U.S. Census figures. The West Central region boasts a stable population and employment base.

Civilian Labor Force (CLF) information gathered from Missouri Economic Research and Information Center (MERIC) and the Missouri Office of Administration for July 2015 reveals the greatest “available labor pool” resides in Johnson County with Pettis County following close behind. *The “Civilian Labor Force” represents those who have jobs or are seeking jobs, are at least 16 years old, are not serving in the military and are not institutionalized.*

According to the West Central Region Labor Market Analysis report published on the MERIC website, the population of the workforce is aging. This report shows that in the West Central Region, 23.67% of the workforce is age 55 or older. The percentage for the state is slightly lower, with an average of 21.44% for the same age group.

Hickory County, Benton County and St. Clair County have the state’s largest share (29.6%, 25.9% and 22.4% respectively) of people ages 65 and older while Johnson County is one of the Missouri counties with the smallest share (10.7%) of people age 65 and older.

Ten percent of the region’s Civilian Labor Force (CLF) population is categorized as disabled. The counties with the highest percentages of the CLF population identified as being disabled are Cedar (11.8%), Hickory (14.5%), and Vernon (11.8%).

County Name	2014 Total Population	Civilian Labor Force (July 2015)
Bates	16,584	8,526
Benton	18,806	7,079
Carroll	9,043	4,756
Cedar	13,952	5,997
Chariton	7,694	3,875
Henry	22,028	10,027
Hickory	9,219	3,916
Johnson	54,362	22,448
Lafayette	32,688	17,894
Pettis	42,225	21,169
St. Clair	9,457	11,156
Saline	23,347	3,978
Vernon	21,001	9,976
	280,406	130,797

Females in the region outnumber males 54% to 46%. Of the total Civilian Labor Force PY14 the “white alone” population equals 75,259 leaving less than 5,000 people in all other race categories combined (U.S. Census, *LEHD, First Quarter 2014*). Approximately 3.3% of the Civilian Labor Force population is Hispanic or Latino.

Additionally, each community continually provides information relating to their diversity needs through focus groups, chambers of commerce, community based organizations, employer-based committees, public service agencies, Local Elected Officials, board members, and other representatives. The Workforce Development Board and the Missouri Job Centers strive to identify changing needs by staying in touch with the communities, as well as utilizing statistics provided through other resources including MERIC.

WIOA Census Demographics by County									
Location	Race LEHD, First Quarter 2014							Ethnicity LEHD, First Quarter 2014	
	<i>American Indian or Alaska Native Alone</i>	<i>Asian Alone</i>	<i>Black or African American Alone</i>	<i>Native Hawaiian or Other Pacific Islander Alone</i>	<i>Two or More Race Groups</i>	<i>White Alone</i>	<i>Total</i>	<i>Hispanic or Latino</i>	
Bates	21	18	70	0	30	3,469	3,608	65	
Benton	26	16	55	0	31	3,254	3,382	64	
Carroll	7	13	57	0	16	2,286	2,379	47	
Cedar	24	14	26	0	32	3,103	3,199	45	
Chariton	6	6	63	0	10	2,063	2,148	18	
Henry	48	39	178	6	73	7,319	7,663	141	
Hickory	4	0	7	0	8	1,011	1,030	13	
Johnson	116	151	568	17	194	11,244	12,290	439	
Lafayette	36	72	266	6	85	8,012	8,477	240	
Pettis	121	176	752	25	225	16,926	18,225	912	
Saline	51	93	454	12	99	8,265	8,974	536	
St. Clair	9	16	54	0	14	1,717	1,810	32	
Vernon	50	51	108	5	81	6,590	6,885	150	

Source: MERIC WIOA Census Demographics by County

The number of households in the region in the period 2010-2014 was 112,860. The average per capita income (in 2014 dollars) for the region is calculated as \$20,413 and the median household income (in 2014 dollars) as \$39,194.

Within the thirteen counties lie two state post-secondary educational institutions, the University of Central Missouri and State Fair Community College; and three private educational institutions, Missouri Valley College, Cottey College, and Crowder College. In addition to the two- and four- year facilities, there are seven vocational-technical/career center locations in Carrollton, Clinton, Lexington, Marshall, Nevada, Sedalia, and Warrensburg. More than 100 high schools call the West Central region home.

Training/Education Institutions	
State Fair Community College	Sedalia
State Fair Career & Technology Center	Sedalia
American College of Hair Design	Sedalia
Central Methodist University – SFCC Campus	Sedalia
University of Central Missouri	Warrensburg
Warrensburg Area Career Center	Warrensburg
Central Missouri Dental Assisting	Warrensburg
Clinton Technical School	Clinton
State Fair Community College - Clinton	Clinton
Lex La-Ray Technical Center	Lexington
Wentworth Military Academy and College	Lexington
Missouri Valley College	Marshall
Saline County Career Center	Marshall
Park University	Whiteman AFB
State Fair Community College	Whiteman AFB
University of Central Missouri	Whiteman AFB
Cottey College	Nevada
Crowder College	Nevada
Missouri Welding Institute	Nevada
Nevada Regional Technical Center	Nevada
State Fair Community College – Warsaw High School	Warsaw

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Major Employers	
Bates County	Chariton County
Bates County Memorial Hospital	Chariton Park Health Care Center
Medical-Lodge of Butler	Brunswick Nursing Home
Wal-Mart	Hampton Feed Lot
Benton County	AgriServices of Brunswick
Regal Beloit	Henry County
Newmans Foods	TC Transcontinental Packing Inc
Warsaw Health & Rehabilitation	Champion Brands
Good Samaritan Nursing Home	Evans Pipe Steele LLC
Elbeco Inc	Schreiber Foods
Phoenix Manufacturing	Royal Oaks Hospital
Carroll County	Schreiber Foods
Carroll County Memorial Hospital	Hickory County
Life Care Center of Carrollton	Lucas Oil Speedway
Carroll House	Christian Healthcare
Cedar County	Applewood Lane Corp
Cedar County Memorial Hospital	Johnson County
Community Springs Healthcare	EnerSys Energy Products
Dairy Farmers of America	Alstom Signaling
Hammons Products Inc	Stahl Specialty
Southwest Psychiatric Rehabilitation	Janesville Acoustics
Stockton Nursing Home	Northrup Grumman
Witt Printing Co	Whiteman Air Force Base
	University of Central Missouri
Lafayette County	Missouri Veterans Home
Milbank Manufacturing Co	Western MO Medical Center
Old World Spice	Saline County
TTG Inc	Cargill
Higginsville Rehabilitation Center	Conagra Foods
John Knox Village East	Coreslab
Lafayette Regional Health Center	Fitzgibbon Hospital
	Marshall Habilitation Center
Pettis County	Missouri Valley Community Action Agency
Duke Manufacturing	Missouri Valley College
Gardner Denver	St. Clair County
General Cable	Appleton City Manor
Inter-State Studios	Truman Lake Manor
Maxion Wheels	Ellet Memorial Hospital
ProEnergy Services	West Central MO Community Action Agency
Waterloo Industries	Vernon County
Bothwell Regional Health Center	Moore-Few Care Center
Center for Human Services	Nevada Regional Medical Center
State Fair Community College	Nevada Rehabilitation Center
Tyson Foods Inc	3M Company

Relevant Growth Trends

Industry Expansion 2015

In the past year the West Central Region has announced expansions in manufacturing and distribution. The companies include:

Janesville Acoustics	New Automotive Supplier Manufactures fiber based acoustical products for automotive industry	Johnson County
8760 Service Group	40 New Jobs Maintenance, Construction and Fabrication services for the Power Industry	Pettis County
Stribling	Expansion of Facility Co-Pack, Warehousing & Distribution Center	Pettis County
BioStar Systems	New Biogas Facility Anaerobic Digestion Technology	Pettis County
Coreslab Missouri	60 New Jobs Precast/prestressed concrete products	Saline County
3M	Facility Expansion Graphics & Signage Production	Vernon County

B. Local Workforce Development System

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

The workforce development system in the West Central Region is driven by an engaged assembly of presiding commissioners; a committed, talented board of directors made up of private business and public sector partners; and invested providers of services through three comprehensive job centers covering thirteen, predominately rural counties.

Business and industry board members represent agriculture, manufacturing, banking, insurance, healthcare and retail sectors.

Public sector partners represent Vocational Rehabilitation, Adult Education and Literacy, Wagner/Peyser, economic development, TANF/MWA, education, older workers, labor and an electrical apprenticeship program.

The Region's standing committees are:

Executive

Personnel and Nominating

Finance and Audit

Planning and Operations

Youth Task Force performs in an advisory capacity for Planning & Operations Committee

Ad Hoc committees and/or special sub-committees are convened to address specific issues requiring action that is deemed expeditious by the Board. The WDB Chairperson is responsible for appointing each board member to a standing committee, annually.

The Executive Committee is composed of the four Board Officers and the Chairpersons of the standing committees. The Executive Committee has the authority to act on the business of the Board which must be resolved/completed prior to the next scheduled board meeting which takes place every other month.

The Personnel /Nominating Committee leads the efforts to engage and enlist board members to the WDB. They also prepare the slate of officers to be presented to the full board for vote. This committee reviews and revises, as necessary, the WDB Personnel Policies. The Personnel/Nominating Committee shall report meeting results to the Full Board and make appropriate recommendations, as applicable to conduct business.

The Finance/Audit Committee shall review the Workforce Development Board's financial system, budgets, program costs, and the Workforce Development Board's subcontracts to ensure that costs are necessary, reasonable, and within appropriate cost categories. This Committee shall review the state of Missouri generated fiscal monitoring and audit reports, and inform the Board of the fiscal or financial status and levels of compliance. This committee shall also have the responsibility of seeing that a Fiscal Operations Manual is prepared and adhered to. This manual shall include all financial operational procedures including the audit process. The Finance/Audit Committee shall report meeting results to the Full Board and make appropriate recommendations, as applicable to conduct business.

The Planning/Operations Committee shall assist in designing the planning/oversight process, and approve the monitoring system developed by the staff, make recommendations to the Board on monitoring criteria and performance measures, review reports on program performance, and review corrective action reports. This committee oversees and consults with the Youth Task Force. The Planning/ Operations Committee shall report meeting results to the Full Board and make appropriate recommendations, as applicable to conduct business. Also deals with all One-Stop issues which includes access to individuals with disabilities.

The Youth Task Force is an advisory committee to the Board for youth activities. This task force will consist of members of the Board and other community members with expertise or an interest in youth services. This committee is responsible for assisting in the development of the local plan relating to eligible youth. This task force may suggest and coordinate youth activities authorized by the Act and other duties deemed appropriate by the Board. The Chairperson of the Youth Task Force must be a member of the Workforce Development Board of Western Missouri, Inc.

The Board will retain the responsibility for conducting oversight of local youth programs operating under federal law to ensure both fiscal and programmatic accountability. The Youth Task Force shall report meeting results to the Planning and Operations Committee and make appropriate recommendations, as applicable to conduct business.

The WDB through Memorandums of Understanding (see attachment 3) and/or contracts identifies how they will work with and support our partner entities carrying out core and other workforce development programs. Most partner MOUs (under section 3 – “Services to Be Provided”) have identified specific services to be provided by each partner and often the funding source they use to provide that specific service. This information assists all parties in identifying opportunities for sharing resources to assist common customers.

For example in PY 15, utilizing this information and an established line of open communication, 40 additional students were able to access WIOA funds to assist with tuition and fees at the Carl D. Perkins authorized Career and Technical Schools in the region: Saline County Career Center, Lex La Ray Technical Center, Warrensburg Area Career Center, Nevada Regional Technical Center and the Clinton Technical School.

Most importantly, each partner (core, required and community) has demonstrated a commitment to working together for the benefit of those we serve and we move forward together seeking out more opportunities for partnership.

C. Local Facility and Partner Information

1. *Identify the One-Stop partners that are physically located at each of the comprehensive (full-service) center(s) in the LWDA, and the services provided by these partners, and list them in **Attachment 1** to the Plan.*
2. *Identify the local comprehensive One-Stop Center(s), including current mailing and street addresses, telephone and fax numbers and list them in **Attachment 1** to the Plan.*
3. *Identify the local affiliate sites, including current mailing and street addresses, telephone and fax numbers and list them in **Attachment 1** to the Plan.*
4. *Identify the One-Stop partners that are physically located at each of the affiliated sites and the services provided by these partners and list them in **Attachment 1** to the Plan.*

SEE ATTACHMENT 1

VI. Local Strategy Implementation

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

WIOA required strategies. Please include strategies addressing:

1. *Career Pathways;*

- A pathway to self-sufficient employment will be charted with a focus on the job seeker and the employer. The sector strategies developed in the region will assist

employers by providing a qualified applicant pool and job seekers will be knowledgeable of which career cluster will provide the best employment and career advancement opportunities. Once any partner sets an individual on a career pathway, every partner takes responsibility to contribute, as appropriate, to the participant's success along that pathway.

2. *Employer Engagement;*

- Employer engagement is critical on the front end in providing input for programs that prepare job seekers for entry level and higher skilled positions. Their engagement is also critical as a partner in providing employment opportunities to job seekers when openings occur at their places of business. Employer engagement is continually sought through coordination, collaboration and cooperation with Partners via sector strategy activities, work-related club presentations, the Business Services Team, economic development projects, Missouri Works Training contracts, and a regional outreach group of partner representatives called Nexus.

3. *Business Needs Assessment;*

- The needs of local businesses are assessed through personal contacts made by Partners, feedback from private sector members of the Workforce Development Board, analysis of local labor market reports, monitoring of job order requirements and help-wanted advertisements using advanced technology.

4. *Alignment and Coordination of Core Program Services;*

- Interagency alignment and coordination will be a process. Initially, the Missouri Job Center staff will be responsible for serving as the hub for service referrals. Through inter-agency meetings and staff training, Job Center staff will be knowledgeable of the services available through core partners and be able to give customers the information they need to make informed choices. A local resource guide will be developed by MJC staff which will be shared with core partners as well as each of the 19 required One-Stop partners to facilitate referrals to the MJC for direct access to any service in the system.
- Referrals will be documented to include the method of referral and subsequent follow-up. Each referral will include an initial assessment (to the degree information can be shared), listing of services already planned, and the service requested of the organization receiving the referral.
- Current core partner-based activities being used to align the programs include:
 - ✓ TANF – has a representative that sits on the local Workforce Development Board that provides direction for program consideration. Any participant referred to Missouri Work Assistance (MWA) must complete the same assessment as required by Title I (Career Ready 101).
 - ✓ TANF – ability to apply for benefits online.

- ✓ Missouri Employment and Training Program (METP) will be operated through the Missouri Job Center system. Each METP participant may be co-enrolled in Title I and Title II services to provide them immediate access to career pathways information, training and employment services.
- ✓ Family Support Division (FSD) allows the use of jobs.mo.gov for their client's job searches. The time logged in is counted towards their required participation hours for respective programs.
- ✓ AEL (Title II) – has a representative that sits on the local Workforce Development Board. AEL assists adults to become literate and to obtain the knowledge and skills necessary for employment and economic self-sufficiency. Activities which may be offered to clients are: remedial reading, writing, mathematics, literacy training and study skills, English for non-English speakers, bilingual training, and high school equivalency preparation. AEL currently partners with the region in the delivery of the Scholars@Work Program and coordinates remediation and testing services and referrals between the AEL sites and the Job Centers.
- ✓ Title IV – Vocational Rehabilitation has a representative that sits on the local Workforce Development Board that provides direction for program accessibility, physical access to services, and assistive technology needs for individuals with disabilities.
- ✓ Rehabilitation Services for the Blind – RSB is a new partner to the workforce system in the West Central Region. RSB has assisted in the past with providing technical assistance in regard to assistive technology but more recently has begun participating at Workforce Development Board meetings. We anticipate this partnership will grow and take on an expanded relationship. RSB can provide individuals who are blind or visually impaired access to vocational training, job development and placement, support services, post-employment services, and computer/adaptive equipment.

5. *Outreach to Jobseekers and Businesses;*

- Outreach to Job Seekers is conducted through several avenues. The region's Missouri Job Centers offer a robust menu of services aimed at making every job seeker a better, more informed job candidate through labor market information, career exploration activities, job seeking assistance, access to regional, state, and national job openings through the website www.job.mo.gov, resume preparation assistance, assessments, workshops, access to short and long term skill-building training, supportive services information, skills certifications such as the National Career Readiness Certificate, job specific training and certifications, placement assistance, opportunities for on-the-job training, and tuition assistance, to name a few. Methods of referral and opportunities for co-enrollment with other workforce partners will be continually refined. Collaborating with partner agencies to develop a triage approach to serving customers will increase awareness of area resources and avoid duplication of services.
- The Adult Education Program is piloting a new staffing initiative, called Transitions in Partnership (TIP) to connect students with core and required partners, local employers, and post-secondary institutions. A dedicated case manager/job coach

will be responsible for connecting targeted AEL students with available partners, services, and opportunities to achieve employment and/or post-secondary enrollment.

- Outreach to Businesses may take the form of providing cost-saving human resources assistance through the posting of jobs on www.jobs.mo.gov , assistance with placing and filling job orders, the collection of applications, applicant pre-screening, interviewing space and assistance, assessments, National Career Readiness testing, workshops, sponsoring hiring events and job/career fairs and more.
 - ✓ In many instances, businesses also realize reduced training costs through work experience placements, on-the-job training reimbursements and transition of students completing industry-specific certificate and degree courses.
 - ✓ Business Services Team members as well as Nexus affiliated partner staff coordinate employer appointments and share job leads so businesses are afforded the most applicable services with the least amount of disruption to their schedules. Members of the Nexus group include the Job Center Business Team (Business Services Representatives, Marketing Specialists, Functional Leaders, Agricultural Employment Services Representative and local Veterans Employment Representatives); in addition, VR Business Outreach Specialists, MWA Job Placement Specialists, Children’s Therapy Center Placement Specialist and other local partners participate in monthly coordination meetings/training.
 - ✓ Outreach is also conducted through economic development events, regional employer meetings and forums, local human resource groups, industry associations and Chambers of Commerce.

6. *A. Access—Improvements to Physical and Programmatic Accessibility.; B. Customer Service Training;*

A. Access

- The West Central Region is home to three comprehensive Missouri Job Centers located in Sedalia, Clinton and Nevada. In December 2015, the Clinton facility relocated from a building on the north side of the community to a newer building on its very active downtown square. This relocation has shown a dramatic increase in foot traffic. The Job Center in Sedalia has been housed for many years in a Reed Act building which is currently on the market for sale. This location lacks parking and training rooms are located on the main floor as well as in the basement. A new location is being sought that will allow more partners to be co-located and all services to be available on the main floor. Certification of the One-Stop Centers will provide regular review and updating of any issues related to physical and programmatic accessibility in each of the centers.
- An Access Point for Missouri Job Center services is available in one of our more remote communities which provides limited resources to job seekers and employers. The Access Point is housed in the Hickory County Library in the town of Wheatland.

- Customers, both Job Seeker and Employers, may access resources online through www.jobs.mo.gov . The website is designed to allow access to labor market information, assessment tools, career exploration information, training and education provider contacts, Job Center locations, information on job postings, informative workshops, tax credit programs, etc.
- The workforce partners have been collaborating with the National Center on Leadership for the Employment and Economic Advancement of People with Disabilities (LEAD Center) for technical assistance. Surveys were utilized to gather information from job seekers on the social, environmental and physical accessibility of the Missouri Job Centers. The feedback from these surveys was shared with each region's EO Officer. On-going evaluation and recommendations are made in partnership with Vocational Rehabilitation and the Division of Workforce Development to improve training and technical assistance for serving our customers with disabilities.

B. Customer Service Training

- Customer Service is an integral component of many jobs. For this reason, customer service training is available for staff and customers through workshops and/or on-line training options but it is also imbedded in how Job Center staff members interact every day with customers. Modeling desirable behavior can be very impactful. Key points to be reinforced through demonstration:
 - ✓ **Empathy, Patience and Consistency** – developing an ability to deal with all sorts of customers, whether they are irate, frustrated, full of questions or chatty.
 - ✓ **Adaptability** – able to handle surprises, sense a customer's mood and adapt accordingly.
 - ✓ **Clear Communication** – use of specific unambiguous language, maintaining a positive delivery.
 - ✓ **Work Ethic** – use of strong time management and prioritization skills ensuring all customers are provided timely assistance.
 - ✓ **Knowledge** – of Job Center products and the resources available.

7. Assessment

- To best assist customers in establishing goals and understanding the steps necessary to achieve those goals, it is necessary to know from what position they are starting. Initial assessment will be conducted to identify skill levels; which include literacy, numeracy, English language proficiency; aptitudes; abilities, to include skills gaps; barriers to employment and supportive service needs. Additional assessments will be available to evaluate interests, personality traits, etc.
- Specialized assessments, diagnostic testing, or in-depth interviewing may be utilized.
- A One-Stop Operator or One-Stop Partner will not be required to conduct a new interview, evaluation, or assessment of a participant if a recent interview, evaluation, or assessment was conducted by another education or training program and it is deemed appropriate.

8. *Support Services*

- Services such as transportation, childcare, dependent care, housing, and needs-related payments that are necessary to enable an individual to participate in activities authorized under WIOA may be made available as applicable.
- Efforts must be made to obtain supportive services through other programs providing such services, prior to approval for payment under WIOA.

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ADMINISTRATION

VII. Assurances

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

The West Central Region's Five-Year Strategic Plan has been made available for a thirty-day review and comment to the general public, businesses and industry, representatives of diverse populations, and representatives of local labor organizations. Notices of availability and the plan were posted on or before April 25, 2016, on the region's website at www.skillupmissouri.com in its entirety. A copy of the plan was also made available at the main office of the Workforce Development Board of Western Missouri, Inc., 3208 West 16th Street, Sedalia, MO 65301.

The Workforce Development Board is comprised of at least the minimum number of federally mandated agency partners, as well as the required number of private sector businesses partners to maintain a quorum. Currently the board retains a 58% private sector membership; 14 positions are filled with representatives of business across the thirteen region. The remaining 43%, or 10 individuals, represent mandated partners such as labor organizations, secondary and postsecondary education, community-based organizations, etc. The Planning and Operations Committee, Finance and Audit Committee, Personnel and Nominating Committee, and the entire board of directors are provided numerous opportunities to provide input and guidance during the development of the plan. On March 23, 2016, members of the Workforce Development Board, including private sector and mandated partners, local elected officials, and staff, discussed during committee meetings and the full board session the design of program activities, enhanced services to customers, services to youth, and the development of the four year strategic plan.

Many of the attachments to the Plan were developed as guiding documents through each program year and brought before the governing board committee(s) and the full board for discussion and finally, a vote of approval. Numerous other agencies provided input into the development of the plan through the provision of local information, identification of need, and program design and activities.

Full board review and approval of this Plan in its' entirety will be sought at the regularly scheduled board meeting on May 25, 2016. At that time the 30-day period for public review will have concluded, and DWD will be notified in writing of the vote of final approval by the full board. As active members of their respective communities and the board, board members continually assist the Chief Elected Officials and staff in designing appropriate services and operations that will best meet the needs of the Region.

VIII. Local Policies and Requirements

- A. SUPPORTIVE SERVICES—*Please include as **Attachment 2**, the Board's policy for Supportive Services to enable individuals to participate in Title I activities. This policy*

must address the requirements in [DWD Issuance 12-2010, "Statewide Supportive Services Policy."](#)

- Supportive Services shall be available to all West Central Region participants registered and participating in activities authorized under WIOA. Payments will be based on need and funding availability. Participants **must** be actively participating in approved services and be unable to obtain such supportive services through other means. Referrals to partner agencies within our communities including faith-based organizations, non-profits, clothes closets, women's shelters, United Way, Community Partnerships, the Salvation Army, and others may be made if Workforce Innovation and Opportunity Act (WIOA) resources are deemed inappropriate or if Title I funding is unavailable. Where more than one resource is available, the primary focus will be the coordination of benefits. Should other resources be identified, WIOA will be the last payee. Job Center customers that are not WIOA eligible are referred to partner agencies, including those listed above, for supportive services. Staff follow up is an important part of providing referrals to insure that customer needs are met. Each Job Center maintains a local "resource guide" of providers and their contact information.
 - ✓ Supportive services may include assistance with transportation, childcare/dependent care needs, emergency housing, and work-related tools, work attire/uniforms, testing fees, legal aid services and needs-related payments.
 - ✓ All supportive services will be provided in accordance with DWD Issuance 12-2010, Attachment 1 "Statewide Supportive Services Policy" or any subsequent DWD issuance addressing supportive services.
- **SEE ATTACHMENT 2**

B. ADULT—Describe the criteria to be used by the Board to determine whether funds allocated to a LWDA for Adult employment and training activities under WIOA sections 133(b)(2) or (b)(3) are limited, and the process by which any priority will be applied by the One-Stop Operator.

- The Workforce Development Board of Western Missouri, Inc., recognizes that funds provided under the Workforce Innovations and Opportunity Act through formula allocations may be limited for the Adult population at times. WIOA Section 133(b)(4) grants authority to the Local Workforce Development Boards (LWDB), with the Governor's approval, to transfer up to 100% of the annual allocations between the Adult and Dislocated Worker programs. This flexibility certainly provides the opportunity to deliver services to participants based on the customer flow of each region.
- In the event that the funds allocated to the West Central Region for adult employment and training activities are limited, priority for individualized career services requiring fully documented eligibility status and training services funded with the Title I Adult funds will be determined as follows:

- ✓ **First priority** will be given to veterans and other adults who are recipients of public assistance.
 - Veteran - an individual who served in active duty in the military, naval, or air service and was discharged or released under conditions other than dishonorable.
 - This includes full-time National Guard service. It also includes service with a Reserve component. In both cases, this must be active duty service, rather than training.
 - Spouses of eligible veterans are entitled to priority access.
 - Priority consideration is also recognized for the spouses of an eligible veteran who is missing in action, a captured POW, or a detainee of a foreign power.
 - Recipients of Public Assistance –an individual who receives, or in the past six months has received, or is a member of a family that is receiving, or in the past six months has received, assistance through the supplemental nutrition assistance program (SNAP), Temporary Assistance for Needy Families program (TANF), supplemental security income program (SSI), or State or local income-based public assistance.

- ✓ **Second priority** will be given to unemployed individuals who are not recipients of public assistance but low-income individuals who possess barriers to employment with those possessing a higher number of barriers being given preference over those with less barriers.
 - Low-income individual means an individual who:
 - Receives, or in the past six months has received, or is a member of a family that is receiving , or in the past six months has received, assistance through the supplemental nutrition assistance program (SNAP),temporary assistance for needy families program (TANF), supplemental security income program (SSI), or State or local income-based public assistance.
 - Is in a family with a total family income that does not exceed the higher of the poverty line or 70 percent of the lower living standard income level.
 - Qualifies as a homeless individual (Violence Against Women Act of 1994) or a homeless child or youth (McKinney-Vento Homeless Assistance Act).

- Receives or is eligible to receive a free or reduced lunch under the Richard B. Russell National School Lunch Act.
 - Is a foster child on behalf of whom State or local government payments are made.
 - Is an individual with a disability whose own income meets the requirements for cash payment or income level requirements as described above, but who is a member of a family whose income does not meet such requirements.
- The Workforce Development Board has determined individuals with the following barriers will be afforded priority of service status:
- School Dropout—an individual who is no longer attending any school and has not received a secondary school diploma or its recognized equivalent.
 - Basic Skills Deficient—an individual who 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 in society.
 - Limited English Proficiency—an individual who is unable to communicate in English (for a person whose native language is not English).
 - Parenting Teen—an individual who is currently a teen parent or became a parent prior to reaching age 20.
 - Lacks Significant Work History—an individual that has not worked full-time or part-time for the same employer longer than three consecutive months in the prior two-year period.
 - Long-term Unemployed—an individual who has not been employed for 15 out of the past 26 weeks, concurrently or consecutively, including those that have quit or were fired.
 - Older Individual—a person 55 years of age or older.
 - Ex-Offender—an individual who has a record of arrests or conviction of a misdemeanor or felony.
 - Unique cases as approved by authorized staff of the Workforce Development Board.

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

WIOA section 129(a)(1)(C)(VII) establishes that an eligibility criteria for In-School Youth (ISY) is “an individual who requires additional assistance to complete an educational

program or to secure and hold employment.” Please explain how the Board will define, identify, document, and serve youth participants meeting this eligibility criteria.

- The Workforce Development Board of Western Missouri, Inc. engages the region’s Youth Task Force and partner agencies to identify and reach the area’s neediest youth. Referrals and coordination of services are utilized to best meet the needs of local at-risk youth. Some of the Youth Outreach Partners include:
 - ✓ Missouri Job Center staff
 - ✓ Vocational Rehabilitation
 - ✓ Adult Education and Literacy
 - ✓ Area secondary schools/counselors
 - ✓ Housing Authorities
 - ✓ Family Support Division
 - ✓ Pathways Behavioral Healthcare
 - ✓ Probation and Parole
 - ✓ Drug Court
 - ✓ New Life Center
 - ✓ Golden Valley Door of Hope
 - ✓ Domestic Violence Shelters
 - ✓ Head Start
 - ✓ Birthright
 - ✓ WIC
 - ✓ Community Police Departments
 - ✓ West Central Missouri Community Action Agency
 - ✓ Missouri Valley Community Action Agency
 - ✓ Boys & Girls Club
 - ✓ Show-Me Christian Youth Home
 - ✓ Butterfield Youth Services
 - ✓ Community Centers and Youth Programs
 - ✓ Division of Youth Services
 - ✓ On My Own
 - ✓ New Haven
 - ✓ Chafee Foster Care Independence Program
- The Workforce Development Board will utilize WIOA eligibility guidelines to identify in-school (ISY) and out of school (OSY) youth.
- Youth will be identified via intake assessments conducted by WIOA staff and/or partner agency referrals.
- Eligibility and participation activity will be documented in the State-approved data base system with an individual case file retained in the Youth Program service provider office.
- The Workforce Development Board has defined the youth eligibility criteria for “requires additional assistance to enter or complete an educational program or to secure or hold employment” as an individual who falls into one of the following categories:
 - Has been or is at risk of becoming a statistic of one of the following:
 - Placement in substance abuse facility/alternative residential care/group home - This includes but is not limited to receiving services through facilities providing treatment programs for those

suffering from drug and/or alcohol addiction and mental health; supportive environments for youth in crisis such as those with backgrounds of abuse, neglect, abandonment and other unfortunate circumstances . Verification is obtained through referrals from partners such as Show-Me Christian Youth Home, On My Own, Pathways Behavioral Healthcare, Chafee Foster Care etc. Discharge documents or letters from counselors are also accepted.

- Behavior problems at school/truancy/family literacy problems/victim or witness of violence - Issues relating to behaviors at school or truancy are verified through school truancy officers, counselors and/or special education coordinators. DESE-recognized Individualized Education Program (IEP), Section 504 plan or behavior intervention plans are provided. Family literacy problems are often identified through AEL providers and/or high school counselors with grade level and IEP information. Exposure to violence is verified via police reports and domestic violence shelter referrals, when available.
- Repeated suspensions from an educational facility or employment situation– More than one suspension in any one year is verified through school truancy officers, attendance reports, or written suspension notification from employer.
- Second generation (or more) public assistance recipient - Verified through Family Support Division documentation.

- Have had three or more jobs in the last 6 months verified by payroll records.
- Youth who reside in an economically depressed rural area with limited opportunities for gaining work maturity skills and/or career exploration in their chosen field – Verified with the use of Labor Market Information (LMI) available from such sources as Missouri Economic Research Information Center (MERIC).
- Youth working but considered underemployed...working less than full time, working for minimum wage with no benefits or opportunity for advancement or needs employment in education-related field – Verified through paycheck stubs and school-related documentation such as certificates.
- The mix of services to be provided for each youth will be individualized. Eligible youth will be able to access program activities designed to enhance and improve their opportunities to complete education and training programs that will provide them with job readiness skills and competencies.

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

- The Disabled Veterans Outreach Program (DVOP) and the Local Veteran’s Employment Representative (LVER) are fully integrated into the region’s Missouri Job Centers. Each Job Center within the West Central Region follows the preference requirements of Public Law 107-288. Veterans will receive priority of service in programs for which they are eligible. Every effort is made to engage covered veterans and their spouses in the programs and services of the workforce system. All Title I contracts with program operators within the region include this language and expectations for serving veterans.

- Targeted outreach efforts are conducted at Whiteman Air Force Base (WAFB) on a monthly basis through the WAFB Family Resource Center.
- Individuals entering a Job Center in the West Central region will view signage posted throughout the facility to advise veterans of their priority of service status. Individuals may then self-disclose their veteran status or discuss such during the registration, intake and/or assessment processes.
- In compliance with WIOA law, the priority of provision of services in regard to veterans is established as follows: first to be served will be public assistance recipients and other low-income individuals who are also veterans. Among participants who are not public assistance recipients or low-income individuals, veterans will receive priority over non-veterans.
- When a customer is identified as a veteran or covered individual, printed materials are provided that detail their eligibility for and scope of available services.
- If available on-site, the veteran or eligible spouse may be referred to a Veterans Representative for further assistance, as applicable.
- The role of the DVOP/LVER staff will be to assist veterans with serious barriers to gain employment through intensified efforts coordinated with WIOA case management staff when the veteran is co-enrolled.
- Every staff member of a Missouri Job Center in the West Central Region is charged with promoting and supporting the Show-Me Heroes Program. The SMH program, in addition to promoting the hiring of veterans and recognizing the employers who do so, includes employment and training services, case management, placement and supportive services as needed for National Guard and Reservists returning from deployment, their spouses and separating active duty military personnel.

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

The following ITA funding limits apply per program year for a period of up to two years, but may be waived by the WDB after a determination of need, resources available, timeframe for completion, alternate funding sources for training/ITA providers, and other pertinent information.

YOUTH	Maximum of \$5,000/yr.
ADULT	Maximum of \$5,000/yr.
DISLOCATED WORKER	Maximum of \$5,000/yr.

F. INDIVIDUALS WITH DISABILITIES—Describe how the Board will ensure that the full array of One-Stop services is available and fully accessible to all individuals with disabilities. In particular, identify those resources that are available in the Board’s Products & Services Box to assist in the provision of these services.

- The WDB Methods of Administration ensure that all One-Stop services are available and accessible to individuals with disabilities through assistive technologies and the availability of brochures and other materials in multiple formats. The local EO Officer monitors for assurances of full programmatic and architectural accessibility annually.

In an effort to broaden the composition pool of those considered for participation in programs and activities, DWD has made region-specific demographic information

available to the Workforce Development Board of Western Missouri, Inc., to aid in reaching out to those with Limited English-language proficiency (LEP), and has utilized assistive technology available through the Job Centers to make services available to individuals with disabilities. The Workforce Development Board and its partners work together to provide persons with disabilities navigation through the Next Generation Career Center system. The region is committed to providing the disabled community a conduit to training, employment, and supportive services.

- Each Job Center in the region is required to maintain specific Assistive Technology including: Window Eyes Screen Reader, Zoom Text, Big Keys LX Keyboard, Trackball Mouse, Phone Amplifier, Ubi Duo (Face to Face Communication), TTY, and Relay Service. Missouri workforce partners receive support in the form of technical assistance and equipment on request from the Equipment Technology Consortium. This partnership has been valuable in ensuring services provided to customers with disabilities are as effective as those provided to other customers. All equipment is utilized when assisting customers with Products and Services (individually and during group participation) to ensure service delivery is effective and beneficial to the customer. Additional resources for Job Center staff include: access to a Language Line and American Sign Language Interpreters.
 - The ASL (American Sign Language) Interpretation Service is available upon request at no charge. Customers in need of ASL Interpretation Services may contact the nearest Missouri Job Center by phone/TTY using Missouri relay 7-1-1 to request this service for upcoming visits. Job center team members ensure all customers who disclose their disability, special needs or limitations are directed to product box websites for additional assistance/resources. Recruitment brochures and other materials are distributed or communicated electronically as well as in written and/or oral form to staff, clients, and the general public to identify the WIOA Title I financially assisted programs or activity in question as an “equal opportunity employer/program.” They also communicate that “auxiliary aids and services are available on request to individuals with disabilities.”
 - Additionally, WDB has made available a guide to *Assuring Equal Access to Job Seekers with Disabilities in Missouri’s One-Stops*, which details applicable legal requirements, access standards and implementation steps; and the Accommodation Policy is posted on the region’s website.
- G. ONE-STOP SERVICES—*Describe how the Board will ensure that the full array of One-Stop services is available to all individuals with limited English proficiency. In particular, identify those resources that are available in the Board’s Products & Services Box to assist in the provision of these services.*
- WDB has taken specific steps to broaden the composition of its participant pool to include individuals with Limited English Proficiency (LEP). Consistent with DWD Issuance 06-2014, a Limited English Proficiency (LEP) person is someone who is not able to speak, read, write, or understand the English language at a level that allows him/her to interact effectively with WDB/Job Center staff.

- WDB has conducted LEP training to ensure that all staff and partners are knowledgeable and capable of providing services to LEP individuals and that they adhere to DWD Issuance 06-2014 regarding Providing Meaningful Access to Services for Individuals with Limited English Proficiency (LEP). WDB has requested that each Job Center identify all staff and partners in the region who are fluent in more than one language. Access to over-the-phone language services is provided in more than 170 languages and “I Speak” cards are posted near the welcome area in each Job Center. Additionally the West Central Region developed a Language Access Plan to ensure meaningful access to programs, services and activities for all customers with limited English Proficiency.
- Language barriers will be assessed by a task force made up of MO Job Center staff, WDB staff, ESL teachers, employers and representatives from community agencies who serve LEP persons.
- The initial implementation of local outreach activities will begin in the coming year from the MO Job Center in Sedalia with the Spanish speaking population. The MO Job Center contract staff member who is bilingual (Spanish/English) will be utilized in the process. Outreach flyers will be created in both English and Spanish and will be posted in ethnic groceries, medical clinics, laundromats, and social service agencies. This Outreach Plan will be expanded to other counties as well.
- WDB is committed to making its services available to LEP persons as part of its mission “to ensure equal access to all WDB programs, services, and activities.” Based on this commitment, WDB makes every attempt to meet the needs of their customers by ensuring universal access to their programs and activities for all eligible individuals. The following are effective practices with regard to providing universal access to programs and facilities:
 - ✓Employ staff who are bilingual
 - ✓Provide bilingual signage, web resources, and other materials
 - ✓Coordination of services with AEL and the English Literacy and Civics Education Program
 - ✓Applicable brochures, flyers and forms translated for LEP persons
- All customers, regardless of their Limited English Proficiency (LEP) receive, free of charge, the assistance necessary to afford them meaningful access to the programs, services and information of the Missouri Job Centers. Language barriers will be identified and strategies will be developed to overcome such barriers which may include coordination with the local community college’s ELL or Citizenship classes.
- The Missouri Division of Workforce Development (DWD) distributes to the region the following materials in Spanish: DWD-PO-72, DWD-PO-79 (both Dislocated Worker –Rapid Response); DWD-100, Complaint and Grievance Guide; - DWD PO-319, Migrant Seasonal Farm Worker; - DWD-101, Discrimination Complaint Form; and the DWD-102, “EO is the Law Poster.”
- The West Central Region’s Equal Opportunity (EO) Officer routinely reviews existing policy and procedures to determine necessary updates in populations served through the Job Centers. Use of family members, friends, or other informal interpreters’ present

ethical and other privacy complications. For this reason, the Region utilizes other resources to provide appropriate translation services. Currently, Spanish is the most common non-English language spoken in the region. Resources and activities that are part of the region's Products & Services Box include:

- ✓ A professional telephone interpreting service
- ✓ Resources in a different language
- ✓ Bilingual Staff
- ✓ Missouri Migrant Education English Language Learning
- ✓ Community Service Referrals

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

The West Central Region embraced the NGCC model of integration from very early in the planning and implementation phases. As NGCC re-configured the job centers away from the “program silo” approach of service delivery of the past, the West Central Region’s Workforce Development Board decided to move away from the typical contracted program service provider concept to a new “staff only” type of contracting. Through a re-defined Request for Proposal (RFP), staff members were hired to join current Wagner-Peyser staff assigned to Welcome, Skills and Jobs Teams along with the regional Business Services Team. The team approach with functional leadership provides the spirit that drives the true integration being realized. All team members continue to receive on-going training in their areas of responsibility as well as being cross-trained for other team functionality. In addition to WIOA Title I (Adult, Dislocated Worker and Youth programs) and Title III (Wagner-Peyser) team members, the West Central Region has been expanding the integration of services through stronger ties and co-enrollment opportunities with Title II (Adult Education and Literacy programs) and Title IV (Vocational Rehabilitation programs) partners. Collaboration in meeting the needs of our common customers means a broader range of wrap-around services, more efficient use of limited funding, stronger delivery models, more effective case management, a cooperative approach to meeting employer needs, and a sense of support as each partner contributes their resources and talent in assisting customers along their chosen career pathway.

I. TRAINING EXPENDITURE RATE / LOCAL CRITERIA FOR TRAINING RECIPIENTS—*Provide your Board’s proposed training expenditure rates for both the Adult and Dislocated Worker regular formula fund allocations. In addition, describe the local process for determining who will receive training under the NGCC initiative.*

- The West Central Region will provide training opportunities for those individuals in need of training services to obtain employment that leads to economic self-sufficiency. The Workforce Development Board anticipates utilizing approximately (20%) twenty percent of the Adult and Dislocated Worker formula funded allocations on training level activities. This percentage is based on historical data and the Board’s past opportunities to access other funding sources to serve Adults and Dislocated Workers in the region. For example, in PY 15 the WDB spent approximately 28% of their Adult and Dislocated Worker formula funds on training level services. During the same time period, the WDB

utilized NEG-JD MO-40, Dislocated Worker 25% and Show-Me Heroes funding to support training level services totaling an additional \$224,970. The Board remains open and receptive to identifying the best mix of funding streams available to best serve the region's target populations. In absence of these additional funding opportunities, the Board would re-assess the percentage of Adult and Dislocated formula funds to be utilized for training level services for the time period in question.

- Adherence to the priority of service policy will be upheld, which includes veterans, youth, seniors, ex-offenders, and low-income individuals. While neither WIOA nor the Workforce Development Board requires a progression of services in order to access training level services, it has been determined that to better assess the preparedness of participants for training level activities, customer engagement in career level services will be evaluated. Participation in workshops such as financial literacy, National Career Readiness Certificate (NCRC) assessments, interest inventories and any remediation efforts may be considered when determining readiness. Other considerations include current transferrable skills, past training, past performance, assessment results, employer expectations, growth potential for jobs related to the placement or area of study are also factors evaluated. Members of the NGCC Skills Teams and Functional Leaders will identify and recommend to the Workforce Development Board, for final approval, those participants they deem eligible and appropriate to move into training level services. These individuals must be appropriate for, in need of training services, and have the skills and qualifications required to successfully participate in the selected program of training that is linked to employment opportunities in the local area. Such due diligence makes it possible to support as many local customers as possible with the available funding.

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

The WDB coordinates workforce activities with the Missouri Department of Elementary and Secondary Education (DESE) Title II providers of AEL in the local region. State Fair Community College and Nevada R-V School District are the current providers of AEL in the thirteen counties of the West Central Region. Coordination includes referrals to AEL of individuals in need of remediation in a specific subject or the earning of a high school equivalency. AEL refers individuals to the Job Centers for labor market information, workshops related to job seeking, and eligibility determination for training program funds. AEL in the West Central Region has received funding to participate in a statewide pilot project, called Transitions in Partnership (TIP) to connect students with core and required partners, local employers, and post secondary institutions. A dedicated case manager/job coach will be responsible for facilitating these connections to enhance student success. The pilot will run through Fiscal years 2016 and 2017, with a final report to develop best practices that will be shared with all WIOA partners.

Also included is the alignment-review process required by WIOA law. A review will be conducted of the applications to provide adult education and literacy activities under

Title II for the local area to determine whether such applications are consistent with the local plan; and making recommendations to promote alignment with the plan such as concurrent enrollment in programs and activities under Title I; serving individuals in the region most in need of AEL services such as individuals with low levels of literacy skills, English language learners, eligible individuals with disabilities - including those with learning disabilities.

- K. **TITLE IV: VOCATIONAL REHABILITATION/REHABILITATIVE SERVICES FOR THE BLIND (VR/RSB)**—Title IV of the Rehabilitation Act includes both VR/RSB programs. *Describe how the Board will coordinate workforce development activities with these programs. Boards are encouraged to develop a subcommittee on disability services. Describe the partnership with these agencies as this subcommittee is developed.*

The Workforce Development Board and the Missouri Job Centers are currently in different stages of development in our partnerships with Vocational Rehabilitation (VR) and Rehabilitation Services for the Blind (RSB) in the West Central Region.

Vocational Rehabilitation staffs two offices in the region; one in Sedalia and one in Nevada where the office is co-located in the Job Center building. The supervisor in Sedalia represents VR on the Workforce Board and sits on the Planning and Operations Committee which oversees all services provided through the Next Generation Career Center model. The Planning and Operations Committee will also be charged with addressing how services to individuals with disabilities will be delivered. The Sedalia VR Supervisor was also instrumental on the Leadership Team for the region's Sector Strategies initiative.

Our partnership with Rehabilitation Services for the Blind is in the formative stages. RSB directs services in the West Central region through two offices; one in Kansas City North which serves nine of the West Central region's counties and one located in Springfield which serves four of our southern counties.

VR and RSB already have a cooperative agreement in place to serve individuals who are Deaf-blind which provides the opportunity for each agency to serve individuals with multiple disabilities by taking advantage of the skills and expertise within each agency, while at the same time, utilizing the resources of both agencies to the best advantage.

The Workforce Development Board is eager to join, strengthen and improve our commitments to these partners through the development of a Memorandum of Understanding (MOU) with each entity. The MOUs will address referral processes, coordination of services, cross-training to improve staff development, sharing of job leads, placement assistance, etc. It is through these collaborations that we will be able, as a team, to provide seamless, coordinated services to our common customers.

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

The Workforce Development Board agrees with the US Department of Labor that registered apprenticeship is an effective "earn and learn" model with a long history of industry support

and involvement. The critical strategies that are called for in WIOA, such as sector strategies and career pathways, are at the heart of the apprenticeship model.

The combination of on-the-job learning with job-related instruction - while earning a wage is very attractive to job seekers with a need to produce income to support self and often families. Opportunities for apprenticeships have expanded over the years from mainly construction and building trades to now include careers in healthcare, information technology, transportation, and energy. What once was viewed as a union-based activity has now grown to also include Registered Apprenticeship sponsors such as employers, community colleges and universities, workforce development boards, industry associations, and the military. There are currently 274 Registered Apprenticeship job classifications listed in twelve of the region's thirteen counties. While these job classifications do not reflect actual job openings at this time, it does represent the availability of Registered Apprenticeship sponsors for area positions. Many of the Registered Apprenticeship programs noted are located in larger population centers such as Kansas City, St. Louis, Springfield and Columbia; however, there are seven training sponsors located in the West Central Region. The Workforce Development Board will continue to seek out partners interested in expanding the availability of registered Apprenticeship programs available in the local area.

As WIOA puts more focus on Registered Apprenticeships, the need for pre-apprenticeship training becomes more obvious. This need was validated recently at a meeting with a local Electrical Registered Apprenticeship Program trainer (a new WDB Board member) where a disappointing, but common statistic was shared. The last local Electrical Apprenticeship class started with 17 individuals but only three were able to complete the course - due mainly to difficulties with work applications involving math. For this reason, the Board, the Division of Workforce Development, State Fair Community College, and labor representative(s) are currently researching the development of a pre-apprenticeship program to enhance the readiness of our job seekers to enter Registered Apprenticeship programs. Collaboration between pre-apprenticeship programs and the Job Centers of the West Central Region will play a valuable role in preparing entry-level workers for Registered Apprenticeship careers while contributing to the development of a diverse and skilled workforce.

IX. Integration of One-Stop Service Delivery

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

- A. ASSESSMENT OF ONE-STOP PROGRAM AND PARTNERS—*A description of how the Board will ensure the continuous improvement of eligible providers of services through the system and ensure that such providers meet the employment needs of local employers and participants;*

The Workforce Development Board realizes the quality of job center staff directly impacts the quality of services provided to our Missouri Job Center customers. To that end, the Board opted to secure the most talented individuals available to deliver services through the Next Generation Career Centers in our region. Utilizing an alternative Request for Proposal (RFP) design option, the Board changed from contracting for

specific program services to contracting for staff dedicated to delivering all services through a team approach. Training is on-going with attention to utilizing subject matter experts through various delivery modes to support continuous improvement for all team members within the Job Centers.

To ensure continuous improvement of eligible providers of services through the system and to ensure that all providers of service meet the employment needs of local employers and our participants, the Workforce Development Board will remain diligent in monitoring and evaluating the effectiveness of such service provision. Performance and consumer report information will be evaluated through DWD's Continuous Improvement Review Team, the local Job Stat Team, Functional Leaders, Business Services Team, Toolbox 2.0, MoPerforms, One-Stop Certification process and customer surveys. Data to be considered includes number of enrollees, number of people exiting, completers, placements, wages at placement, retention, costs, timeliness of services, scope of value-added services, customer service feedback, etc. Any areas of concern will trigger prompt corrective action and technical assistance.

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

- 1. MEMORANDUMS OF UNDERSTANDING (MOU)—A copy of each MOU between the Board and each of the One-Stop partners (or one “umbrella” MOU for the same purpose) concerning the operation of the One-Stop Delivery System in the LWDA. Include as **Attachment 3** an updated copy of the MOU with current signatures and dates; if available for Plan submission (DWD requires the MOU to be submitted to the State by July 1, 2016). Missouri Job Centers must ensure that equal access to employment and training services are provided to the farm workers and agricultural employers in their LWDA. See DWD Issuance 12-2015 https://jobs.mo.gov/sites/jobs/files/dwdissuance12-2015_12232015.pdf. (See **Infrastructure Cost Sharing note in section 3 on page 9.**)**

ATTACHMENT 3 will be included in the Local Plan submission to the state per July 1, 2016 deadline. An “umbrella” MOU with attachments per each partner is currently being negotiated. A description as to how each partner will strengthen their integration of services so that it provides a more seamless system will be included.

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

The Workforce Development Board cooperates with the State Agricultural Employment Services staff and the United Migrant Opportunity Services (UMOS) program in regard to services in the West Central Region. According to the Missouri Economic Research

and Information Center (MERIC), nine of the thirteen counties in the region are considered to have a high degree of specialization in agriculture. At least four of the counties show greater than seven organic farming operations in the county and the trend is expected to increase. The Next Generation Career Centers in the West Central Region are striving to provide unduplicated/integrated services across all programs with accommodations being made whenever possible to engage agricultural workers and business owners in value-added services. The Job Centers provide a full range of employment services, benefits and protections to include the full range of counseling, testing, job and training referral services to the populations served by these two programs.

SEE ATTACHMENT 3

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

SEE ATTACHMENT 4

- C. PLANNING PROCESS AND PARTNERS—*The expectation is that the Board will involve business, organized labor, local public officials, community-based organizations, WIOA service providers, and other stakeholders in the development and review of this Plan. Describe the plan-development process, including how input for the Plan was obtained by all the partners involved in the MOU.*

The Planning and Operations Committee, Finance and Audit Committee, Personnel and Nominating Committee, and the entire board of directors are provided numerous opportunities to provide input and guidance during the development of the plan. On March 23, 2016, members of the Workforce Development Board, including private sector and mandated partners, local elected officials, and staff, discussed during committee meetings and the full board session the design of program activities, enhanced services to customers, services to youth, and the development of the four year strategic plan.

Many of the attachments to the Plan were developed as guiding documents through each program year and brought before the governing board committee(s) and the full board for discussion and finally, a vote of approval. Numerous other agencies provided input into the development of the plan through the provision of local information, identification of need, and program design and activities.

Full board review and approval of this Plan in its' entirety will be sought at the regularly scheduled board meeting on May 25, 2016. At that time the 30-day period for public review will have concluded, and DWD will be notified in writing of the vote of final

approval by the full board. As active members of their respective communities and the board, board members continually assist the Chief Elected Officials and staff in designing appropriate services and operations that will best meet the needs of the Region.

X. Administration and Oversight of the Local Workforce Development System

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

The One-Stop Operator for the three comprehensive One-Stop Centers in the West Central Region is Preferred Family Healthcare, Employment/Workforce Services. The method utilized to select the One-Stop Operator was a competitive bid process as outlined in the Workforce Development Board's procurement policy.

The contract for One-Stop Operator(s) is due for re-bid again in the spring of 2017, with the successful bidder to be in place by July 1, 2017. The competitive bid process approved by the Workforce Development Board will be utilized in designating the successful bidder.

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

SEE ATTACHMENT 5

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

SEE ATTACHMENT 6

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

The Chief Elected Officials do not have an agreement document but do operate under the CEO By-Laws.

SEE ATTACHMENT 7

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

SEE ATTACHMENT 8

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

SEE ATTACHMENT 9

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PROGRAM ACTIVITIES

The core programs partners in Missouri are:

- Adult program (Title I of WIOA);
- Dislocated Worker program (Title I);
- Youth program (Title I);
- Adult Education and Family Literacy Act program (Title II);
- Wagner-Peyser Act program (Wagner-Peyser Act, as amended by Title III);
- Vocational Rehabilitation (VR) program (Title I of the Rehabilitation Act of 1973, as amended by Title IV); and Missouri Vocational Rehabilitation—General Rehabilitation Services for the Blind;
- Temporary Assistance for Needy Families (TANF) program (42 U.S.C. 601 et seq.);

In addition to the above, the Combined State Plan partners include:

- Employment and Training Programs under the Supplemental Nutrition Assistance Program (SNAP; Programs authorized under Section 6(d)(4) of the Food and Nutrition Act of 2008 [7 U.S.C. 2015(d)(4)]);
- Community Services Block Grant (Employment and training activities carried out under the Community Services Block Grant Act [42 U.S.C. 9901 et seq.]); and

XI. Service Delivery

A. One-Stop Service Delivery Strategies

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

Many job seekers looking for employment opportunities in the West Central Region depend on the staff and resources they find at one of the local Missouri Job Centers. Service delivery is a process based on staff actively working with a customer to identify job or career goals, researching the required skill sets for desired position(s), and connecting customers to other products to assist with deciding which options to pursue in order to realize their goals.

Workshops are available at all Job Centers in the region, covering many topics relevant to the customers being served. Topics are added and customized based on the need of our clients. Workshops such as Career Exploration, WIOA 101, Skills-To-Pay the Bills, and FASFA Completion, etc. help broaden a customer's perspective when making career choices.

Assessments provide a means to measure a job seeker's skills, knowledge, abilities, strengths, and interests. Talify is utilized as well as O*Net which provides multiple assessment tools such as Ability Profiler, Interest Profiler, and Work Importance Locator. The earning of a National Career Readiness Certificate verifies to employers anywhere in the United States that applicants have the essential core employability skills in Reading, Math, and Locating Information. The level of certificate earned can be associated with jobs profiled in ACT's database. A customer striving for a higher level position may access remediation software to refresh or build their skills.

The online Missouri Economic Research and Information Center (MERIC) is available to research local employment dynamics and labor market information. Job development and placement efforts utilize local level data to assist clients in making informed choices regarding their career paths by providing wage data, turnover rates, current vacancies and positions with projected growth.

For those customers interested in Occupational Skill Training/Classroom Training, the Eligible Training Provider System is accessible via the jobs.mo.gov website. Information such as costs and performance data is available for all WIOA-approved training providers and courses of study.

B. Adults and Dislocated Workers

1. *Provide a description and assessment of the type and availability of all Adult and Dislocated Worker employment and training activities in the LWDA. Please include how the Board uses products and services, such as workshops, assessment products (KeyTrain, WorkKeys/National Career Readiness Certificate [NCRC], Talify, etc.) and jobseeker skills products (such as Optimal Résumé, etc.), to engage customers and assist with their re-employment efforts.*

Re-employment of Adult and Dislocated Workers will be accomplished through engaging clients through career and training level services as eligibility, appropriateness, and funding dictates. It is the goal of each Next Generation Career Center staff member to ensure customers leave the Job Center a better job applicant than when they walked in. To this end, staff-supported services will be emphasized and Missouri Job Center services will be continuously promoted as Product and Services Box offerings expand. Available employment and training activities include: eligibility determination; outreach, intake, and orientation to the information and services available through the one-stop delivery system; initial and specialized assessments including literacy, numeracy, English Language proficiency, aptitudes, abilities and supportive service needs; labor exchange services, job search and placement assistance; workshops, employment statistics information; performance information and program cost per eligible providers of training; local performance information; provision of information regarding filing claims for unemployment compensation; development of an individualized employment plan; short term pre-vocational services; adult work experience, occupational skills training; on-the-job training; skill enhancement services; adult education and literacy activities; retention assistance; and follow-up.

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

While neither WIOA nor the Workforce Development Board requires a progression of services in order to access training level services, it has been determined that to better assess the preparedness of participants for training level activities, customer engagement in career level services will be evaluated. Participation in workshops such as financial literacy, National Career Readiness Certificate (NCRC) assessments,

interest inventories and any remediation efforts may be considered when determining readiness. Other considerations include availability of jobs in the area that match the current educational credentials of the customer (as evidenced via open local job orders), current transferrable skills, past training, past performance, assessment results, employer expectations, growth potential for jobs related to the placement or area of study are also factors evaluated. Team members and Functional Leaders will identify and recommend to the Workforce Development Board staff designee, for final approval, those participants they deem eligible and appropriate to move into training level services.

WIOA funding for classroom training is made available to customers who:

- Exhibit the need and aptitude for additional training to obtain employment that provides a self-sufficient wage;
- Are unable to obtain grant assistance or other federal and/or state sources to pay for all or part of the cost of training;
- Require funding assistance beyond that which is available through other grant sources.

Coordination of funds will be required when Higher Education Act (HEA) Title IV financial assistance such as Pell Grants is available to WIOA training-eligible customers. The customer may enroll in WIOA-funded training while his/her Pell Grant application is pending. Participation in a WIOA-funded training program shall not require participants to apply for student loans or incur debt as a condition for participation. Should the student decide to apply and receive student loans to assist with living expenses, etc. while attending training, a Funding Use Statement may be required if the loans are applied to the student account prior to the Pell Grant and WIOA funds to document there was a need at the time the student applied for WIOA assistance. At no time will the customer receive payment of WIOA funds as part of a remaining credit balance.

Training services shall be provided in a manner that maximizes customer choice in the selection of an eligible provider. The Eligible Training Provider System (ETPS) may be accessed through the jobs.mo.gov website to identify WIOA-eligible training providers, WIOA-approved courses, costs associated with training, program descriptions, completion rates, wage expectations, etc. The Workforce Development Board will make every effort to identify new and emerging sector strategies within the local labor market. Requests for approval of new training providers and specific curriculum will be made to the DWD ETPS Coordinator whenever such sectors show a sufficient, in-demand need. Refer to *Local Eligible Training Provider Selection Policy*.

Use of WIOA funds in the West Central Region will be targeted to “approved courses” with completion timeframes within a two-year period, unless otherwise approved by the Executive Director of the Workforce Development Board on a case-by-case basis. This could be a certificate earned in one year or less, a two year associate degree, the last two years of a bachelor’s degree program or the first two years of a registered apprenticeship program. It is not the intent of the Workforce Development Board to fund degrees beyond that of bachelor’s level or to fund training for individuals already possessing credentials sufficient to obtain employment in skill areas representing job

openings. The Executive Director will approve and inform the Planning and Operations Committee of the Workforce Development Board of any exceptions to this policy due to extraordinary circumstances. All funding considerations will be based on participant's county of residence, funding source and availability, program eligibility, assessment results, the participant's ability to complete requested training, and areas of study related to jobs with an A or B grade per MERIC data. Jobs representing grades below A or B for the area will require additional review. One-stop Job Center staff will utilize locally-developed forms in the request for funding, approval and payment processes.

Exceptions to the use of ITAs will only be made in the following instances:

- When the training services provided are On-the-Job training or Customized Training programs.
- When the training is less than 40 hours as described under Missouri's Eligible Training Provider Certification.
- When a vendor relationship exists (short-term training is available to the general public and is purchased by the WDB for specific purposes.)
- When the WDB determines there is a short-term training service of demonstrated effectiveness offered in the area by a community-based organization or other state or federal agency to serve special customer populations that face multiple barriers to employment. Individuals with multiple barriers to employment may include those who are low-income with substantial language or cultural barriers, ex-offenders, those who are basic skills deficient, and/or homeless individuals.

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

Worker Profiling and Reemployment Services is an early intervention strategy for those individuals most likely to exhaust their UI benefits. The NGCC staff, both partner and DWD, engage them through the welcome, skills and/or jobs functional teams where they are able to access all products and services offered such as workshops designed to assist with resume preparation, job search, labor market information, etc., and on-line skills tools and national skills assessments designed to assist with their reemployment.

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

The West Central Region has a history of promoting the use of the OJT as a means of serving customers. The job seeking customer and the employer as customer, both reap the rewards of on-site training customized to the individual's background and experience and the company's specific procedures for conducting their business.

The West Central Region's Business Services Team is the foundation of all outreach and job development within the region with work-based training and the OJT program being a cornerstone. The Business Services Team includes local and state

Business Services Representatives, Veteran’s representatives, Functional Leaders and members of the Jobs Team from each of the three comprehensive job centers in Nevada, Clinton and Sedalia. Promotion of OJT is accomplished through face-to-face meetings with employers, preparing mass marketing campaigns, conducting business surveys, making telephone cold calls, and monitoring Toolbox for potential matches for specific job orders. OJT is used to also enhance job placement for Occupational Skill Training students upon completion of school.

The West Central Region is comprised of thirteen counties but is divided into three internal service areas for the purposes of rapid response, outreach, job development, business services, and public relations, etc. This local configuration allows **each** Job Center within the region to develop a close working relationship and rapport with their community business and industry customers within an assigned area. In the event a large project is identified, the Business Services Team members from one area of the region are able to easily provide back-up assistance to another area of the region. It is a goal of the West Central Region to have local businesses look to their local Missouri Job Center for all their workforce needs, whether it be hiring or in cases of lay-off. As these relationships continue to be forged, county commissioners, local economic developers, human resource managers, postal workers, mechanics, shop clerks, neighbors, etc.; become part of an informal yet highly effective network that provides early information on job openings, company expansions, training issues, etc. Utilization of such a grassroots intelligence system allows the Next Generation Career Center Teams to move into action rapidly to meet employers’ needs.

5. *Explain the Board’s strategies for increasing the attainment of credentials, degrees, and certificates by participants in your LWDA and any accommodations you have made to make attainment easier (i.e., collocation of AEL centers, extended hours, etc.). In addition, please describe the Board’s approach to ensuring every Missouri Job Center customer has the opportunity to take the WorkKeys assessments and obtain a NCRC. This should include how the Board collaborates with the local community college(s) in the LWDA to provide space and/or proctoring services for WorkKeys assessments on an as-needed basis.*

The Missouri Job Centers of the West Central Region continue to focus on increasing the number of customers accessing skill development and training services to facilitate their involvement along their career path.

There are Adult Education and Literacy locations in the majority of the counties within the region, with many offering extended hours.

To strengthen the positive effect of customer choice, all customers of the NGCC will be afforded the opportunity to know their skills and improve their skills in order to secure positions offering a wage supporting self-sufficiency or better. The opportunity to know their skills is provided through various assessments and earning National Career Readiness Certification (NCRC). Improving their skills is possible through work-based learning opportunities and earning recognition for

their skill levels through attainment of diplomas, credentials, degrees, and certificates.

The Workforce Development Board and State Fair Community College are partners to a Memorandum of Understanding (MOU) regarding NCRC group testing, campus space, and proctoring support.

Supportive services are provided to assist participants in staying engaged in their training. Co-enrollment and co-support is achieved through cooperation of multiple agency partners.

C. Employment Transition Team

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

The Employment Transition Team (ETT) consists of state-level Coordinators assigned to specific regions to act as the single point of contact for activities in response to disasters, mass layoffs, plant closings, or other events that precipitate substantial increases in the number of unemployed individuals in the area. Their role is to prevent or minimize the impact on workers, businesses, and communities.

Communication among the ETT Coordinator, WDB Executive Director, Missouri Job Center Functional Leaders and the West Central Region's Business Services Team members is crucial to responding quickly and in a seamless fashion. The Business Services Team members have established relationships with many of the local businesses and are able to provide early warning of potential layoffs and early intervention opportunities. The ETT Coordinator ensures the local region is aware of any pending layoffs, the layoff schedule, the number to be laid off and the occupations affected. The size of the layoff, the timing, and the employer's schedule will determine whether worker meetings will be conducted as on or off site events.

Designated Missouri Job Center staff will assist the ETT Coordinator by attending ETT meetings and cover the MJC services portion of the presentations; as well as participate in on or off site services such as resource fairs, registration events, delivering ETT informational packets, providing informational flyers, etc.

D. Youth

WIA Youth Councils are not continued under WIOA. WIOA allows for redesignation of an existing Youth Council as a Youth Standing Committee if its membership and expertise meets the WIOA requirements [(WIOA sec. 107(b)(4)(C)]. Please document whether the Board will designate a Youth Standing Committee. If a Youth Standing Committee is not

designated, then the Plan needs to state that the Board is not using a Standing Youth Committee. Whether the Board retains responsibility and oversight of Youth services or a Standing Committee is established, the Board should describe how the Board or Youth Standing Committee will meet the requirements of 20 CFR 681.100–681.120, as proposed.

1. *Describe the composition of the Youth Standing Committee (if designated) and its participation in the design of Youth services in the LWDA; the development of the Plan relating to Youth services; its role in the procurement of Youth service providers and recommending eligible Youth providers to the Board, ensuring the 14 elements are a part of the services planned and conducting oversight with respect to eligible Youth providers of Youth activities and the procurement of Youth service providers. [\(See DWD Issuance 16-2014, "WIOA Standing Youth Committees Requirements," July 1, 2015.\)](#) Also, provide information regarding the Youth Standing Committee meetings, such as any core agenda items that would be included, and the planned meeting schedule (i.e., the first Tuesday of every quarter, etc.).*

WIOA does not require the Youth Councils established under the Workforce Investment Act (WIA). However, the Workforce Development Board opted to continue utilizing a Youth Standing Committee called the Youth Task Force which reports to the Board's Planning and Operations (P&O) Committee. The P&O Committee is responsible for oversight of all program/operational issues in the region with the Youth Task Force being responsible for focusing on all youth-related program/operational issues and making recommendations to the P&O Committee which in turn reviews and makes recommendations to the full Board.

The Youth Task Force is an advisory group designated to focus on the region's local youth workforce system on behalf of the Workforce Development Board. The composition of the West Central Region's Youth Task Force includes key partners engaged in services to youth and/or interested parties invested in the future of our local youth. Specifically, the Chairperson of the group is a private sector member of the WDB who also serves on the Planning and Operations Committee. Other Task Force members include additional private sector employers, a County Commissioner, an Adult Education and Literacy Director, a member of the juvenile justice system, representatives of human services and/or agencies specializing in youth, Job Corps, and a parent of a WIOA- eligible youth. Every effort is made to encourage participation by a previous program participant or other young person able to provide input and feedback on program design and services offered. This last position tends to revolve with several youth rotating in and out of attendance based on their schedules, interests and life circumstances.

The Youth Task Force meets on the same morning as the regularly scheduled full Workforce Development Board meetings, which is the fourth Wednesday of every other month.

Core agenda items of the Youth Task Force meetings generally include:

- ✓ Sub-contractor reports - Discussions regarding the counties within the service area and issues that are facing the youth within those counties. Possible solutions to any issues, especially through the fourteen program elements, are explored

- ✓ Sharing of youth job leads
- ✓ Discussion of performance measures and contractual benchmarks
- ✓ Additional funding opportunities that may be available to assist in leveraging resources
- ✓ Review of new Issuances, as applicable
- ✓ Status of grant award(s) as necessary
- ✓ Upcoming events and activities

The involvement of the Youth Task Force occurs on several levels:

- ✓ Increase awareness of important youth issues to communities, local decision makers, employers, educators, etc.
- ✓ Participate in outreach strategies such as presentations to business, civic, faith-based, and community-based organizations
- ✓ Provide input to WDB strategic planning efforts in areas impacting the eligible local youth population
- ✓ Maintain a data base of youth providers
- ✓ Provide input on scope and timelines of Requests for Proposals (RFPs)
- ✓ Participate on RFP evaluation team
- ✓ Make recommendations to the Workforce Development Board's Planning and Oversight Committee regarding the awarding of grants for youth programming
- ✓ Provide leadership and oversight regarding performance, quality of deliverables, and continuous improvement
- ✓ Assess and align resources in the region to support youth employability, cultural enrichment, and leadership development
- ✓ Broaden the youth employment and training focus in the area to incorporate economic development
- ✓ Coordinate the youth activities that are authorized by the WIOA establishing linkages with other organizations that serve youth
- ✓ Promote and celebrate accomplishments/achievements/successes of local youth

2. *Provide a description and assessment of the types and availability of Youth activities in the LWDA, including an identification of successful providers of such activities. This description should include:*

Activities are designed for youth of the region through a comprehensive approach to enhance the success of youth and young adults in the workforce. The fundamental principles emphasized in WIOA that are supported regionally include career exploration and guidance, occupational skills training in in-demand fields, quality work experiences, career pathway development, post-secondary education and apprenticeships.

- a. *How the Youth activities in the LWDA are developed to ensure the 14 program elements are available within the LWDA;*
Every youth participant receives case management. The activities offered and services received will be driven by the goals, strengths, and barriers identified in their Objective Assessment and addressed through the joint-development of an Individual Service Strategy.
- 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 14 elements required under WIOA to be made available to youth are offered as follows in the region:

- *Tutoring, Study Skills Training, Instruction and evidence-based Drop-Out Prevention and Recovery Strategies* – provided by WIOA Youth program service providers, vocational rehabilitation, adult education and literacy, junior and high school staff, juvenile detention officers, community college TRiO program tutors, MU Extension office, Job Corps, faith-based and community based organizations such as Center for Human Services, Community Action Agencies, Door of Hope, New Beginnings, Boys & Girls Club, and domestic violence facilities.
- *Alternative Secondary School Services* – available through WIOA-funded Scholars@Work program, Adult Education and Literacy, Whittier High School (Sedalia), Waverly Regional Youth Center (Waverly), Warrensburg Detention Center (Warrensburg), Rich Hill Youth Development Center (Rich Hill), Heartland R-V School (Nevada), and Gateway Educational Center (Warrensburg) and others.
- *Paid and Unpaid Work Experience* – offered through WIOA-funded work experiences, State Park Youth Corps, TANF Summer Jobs, Project SEARCH, Sedalia Project FIT (Forty-hour Internship Tryout), as well as additional opportunities routinely being researched. A pre-apprenticeship course for the Electrical Union is currently being developed with State Fair Community College. Youth ages 18-24 are encouraged to co-enroll in the Title I Adult program to access On-the-Job (OJT) opportunities.
- *Occupational Skills Training* – funding available for Out-of-School Youth through Youth Program funding and Adult funding, if co-enrolled. Youth are also assisted with filing for PELL grants to offset the costs of post-secondary courses. All training providers approved in Missouri are identified in the Eligible Training Provider System.
- *Education and Workplace Preparation offered concurrently* – the Scholars@Work program, a combination of work experience and AEL, a pre-apprenticeship course of study and/or participation in a registered apprenticeship program, supports this training option.

- *Leadership Development* – The WDB Youth Program provider offers Leadership University with guest speakers and outside trainers at least once per year, leadership development workshops are offered on a rotating basis, youth advisors embed leadership opportunities into program activities, peer tutoring, community service, and life skills training. Youth interact with Youth Task Force members as well as volunteer at local career fairs, community events, and are invited guest speakers at youth-related functions.
- *Supportive Services* – available per policy through Youth Program service provider and community resources identified in community resource guides.
- *Adult Mentoring* – available through work experience placements, area school counselors, probation and parole officers, Community Action Agencies and Youth Task Force members. The current youth program provider for the entire region, Preferred Family Health, recently purchased an on-line, easily monitored, mentoring software program that allows on-line interaction between a youth and a screened mentor which will prove to be very efficient for youth living in rural areas of the region.
- *Follow-Up Services* – The Youth Service Provider encourages on-going dialog with participants after exit should they be in need of allowable supportive services, or any other support to ensure success post program.
- *Comprehensive Guidance and Counseling* – offered through local partner programs as appropriate (drug & alcohol abuse, mental health). Career and academic guidance provided by Youth program service provider.
- *Financial Literacy Education* – “Skills to Pay the Bills” workshop offered to all youth program participants through Youth Program provider as well as financial literacy training provided by MU Extension.
- *Entrepreneurial Skills training* – is made available through MU-University Extension.
- *Labor Market Information* – is shared with all youth through the WIOA enrollment process and continually through program participation.
- *Preparation for and Transition to Post-Secondary Education and Training* - The Youth Program provider offers Career Ready 101 assessments, assistance with filling out college applications, completing the FASFA, setting up college tours, and workshops to address interviewing skills along with resume and cover letter development. They also provide assistance in identifying employment opportunities while attending school, as needed.

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

Youth service providers are identified through a Request for Proposal (RFP) process. The RFP scope and timeline are established with input from the Youth Task Force and/or Planning and Operations Committee of the Workforce Development Board. The Request for Proposal notification is then well advertised on the Workforce Development Board website as well as through other means. See *Attachment 12- Local Competitive Procurement Process*. An RFP packet of information is provided to all entities maintained in a database of interested youth program providers/bidders. An entity may request to be included on the bidder's list of providers by making a written or verbal request to the Workforce Development Board. The Workforce Development Board also periodically conducts outreach to identify additional potential bidders of youth services.

Identification of potential youth program providers may come from recommendations made by WDB Board members, Youth Task Force members, other Workforce Development Boards, and partner agencies. Connections are also made through conferences and vendor marketing initiatives.

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

Evaluation of a service provider's performance and impact is accomplished routinely through Continuous Improvement Reviews which are performed formally on an annual basis but informally analyzed weekly by the WDB Compliance Manager. Youth Task Force bi-monthly meetings include an agenda item where enrollments and expenditures are reviewed with consideration of the monthly Contract Progress Reports.

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

Preferred Family Health, formerly Alternative Opportunities, Inc., currently holds the Youth Program contract for all thirteen counties of the West Central Region. They provide:

- *Tutoring, Study Skills Training, Instruction and evidence-based Drop-Out Prevention and Recovery Strategies*
- *Alternative Secondary School Services*
- *Paid and Unpaid Work Experience*
- *Occupational Skills Training*
- *Education and Workplace Preparation offered concurrently*
- *Leadership Development*
- *Supportive Services*
- *Adult Mentoring*
- *Follow-Up Service*
- *Comprehensive Guidance and Counseling (career & academic)*
- *Financial Literacy Education*

- *Labor Market Information*
- *Preparation for and Transition to Post-Secondary Education and Training*

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

Year round services are provided to all eligible In-School and Out-of-School Youth with accommodations made in consideration of in-school schedules. Year round services are provided to Youth 14-24 years of age that are still in high school or out of school by the Youth service providers' youth advisors. These advisors attend activities within the schools and communities such as after-school programs, career fairs and outreach activities. The youth advisors meet with school counselors to discuss the activities and services provided for the youth in the area. They also participate in transition activities for the graduating seniors providing them with information on Job Center services such as the National Career Readiness Certificate and youth opportunities. For those out-of-school youth, the youth advisors also attend monthly inter-agency meetings to provide and coordinate with area agencies to get the information into the hands of the youth those agencies work with.

Coordination meetings are also held and information provided to local youth agencies who work closely with at-risk and neediest youth such as youth aging out of foster care, youth offenders, and homeless youth. It is through these agencies that referrals are made to the WIOA youth program. Partner agencies identified through this process include but is not limited to: Missouri Division of Vocational Rehabilitation, Missouri Family Support Division, UMOS, Job Point, West Central Missouri Community Action Agency, Missouri Valley Community Action Agency, Probation & Parole, Community Food Banks, Public Housing, Y.E.S. (Youth Excited About Sports), Salvation Army, homeless shelters, and juvenile justice centers, among others.

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

Youth engagement takes place over several appointments. The following is an example of how the flow of services might occur:

- Appointment #1 -Informal assessment through discussion of youth's current life status in order to determine if the youth might meet youth program guidelines and one or more of the identified barriers to employment such as homeless, pregnant/parenting, basic skills deficient, offender, school dropout, foster child, etc. Youth are made aware of the scope of youth services available in the region. A jobs.mo.gov profile is completed. The youth is then given a list of

required documentation that must be provided such as photo identification, social security card and documentation of income/verification of food stamps.

- Appointment #2 - Interest assessments will be made available at this time. If they are an out-of-school youth, a TABE test (Test of Adult Basic Education) is scheduled to assess skill levels and knowledge. For in-school youth, an interest assessment will be done to determine possible worksite placements that would be of interest to the youth in potential career fields.
- Appointment #3 - The third appointment addresses the TABE scores for out-of-school youth. The enrollment process will be completed after review and approval by the Youth Program Coordinator. The youth will also be given referrals to other agencies, as deemed necessary, to address identified issues or barriers in their current situation and any of the fourteen program element activities needed. The OA and ISS are developed with the participant and youth advisor.
- If earning a high school equivalency is identified as a goal, the youth will be counseled in regard to his/her readiness to interview as a possible candidate for the Scholars@Work Program. If remediation is needed first, plans will be made for that course of action. Then should the youth be recognized as a possible candidate, an interview will be scheduled with the Scholars@Work selection panel. If work experience is a more appropriate course of action, an interview will be set up with an employer offering the opportunity to work in a field of interest that matches a career pathway identified by the youth.
- Placement into Scholars@Work or at a work experience worksite then requires a Worksite Agreement, Training Plan, Orientations for worksite supervisors and youth to be completed.
- During the time that the youth is placed at a worksite, monitoring and meetings will occur on a regular and consistent basis with any and all issues being addressed at that time.
- Throughout the course of participation, the youth advisors will provide tutoring as needed, they will offer opportunities for the youth to meet with representatives from local colleges and universities, Job Corps representatives, Job Point representatives, and military recruiters; among others.
- Upon completion of their work experience hours, the youth advisor continues to work with them to find employment, complete FAFSA forms and college enrollments or other trainings on at least a monthly basis.
- After completion of participation, the youth is placed into WIOA follow-up services and the youth advisor makes at least quarterly contacts with them for 12 months to ensure successful transition to education and/or employment.

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

In order to determine priority of service, the youth advisors complete a Youth Barriers Worksheet. Some of the barriers to employment listed on this form include:

- basic skills deficient, runaway, offender, homeless, pregnant/parenting, school dropout, foster child/aged out of foster care, individual with a disability, English language learner, subject to juvenile/adult justice system etc.
- Locally, the definition for “requires additional assistance to enter or complete an educational program or to secure or hold employment “involves the following:

Is the youth currently or at risk of becoming a statistic of one of the following:

- ✓ placement in substance abuse facility, alternative residential care or group home;
- ✓ behavioral problems at school, truancy, family literacy problems, witness or victim of violence, chronic health problems;
- ✓ repeated suspensions from educational facility or employment situation, second generation public assistance.

Also addressed are those youth who have had three or more jobs within the past six months, are considered “under-employed” (working less than full time, needs employment in education-related field, or working for minimum wage with no benefits or opportunity for advancement) or those youth living in an economically depressed rural area with limited opportunities for gaining work maturity skills and/or career exploration in a chosen career pathway.

There are also criteria in place to determine who could benefit most from youth training and employment programs. These criteria include: resources available for basic skills enhancement, agreement to actively participate in AEL/GED classes for those out-of-school youth who are literacy/numeracy skills deficient, and/or requiring improvement in employability skills.

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

The Workforce Development Board of Western Missouri, Inc. and Subcontractors coordinate with several agencies in each of the counties within the region. These agencies include but are not limited to: Missouri Valley Community Action, West Central Missouri Community Action Agency, State Fair Community College, Crowder College, University of Central Missouri, Golden Valley Door of Hope, Center for Human Services, the local school districts for every community, Rehabilitation Institute of Kansas City, Vocational Rehabilitation, Boys & Girls Clubs of West Central Missouri, Johnson County Board of Services, WILS, Pathways, Burrell Behavioral Health, Catholic Charities, Family Support Division in each county, Job Corps, Job Point, Salvation Army, local Housing Authority offices, Community Food Pantries and Clothes Closets, many businesses and industries within each community, local homeless shelters and juvenile justice/probation and parole offices, among others.

Services are coordinated through service referrals, attending local inter-agency meetings, giving presentations to various agencies, meeting with local business and industry for the development of worksite agreements, meeting with local school counselors, regular meetings with Adult Education and Literacy instructors in each area. Each participant signs a release of information that is utilized to ensure that they are being provided with the services that are available to them.

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

The Workforce Development Board of Western Missouri, Inc., continually seeks to establish partnerships that provide both innovative and educational opportunities for the area youth. Currently, the Board supports two initiatives that may be considered as innovative service delivery projects which support WIOA's focus on Out of School Youth (OSY).

The first partnership involves both the State Fair Community College and Nevada R-V School District offices of Adult Education and Literacy. This partnership is a vital part of our Scholars@Work program, in which, the coordination of services ensures the success of the youth enrolled. Youth are co-enrolled into both the WIOA youth program and the AEL/HiSet completion program. By working together, the staff of each program tutors and works intensively with these youth to expedite the attainment of their high school equivalency. The average length of attainment is approximately twelve weeks. In addition to the attainment, during the twelve week timeframe, the youth go from basic skills deficient to proficiency in up to five subject areas and proficiency in both soft skills and work readiness skills. In addition to earning a wage while remediating during this time, incentives are rewarded as benchmarks are accomplished.

SEE ATTACHMENT 16: "INCENTIVES"

Acceptance into Scholars@Work is a competitive process. The youth must apply for a spot, interview with a selection panel, and if “hired” into the program, must dress in uniforms, punch a time clock and live by the same attendance, productivity, and behavioral expectations standard in the unsubsidized world of work. The added bonus is that upon earning their high school equivalency, many youth have significantly improved their “soft” skills AND often feel empowered to tackle post-secondary training.

A second initiative deals with pre-apprenticeship training. Contributing partners to developing the training curriculum includes one of the Workforce Development Board’s Union Representatives, WDB Board staff, State Fair Community College administrators and instructors, and the Division of Workforce Development’s Manager of Youth and Adult programs. A high percentage of apprentices failing to complete their program noted “math” as one of the main reasons. A pre-apprenticeship program tied to a Registered Apprenticeship program will ease the transition and offer remediation in subject areas previously causing difficulty.

E. Business Services

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

The West Central Region has initiated a Nexus group patterned after the founding group in the Kansas City area. Nexus is made up of individuals involved in job development throughout the region from the Workforce Development Board; Functional Leaders, Business Services Representatives and Jobs Team members from the Job Centers; representatives from Vocational Rehabilitation, The Rehabilitation Institute, Job Point, Children’s Therapy Center, and Preferred Family Healthcare; Missouri Work Assistance (MWA) providers from West Central Missouri Community Action Agency and Missouri Valley Community Action Agency; temp agencies, etc. All partners are ever mindful of seeking out and sharing information and job leads from employers. The group meets monthly at the WDB office to discuss the needs of area employers. Occasionally an employer is invited to share information regarding their employment needs and hiring practices.

Economic Development partners play a big role in many of the workforce initiatives supported in the West Central Region. Economic Development is represented via a seat on the Workforce Development Board and that individual also participates on the Planning and Operations standing committee charged with overseeing job center activities, selection of service providers, performance, professional development of staff, etc. Economic developers around the region have been thoroughly engaged in the attainment of their county’s Certified Work Ready Community Certification to improve their ability to attract new businesses to their

areas. Additionally, several Economic Development representatives actively participate on the Sector Strategy Leadership Team for Advanced Manufacturing.

SEE ATTCHMENT 10 – Business Services Plan

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

The WDB has an ongoing commitment to closely collaborate with a Sector Strategies Team which is made up of local employers, a CEO, representatives from K-12, Career and Technical Education, area community college, Adult Education and Literacy, economic development, Temporary Assistance for Needy Families (TANF), Missouri Employment and Training Program (METP), and Vocational Rehabilitation.

This team first met at a Sector Strategies launch meeting in October of 2015 to help prepare the West Central Region in selecting a group of targeted sectors that are considered optimum for future regional growth. The group identified opportunities across several sectors and then selected advanced manufacturing as a place to begin their work. When looking at industry clusters where there is a competitive advantage the team discerned that many of the skillsets needed in manufacturing were also transferrable to other competitive industries.

The West Central Region defined its top three sectors to be:

- 1) Manufacturing
- 2) Healthcare
- 3) Agri-Business & Food Processing

The West Central Region team determined they will have a talent development system that supports a strong regional economy by aligning the resources of all partners, public and private, toward developing a talent pipeline that creates meaningful career pathways for a range of workers and skill levels in important local industries.

While working with Maher & Maher at the statewide launch meeting the team discussed the following model:

Service Delivery Level		© 2015 Maher & Maher
From:	To:	
Business services are localized, single-agency, and focused on labor exchange	Business services are regionalized and coordinated among partners to deliver diverse solutions	
Training investments are individualized and not aligned to growth sectors	Training is driven by industry and business needs (Demand-Driven)	
Credential attainment not connected to target sectors' needs	Credential attainment aligned to identified industry needs and targets	
Job Center organization and service delivery not tied to career opportunities and pathways in target sectors	Sector focus reflected in Job Center organization, partnerships, customer flow, and service planning and delivery	
Job placement as goal and service end point	Long-term career development along clear pathways in targeted industry sectors	

With guidance from consulting firm Maher & Maher a regional sector partnership launch meeting was developed targeting the manufacturing sector for spring 2016. The team consulted with the Maher & Maher representative, Christy Montgomery via conference call and by Skype during the event planning process. The launch event did provide a way for manufacturers to collectively identify skills gaps within the labor force, the need for soft skills training, professional recruitment and talent retention that will support regional economic growth. Community partners listened to the roundtable discussion with the advanced manufacturers then held their own breakout session. The Community Partners were able to see firsthand how regional employers could come together to discuss demand-driven solutions that could streamline the connection between employer needs and education and training programs, which would result in stronger career pathways and better prepared workers.

Next steps for the private/public Manufacturing Sector partners is to:

- 1) Identify partner workgroup members and leaders around three top priority areas.
- 2) Identify other partners in the community that need to be involved in finding solutions.
- 3) Develop an agenda framework: purpose, structure, objectives, asset mapping.
- 4) Meet to discuss possible solutions.
- 5) Reconvene with representatives from the manufacturing sector to brainstorm possible solutions and develop an action plan.

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

The Workforce Development Board agrees with the US Department of Labor that registered apprenticeship is an effective “earn and learn” model with a long history of industry support and involvement. The critical strategies that are called for in WIOA, such as sector strategies and career pathways, are at the heart of the apprenticeship model.

Opportunities for apprenticeships have expanded over the years from mainly construction and building trades to now include careers in healthcare, information technology, transportation, and energy. What once was viewed as a union-based activity has now grown to also include Registered Apprenticeship sponsors such as employers, community colleges and universities, workforce development boards, industry associations, and the military. There are currently 274 Registered Apprenticeship job classifications listed in twelve of the region's thirteen counties. While these job classifications do not reflect actual job openings at this time, it does represent the availability of Registered Apprenticeship sponsors for area positions. Many of the Registered Apprenticeship programs noted are located in larger population centers such as Kansas City, St. Louis, Springfield and Columbia; however, there are seven training sponsors located in the West Central Region. The Department of Labor recognizes regional sponsors for the job classifications of painter, glazer, heating and air conditioning installer-service, line installer-repairer, and electrician. The Workforce Development Board has reached out to these sponsors and will continue to seek out opportunities to identify new programs and broaden the number of sponsors interested in expanding the availability of pre-apprenticeship and Registered Apprenticeship programs available in the local area.

As WIOA puts more focus on Registered Apprenticeships, the need for pre-apprenticeship training becomes more obvious. This need was validated recently at a meeting with a local Electrical Registered Apprenticeship Program trainer (a new WDB Board member) where a disappointing, but common statistic was shared. The last local Electrical Apprenticeship class started with 17 individuals but only three were able to complete the course - due mainly to difficulties with work applications involving math. For this reason the Board, the Division of Workforce Development, State Fair Community College, and labor representative(s) are currently researching the development of a pre-apprenticeship program to enhance the readiness of our job seekers to enter Registered Apprenticeship programs. Collaboration between pre-apprenticeship programs and the Job Centers of the West Central Region will play a valuable role in preparing entry-level workers for Registered Apprenticeship careers while contributing to the development of a diverse and skilled workforce.

4. *Boards shall maintain a Business Services Plan, outlining team members, including WIOA core partners, and the marketing and outreach roles and expectations of team members. The Business Services Plan also should outline the team's purpose, goals,*

*and policies and procedures to ensure seamless delivery of services, avoid **duplication**, and ensure feedback to the Board's Job centers. Include the Business Services Plan as **Attachment 10**.*

SEE ATTACHMENT 10

F. Innovative Service Delivery Strategies

1. *Describe how the Board 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 West Central Region supports the Missouri Re-entry Process ex-offender initiative starting with an inmate when they are within six months of release from prison and staff continues to work with them through re-integration into one of our communities. We have been involved in such a process for the past 10 years.

The initial contact is made by a Disabled Veteran Outreach Program (DVOP) representative. At least once per month, the DVOP housed at the Missouri Job Center in Sedalia visits Tipton Correctional Center. The DVOP provides information, in a pre-release setting, to complement the Department of Corrections' Employability Program. The DVOP engages individuals including Veterans or groups of individuals in preparing resumes, practicing interview scenarios, completing applications, etc.

The DVOP also shares all the services available through the Job Center and/or through partner agencies once the incarcerated individual earns release, such as through Vocational Rehabilitation. Use of tax credits, on-the-job training, classroom skill training, support services and other community resources are discussed.

The Workforce Development Board is aware that each Probation and Parole District has a Missouri Re-entry Committee (MRP). These Committees offer the best resources and support for offenders returning to a community. Making a successful transition from incarceration to a community is essential to local, state, and national efforts to increase public safety and manage public spending. NGCC staff members attend MRP meetings to provide employment information and relate the resources and other services available through the Missouri Job Centers such as the Missouri Federal Bonding Program which is a no-cost job-incentive program intended to increase hiring of job seekers and promotion of employees considered as "at risk".

Staff at the Job Centers are ready to assist with labor market information; career exploration and counseling; assessments; workshops on resume preparation, interviewing, basic computer operation, financial literacy, etc; National Career Readiness Certificate (NCRC) remediation and/or testing as well as referrals to appropriate programs or partner agencies for assistance with other identified barriers to employment.

One of the key issues facing the Missouri Department of Corrections is the increasing recidivism rate of the offenders. Over 50% of ex-offenders with no employment return to prison within one year, compared to 14% recidivism for those with full time jobs. Employment has been identified as the most important factor in preventing recidivism. The Workforce Development Board and local partner agencies are working together to meet this challenge. The West Central Region has initiated a Nexus group patterned after the founding group in the Kansas City area. Nexus is made up of individuals involved in job development throughout the region from the Workforce Development Board; Functional Leaders, Business Services Representatives and Jobs Team members from the Job Centers; representatives from Vocational Rehabilitation, The Rehabilitation Institute, Job Point, Children’s Therapy Center, and Preferred Family Healthcare; Missouri Work Assistance (MWA) providers from West Central Missouri Community Action Agency and Missouri Valley Community Action Agency; temp agencies, etc. All partners are ever mindful of seeking out and sharing information and job leads from employers willing to offer second chance employment to the ex-offenders of the region.

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

WorkReady Missouri and Transitional Jobs –The Workforce Development Board strongly supports work-based learning programs in the West Central Region. The Business Services Team and the Nexus group of job placement specialists from partner agencies work as a team in targeting and encouraging employer participation.

While WorkReady Missouri will not be available after the MO-40 National Emergency Grant ends on September 30, 2016, other work-based opportunities will continue to exist such as on-the-job- training, work experience, internships, Scholars@Work, pre-apprenticeships and registered apprenticeship programs.

Transitional Jobs is an employment strategy to stabilize individuals and their families with earned income while they gain skills and experience to transition into unsubsidized employment. A “transitional job” is a work-based learning activity that provides a time-limited work experience, wages-paid and subsidized in the public, private, or non-profit sectors. Transitional Jobs serve individuals with barriers to employment because of chronic unemployment or inconsistent work history; these jobs are designed to enable an individual to establish a work history; demonstrate work success, and develop the skills that lead to unsubsidized employment. Transitional Jobs will be combined with comprehensive Career Services and Supportive Services. Refer to the local Transitional Jobs Policy.

3. *Describe the Board’s strategies for promoting Show-me Heroes and the OJT component for participating employers.*

The Local Veteran Employment Representatives (LVERs) have led the way in the West Central Region in supporting Governor Nixon’s initiative of showing thanks to a veteran

for their service by hiring him/her when they return home. The LVER, along with the members of the Business Services Team and Nexus partners assist in the marketing of this program. Employers are encouraged to “Take the Pledge” and become a Show-Me Heroes Employer. By taking the Show-Me Heroes Pledge, employers are showing Missouri’s military community and their peers that their business values the experience and skills current and former members of our armed Forces can bring to the workplace. Upon hiring a veteran, each employer is eligible to be nominated for and receive a Flag of Freedom award presented by the Local Veteran Employment Representative.

NGCC team members assist in this initiative by conducting labor market research using online resources, such as the Missouri Economic Research and Information Center (MERIC) to identify high-growth and in-demand industries. OJT outreach is then done through a mix of direct and indirect methods which may include face-to-face contacts with employers, mail-outs (introductory letters, notes of appreciation, newsletters), involvement with the Chambers of Commerce, press releases, sponsoring and participating in job/career fairs, hiring events, networking with other agencies, and speaking to civic organizations.

Employers are educated regarding how OJT can enhance their businesses, cut waste, skill up the workforce, reduce turnover, and increase profits. The expanded legislation that added an On-the-Job Training component to this initiative enhanced the reward to all concerned in this “win/win/win” scenario for the veteran, the employer, and the state of Missouri.

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

The Workforce Development Board has supported and been an active partner in Missouri’s CWRC initiative since its inception. This voluntary effort to align workforce and education to meet the economic needs of the state and local communities is growing as evidenced by the number of counties engaged in the process. Currently, five of the counties in this 13-county region have achieved “certification” distinction (Henry, Pettis, Saline, Vernon and Chariton); four more counties are “in process” (Lafayette, Carroll, Benton and Cedar); and two more (Bates and St. Clair) are preparing applications for the next round of consideration.

Local community leaders - elected officials, economic development, business leaders, chambers of commerce, educators and workforce development have taken up the challenge to attract, retain, and develop a workforce with education and fundamental skills-Reading for Information, Applied Mathematics, and Locating Information- to succeed in the 21st Century. The Work Ready Communities initiative is expected to result in strengthening existing businesses, attracting new businesses, growing jobs, and developing a strong talent pipeline for the region’s and the state’s future growth.

5. *Describe how the Board will coordinate with the local community colleges. This should include any coordination of training services for all customers, the participation in the Trade Adjustment Assistance Community College and Career Training (TAACCCT) grants, Certified Work Ready Communities initiatives and any other local activities. The TAACCCT grants target Trade Act-eligible workers and includes a no-wrong-door approach. Please describe in depth the referral process of participants between the Community Colleges and Job Centers, including participation in the NGCC eligibility process, and, for Trade Act-eligible participants, timely referral to the Skills Team for program requirements. Please include the MOU indicating the collaborations listed above between the Board and Community Colleges as **Attachment 11** to the Plan.*

The Workforce Development Board collaborates with the only community college in the region, State Fair Community College on several levels.

SEE ATTACHMENT 11

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

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

The Missouri Job Centers in the region are each developing resource guides for the communities they serve. Too often job seekers, in addition to needing a job, are also in need of other supportive services. Whether it is a homeless veteran, a single mom without childcare, a hungry youth, or a prisoner re-entering society there are needs to be addressed that will increase their chances of entering and retaining employment.

As faith-based and community groups are identified, they will be invited to attend and join one of the many interagency collaborations throughout the region to learn more about the resources that may be available through other partners of the One-Stop delivery system to the individuals they are trying to serve.

Together, by strategically leveraging resources, more individuals with barriers will receive the assistance they need to move them along the pipeline to self-sufficiency.

XII. Regional Planning Guidance

Describe the Regional Plan.

As previously under WIA, Missouri has designated 14 Boards and will continue with these same designations with WIOA. In accordance with WIOA sec. 106(c)(2), each of the LWDBs establish a Plan; however, collaboration must exist among the Kansas City and St. Louis Economic Regions for the creation of a Regional Plan composed of the following:

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

While this establishes 14 Boards that are encouraged to collaborate, cooperate, and plan across common needs, they will not explicitly submit a Regional Plan. It also establishes two Boards within the Kansas City Region that must contribute to a Regional Economic Plan of for the Kansas City regional economy and four Boards within the St. Louis Region that must contribute to a Regional Economic Plan for the St. Louis regional economy. Boards within the Kansas City and St. Louis regional economic planning areas must complete a regional planning requirement by including within each original LWDB Plan a chapter, or section, that is a Regional Economic Plan that is identically shared by all Boards in each economic region. Additional local regional planning guidance may be developed and required pending the release of final implementing regulations.

As previously determined under WIA, Missouri has designated 14 Boards and will continue with these same designations with WIOA. In accordance with WIOA sec. 106(c)(2), the West Central Region has developed a regional plan for Program Years 2016-2020.

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XIII. Local Administration

- A. *Identify the local levels of performance negotiated with the Governor and CEO to be used to measure the performance of the Board and to be used by the Board for measuring the performance of the Local Fiscal Agent (where appropriate), eligible providers, and the One-Stop Delivery System in the LWDA. (Instructions for this planning item will be sent after the PY 2016 locally negotiated performance goals are finalized.)*
- “On July 22, 2015 the Department (USDOL) issued an Information Collection Request (ICR) for implementing WIOA performance requirements according to Section 116. Section 136 of WIA will remain in place until the performance requirements under WIOA have been fully implemented.”
 - “Section 116 of WIOA, which outlines the performance accountability requirements, including the indicators of performance, does not take effect until July 1, 2016.”
 - “Under the Department’s (USDOL) transition authority, in order to provide for an orderly transition from WIA to WIOA, states are required to use the WIA performance metrics in Section 136 to report on WIOA participants for one program year.”
 - “This means that WIOA participants who became WIOA participants after July 1, 2015, are being measured according to the WIA Section 136 performance measures.”
 - WIOA measures for PY15 – July 1, 2015 until July 1, 2016—will be an extension of WIA metric methods, and the annual report by October 1, 2016 will also be WIA measures.
- B. *Identify the Local Fiscal Agent, if one is designated by the CEO.*

The Workforce Development Board of Western Missouri, Inc., as authorized by the chief local elected official is the grant recipient and fiscal agent for the West Central Region of Missouri’s WIOA Title I funds.

- C. *Describe the competitive (procurement) process used to award the grants and contracts in the LWDA for activities carried out under subtitle I of WIOA, including the process to procure training services for Youth and any that are made as exceptions to the ITA process. Include as **Attachment 12**, the information on the following processes: advertisement/notification to prospective bidders, time period bidders have to respond to the solicitation, evaluation, and award/non-award notification. This may include those pages from the Board’s procurement guidelines that describe the competitive-procurement process and the process to procure Youth training providers.*

SEE ATTACHMENT 12

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

The Workforce Development Board and its Finance and Audit standing committee and Executive Committee are vigilant in their efforts to maintain administrative costs at the

lowest level possible while ensuring no duplication exists. This is accomplished in several ways:

- Financial audits are routinely conducted by a qualified, independent firm as well as regularly scheduled monitoring of service providers to ensure costs and services are non-duplicative.
- The WDB utilizes one staffing provider through a competitive bid process vs. multiple program service providers.
- Payments are processed by WDB Fiscal Department staff as opposed to multiple service provider fiscal departments. (i.e. OJT reimbursements, Classroom Training, participant payroll, support services, etc.).
- Job Center facility costs are shared among partners. Additional partners are identified and invited to consider co-location with the job centers as space or new facilities become available.
- The WDB Conference Center is used as meeting space for committee and board meetings thus reducing costs at hotels, etc. The conference center also serves as a training facility for the pre-apprenticeship classes, etc.

WDB board and staff work to ensure that there are uniform methods of service delivery. Through this system administrative costs are reduced, desired contract performance is maintained while fostering the growth of valuable training programs.

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

The NGCC integrated model has allowed the Workforce Development Board to work with the state to streamline service delivery by removing bureaucratic silos thus removing the opportunity for duplicative efforts. Also, functional teams made up of a cross section of WIOA and Wagner-Peyser staff encourages better coordination with more open lines of communication. In addition, enhanced and expanded relationships with core and other required workforce partners through development of Memorandums of Understanding has provided opportunities to better define roles and coordinate efforts in service to common customers.

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

SEE ATTACHMENT 13

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

SEE ATTACHMENT 14

- H. *Establish and define the local policy and procedure for Complaint and Grievance Implementation of the Nondiscrimination and Equal Opportunity Provisions of WIOA. Both policies should be incorporated into the MOU and disseminated throughout the LWDA for all workforce development professionals to understand and implement. This should adhere to federal and state complaint and grievance guidance and policy (new DWD issuance is due out soon called, WIOA Grievance and Complaint Resolution Policy) –Include either a*

*statement that the Board will follow the state policy or develop a local policy and include a copy as **Attachment 15** to the Plan.*

In accordance with the Missouri Complaint and Grievance Policy and Missouri Methods of Administration, the Workforce Development Board of Western Missouri, Inc. follows the nondiscrimination and equal opportunity provisions of the Workforce Innovation and Opportunity Act (WIOA). The Workforce Development Board will follow Missouri's *Grievance and Complaint Policies and Procedures Plan as outlined in Issuance 09-2012*. Furthermore discrimination against applicants, beneficiaries, and employees on the basis of race, color, national origin, age, disability, sex, religion, and political affiliation or belief, and for beneficiaries only, citizenship or participation in financially assisted programs or activities is prohibited. If an applicant, program beneficiary or employee thinks they have been subjected to discrimination under a WIOA Title I - financially assisted program(s) or activity, they may file a complaint within 180 days from the date of the alleged violation with either a local or state named Equal Opportunity Officer or The Director of the Civil Rights Center (CRC), U.S. Department of Labor.

SEE ATTACHMENT 15

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ATTACHMENTS

List of Attachments to the Plan

1. List of Comprehensive One-Stop Centers and Affiliate Sites
 2. Local Supportive Services Policy
 3. Memorandum^s of Understanding
 4. Cost-Sharing Agreement between the Local Workforce Development Board and DWD (printed from FRS)
 5. Local Workforce Development Board Membership List
 6. Local Workforce Development Board By-Laws and Attestation Form
 7. Chief Elected Officials' Agreement (optional), CEO membership and By-Laws
 8. Conflict of Interest Policy for Local Workforce Development Staff and Contracted Staff
 9. Sub-State Monitoring Plan
 10. Business Services Plan
 11. MOU between the Local Workforce Development Board and the Community Colleges
 12. Local Competitive Procurement Process
 13. Planning Budget Summaries for Program Year 2016 and Fiscal Year 2017
 14. Statement of Assurances Certification
 15. Complaint and Grievance Policy
 16. Incentives
- APPENDIX – LABOR MARKET DATA

ATTACHMENT 1
LIST of COMPREHENSIVE ONE-STOP CENTERS and AFFILIATE SITES

ATTACHMENT 1

**Missouri Job Centers
West Central Region**

Clinton

Missouri Job Center
117 W Franklin St
Clinton, MO 64735
Phone: (660) 885-5541
Fax: (660) 885-8541

Nevada

Missouri Job Center
621 E Highland Ave, Suite 3
Nevada, MO 64772
Phone: (417) 448-1177
Fax: (417) 448-1139

Sedalia

Missouri Job Center
515 S Kentucky Ave
Sedalia MO 65301
Phone: (660) 530-5627
Fax: (660) 530-5633

Clinton Job Center



Missouri Job Center
117 W Franklin St
Clinton, MO 64735
Phone: (660) 885-5541
Fax: (660) 885-8541

On-Site Partners

Division of Workforce Development
AARP
Job Corps (bimonthly)
Preferred Family Healthcare
Vocational Rehabilitation (once a week)

Services Offered

Access to Office Equipment
Access to Telephone for Job
Seeking
Assessments
Business Services
Career Exploration Tools
Classroom Skills Training
Community Resources
Disability Services &
Accommodations
Entrepreneurial Info &
Resources
Employment Transition Team

Federal Bonding Info
Financial Resources &
Assistance
Job Search Assistance
Labor Market Information
Language Line Interpreters
METP
Missouri Reentry
National Career Ready
Certificate Testing (NCRC)
Occupational Skills Training
On-Line Training
Regional Employment Data

RJS
RES/REA
Skills Enhancement Workshops
Supportive Services
Talify
Trade Act
Wagner-Peyser Services
WIOA Programs
 Adult, Dislocated
 Worker, Youth
 On-the-Job Training
 Work Experience
Veterans' Services



Nevada Job Center

Missouri Job Center
621 E Highland Ave, Suite 3
Nevada, MO 64772
Phone: (417) 448-1177
Fax: (417) 448-1139

On-Site Partners

Division of Workforce Development
AARP
Job Corps (bimonthly)
Preferred Family Healthcare
Vocational Rehabilitation
Family Support Division

Services Offered

Access to Office Equipment
Access to Telephone for Job
Seeking
Assessments
Business Services
Career Exploration Tools
Classroom Skills Training
Community Resources
Disability Services &
Accommodations
Entrepreneurial Info &
Resources
Employment Transition Team

Federal Bonding Info
Financial Resources &
Assistance
Job Search Assistance
Labor Market Information
Language Line Interpreters
METP
Missouri Reentry
National Career Ready
Certificate Testing (NCRC)
Occupational Skills Training
On-Line Training Regional
Employment Data
RJS
RES/REA

Skills Enhancement Workshops
Supportive Services
Talify
TANF
Trade Act
Wagner-Peyser Services
WIOA Program
Adult, Dislocated
Worker, Youth
On-The-Job-Training
Work Experience
Veterans' Services

Sedalia Job Center



Missouri Job Center
515 S Kentucky Ave
Sedalia MO 65301
Phone: (660) 530-5627
Fax: (660) 530-5633

On-Site Partners

Division of Workforce Development
Job Corps (bimonthly)
Job Point, Inc.
Preferred Family Healthcare

Services Offered

Access to Office Equipment
Access to Telephone for Job Seeking
Assessments
Business Services
Career Exploration Tools
Classroom Skills Training
Community Resources
Disability Services & Accommodations
Entrepreneurial Info & Resources
Employment Transition Team
Federal Bonding Info

Financial Resources & Assistance
Job Search Assistance
Labor Market Information
Language Line Interpreters
METP
Missouri Reentry
National Career Ready Certificate Testing (NCRC)
Occupational Skills Training
On-Line Training
Regional Employment Data
RJS
RES/REA
Skills Enhancement Workshops
Supportive Services
Talify
Trade Act

Wagner-Peyser Services
WIOA Programs
Adult, Dislocated Worker, Youth
On-the-Job Training
Work Experience
Veterans' Services

ATTACHMENT 2 LOCAL SUPPORTIVE SERVICES POLICY

ATTACHMENT 2

West Central Region
SUPPORTIVE SERVICES POLICY

Supportive Services are those services necessary to enable an individual to participate in activities authorized under WIOA, Title I

- The extent of Supportive Services provided will vary based on customer needs and availability of funds and resources.
- The Workforce Development Board (WDB) has approved a maximum cost per participant per program funding year of \$1000.00.
- In such cases where the maximum amount has been exhausted and further needs arise, the participant must submit, in writing to the Workforce Development Board, justification for the need of additional supportive services.
- Supportive Services payments are requested individually for specific needs.
- Supportive Services may include transportation, child care, dependent care, housing, and needs-related payments that assist in removing or reducing barriers to participate in WIOA Title I activities. Assistive technology/equipment may be included in this definition if staff document the customer needs this technology/equipment in order to participate in the WIOA activity and are unable to obtain it from other resources.
- The justification for WIOA Supportive Service payments must be documented in Toolbox Service Notes.
- Staff must adhere to all rules and regulations set forth in DWD Issuance 12-2010, Attachment 1 and any and all amended Statewide Supportive Service Policies put into effect hereafter.
- Duplicate payments must be avoided when the customer is eligible for both WIOA and other assistance.

Supportive Services will be provided to individuals fully enrolled in a Workforce Innovation and Opportunities Act (WIOA) program. These programs may include Adult/Dislocated Worker/Youth/National Dislocated Worker Grant/Rapid Response/Additional Assistance programs/others as funded. Documents supporting the individual's need are to be based on results of the initial Assessment, Individual Service Strategy (ISS), Financial Needs Analysis in Toolbox 2.0 or other subsequent management information system (MIS) approved by the Division of Workforce Development (DWD).

NEEDS-BASED ANALYSIS

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

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

Due to funding limitations, WIOA Supportive Services should be the payment of last resort. All other sources of funding must be sought first. All attempts to find other Supportive Service funding and the reasons for needing WIOA funding must be documented in Toolbox Service Notes. Each Job Center will keep an up-to-date listing of the resources available to make referrals to prior to paying Supportive Services.

Examples of possible community resources:

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

Supportive Service Examples:

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

Supportive Service payments cannot be made for Non-WIOA activities or for items not necessary for participation in a WIOA activity. Supportive Services are based on individual need and ALL of the individual's resources will be taken into consideration prior to payment.

The latest version of the WDB/Supportive Service form (currently dated 3/7/16) and a West Central Region Requisition form (if applicable) must be completed by the Case Manager prior to any supportive service payment being issued. All required documentation (time sheets, receipts, mileage printout, etc.) must be attached to the forms with the required signatures, submitted for approval and placed in the participant's file.

Transportation allowance/mileage reimbursement must comply with the following:

- Transportation allowance/mileage reimbursement is only allowed for days of attended participation (timesheets/attendance records must accompany supportive service request).
- A \$0.25 per mile is allowed for participants traveling to WIOA program required activities.
- Mileage will be determined using Map Quest or other standardized programs. Reimbursable mileage will begin at a distance of one (1) mile from home address to required activity location. Maximum mileage reimbursement will not exceed 200 miles per day.
- A Financial Needs Analysis in DWD MIS and Needs-Based Analysis form must be completed to determine continued need on a monthly basis.
- If it is determined that there is an immediate need and the participant must have assistance **before** they travel to work, school, or an approved workshop or activity; special consideration will be given to assist the participant. The program operator must get prior approval from the Workforce Development Board Executive Director or authorized staff before such assistance is given.

Maximum allowable child/dependent care payments:

- Child/Dependent Care is allowed for day of attended participation in WIOA program required activities only.
- The maximum allowance shall be set at \$12.00/day not to exceed \$60.00/week per individual.
- A maximum of three individuals is allowed; not to exceed \$36.00/day or \$180.00/week.
- Child/Dependent Care is intended for children under the age of 12 and adults over the age of 65 or individuals who have disabling conditions that require care.
- The customer must have applied for state-funded assistance before the request for Child/Dependent Care will be granted. A copy of the state funded program's denial or acceptance letter must accompany WDB/Supportive Service form.

Once the Case Manager has determined there are no other child/dependent care services available, WIOA may assist with the costs. This includes 100% of the cost up to the approved limits. If the participant is approved for state-funded assistance, but is responsible for co-pay, WIOA may assist with the co-pay, if necessary, up to the approved limits. All participants approved for Child/Dependent Care assistance must sign the *Childcare Release form* for any and all childcare providers. Childcare providers must complete a W-9 prior to any payments being made. All payments for Child/Dependent Care will be made directly to the provider. All charges must be submitted on the *Childcare Invoice*. WIOA will not assist with Child/Dependent Care costs if the chosen provider resides with the participant.

NEEDS-RELATED PAYMENTS

Needs-related payments may be provided to Adults, Dislocated Workers and Youth to enable them to participate in training; and may also be provided to a customer who will begin a training program within thirty (30) calendar days.

Eligibility requirements for Adults:

- (a) Must be unemployed;
- (b) Not qualify for, or ceased qualifying for unemployment compensation; and
- (c) Be enrolled in a program of training services under WIOA.

Eligibility requirements for Dislocated Workers:

- (a) Must be unemployed;
- (b) Not qualify for, or ceased qualifying for UI compensation or trade readjustment allowance under Trade Adjustment Assistance (TAA); and
- (c) Be enrolled in an eligible WIOA training service by:
 - 1) The end of the thirteenth (13th) week after the most recent layoff that resulted in a determination of the worker’s eligibility as a dislocated worker, or if later, by the end of the 8th week after the worker is informed that a short-term layoff will exceed 6 months; or
 - (2) Be unemployed and did not qualify for unemployment compensation or trade adjustment assistance under TAA and be enrolled and be enrolled in an eligible WIOA training service.

Needs-related payments cannot exceed the applicable weekly level of UI compensation. If the customer didn’t qualify for UI compensation then the payment cannot exceed the poverty line which is adjusted to show changes in total family income. The total of these payments will not exceed the region’s \$1000.00 per individual per program funding year limit.

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, On-the-Job (OJT) training, 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 confidential copy file.

Examples include:

These may include, but are not limited to:

- Vehicle repair required enabling a means of transportation for participation in training. Vehicle repairs will only be provided on vehicles owned by the participant or an immediate family member of the participant. The vehicle must be the primary vehicle used by the participant to take part in the allowable WIOA activities. The participant must provide appropriate documentation for proof of ownership and current insurance documentation. Justification must be entered into service notes in Toolbox 2.0 or subsequent DWD management information system by the Case Manager. All invoices must be approved by the Workforce Development Board’s Executive Director or authorized staff. If the cost of the vehicle repair is expected to exceed \$100.00, the participant must provide at least three repair estimates before the service or payment will be considered. Any and all estimate documentation must be kept in the participant’s file.
- Temporary shelter, housing assistance, or emergency utility needs will be determined on an individual basis with approval from the Executive Director or authorized staff.

- Limited medical assistance and medical examinations including dental, where required
- Testing and fees for nationally-recognized certification(s).
- Special service and materials for individual with disabilities if such services are not provided by outside resources.
- Other reasonable expenses required for participation may also be considered.
- Payments will be made directly to the vendor of services.

The program operator must get prior approval from the Workforce Development Board Executive Director or authorized staff on all above items with the exception of testing and certification fees for Adult Education and Literacy and High School Equivalency services.

**A participant who has received services from another region will be considered a “new participant” in the West Central Region in terms of supportive service and treated as such.

TOOLBOX SERVICE NOTES

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

- The type of Supportive Service paid:
 - Work attire or uniforms;
 - Work-related tools;
 - Testing fees;
 - Transportation;
 - Child care and dependent care;
 - Linkages to community services;
 - Emergency housing; and
 - Referrals to medical services, eyeglasses;

- The amount of Supportive Service paid;

- The timeframe the Supportive Service was paid for;

- The justification of need for the Supportive Service; and

- Lack of other community resources.

STAFF RESPONSIBILITIES

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

- If supportive services are requested or determined necessary, if he/she is eligible;
- If he/she has is no longer eligible to receive the supportive service for any reason (i.e. cap met, no longer has a need, etc.); and
- The requirements (e.g., paperwork, attending classes, etc.) to receive the Supportive Services.
- Types of Supportive Services available to customers. These services can only be provided after it is proven necessary to enable him/her to participate in WIOA funded activities.

REMAINDER OF PAGE LEFT BLANK INTENTIONALLY

Workforce Development Board of Western Missouri, Inc.

3208 West 16th Street

Sedalia, MO 65301

Phone: (660) 827-3722 Fax: (660) 827-3789

Attendance Report

Customer's Name	Customer's APPID
Worksite/Educational Facility's Name	Worksite/Educational Facility's Telephone Number

Days of Attendance

Day	Date	Location	Supervisor/Advisor Signature
Saturday			
Sunday			
Monday			
Tuesday			
Wednesday			
Thursday			
Friday			
Saturday			
Sunday			
Monday			
Tuesday			
Wednesday			
Thursday			
Friday			

Customer's Statement: I verify by signature below that the above actual participation is true and correct.

Customer's Signature

Date

OFFICE USE ONLY

Workforce Development Board Approval

Signature of Authorized Workforce Development Staff

Title

Date

Child Care Attendance Record – Invoice

Complete and submit one signed original form for **each child** to:
Missouri Job Center, 117 W. Franklin St. Clinton, MO 64735

Child Care Service Provider: _____ Provider Phone Number: _____

Participant: _____ Participant ID #: _____

Child's Name: _____ Child's Date of Birth: _____

*Instructions: Complete the form in INK. **DO NOT USE WHITEOUT.** To make changes strike through with a single line, correct, all parties must initial the change. The entire form must be completed correctly, including signatures and the original submitted before payment is issued.*

Charges for the Month of:

(Month, YYYY)

Day	Date (dd/mm/yy)	Check each day child is present	Total Charge \$	FSD Payment \$	Total Due \$
Sunday					
Monday					
Tuesday					
Wednesday					
Thursday					
Friday					
Saturday					
Sunday					
Monday					
Tuesday					
Wednesday					
Thursday					
Friday					
Saturday					

Child Care Cost:

Hourly \$ _____

Daily \$ _____

Weekly \$ _____

Monthly \$ _____

Provider Signature: _____ Date: _____

I certify that the information recorded on this attendance record is correct to the best of my knowledge. I understand that any false statements on my part, including the filing of erroneous claims, may result in prosecution for fraud or loss of benefits.

Participant Signature: _____ Date: _____

For Official Office Use Only

Case Manager Review: I have reviewed this document and the above participant is attending training and requires child care for the dates listed.

Total Days Attended: _____ Total Cost to be Paid: \$ _____

Case Manager Signature: _____ Date: _____

Child Care Attendance Record – Invoice

Complete and submit one signed original form for **each child** to:
Missouri Job Center, 621 E. Highland Ave. Suite 3 Nevada, MO 64772

Child Care Service Provider: _____ Provider Phone Number: _____

Participant: _____ Participant ID #: _____

Child's Name: _____ Child's Date of Birth: _____

*Instructions: Complete the form in INK. **DO NOT USE WHITEOUT.** To make changes strike through with a single line, correct, all parties must initial the change. The entire form must be completed correctly, including signatures and the original submitted before payment is issued.*

Charges for the Month of:

(Month, YYYY)

Child Care Cost:

- Hourly \$ _____
- Daily \$ _____
- Weekly \$ _____
- Monthly \$ _____

Day	Date (dd/mm/yy)	Check each day child is present	Total Charge \$	FSD Payment \$	Total Due \$
Sunday					
Monday					
Tuesday					
Wednesday					
Thursday					
Friday					
Saturday					
Sunday					
Monday					
Tuesday					
Wednesday					
Thursday					
Friday					
Saturday					

Provider Signature: _____ Date: _____

I certify that the information recorded on this attendance record is correct to the best of my knowledge. I understand that any false statements on my part, including the filing of erroneous claims, may result in prosecution for fraud or loss of benefits.

Participant Signature: _____ Date: _____

For Official Office Use Only

Case Manager Review: I have reviewed this document and the above participant is attending training and requires child care for the dates listed.

Total Days Attended: _____ Total Cost to be Paid: \$ _____

Case Manager Signature: _____ Date: _____

Child Care Attendance Record – Invoice

Complete and submit one signed original form for **each child** to:
Missouri Job Center, 215 E. 5th Street Sedalia, MO 65301

Child Care Service Provider: _____ Provider Phone Number: _____

Participant: _____ Participant ID #: _____

Child's Name: _____ Child's Date of Birth: _____

*Instructions: Complete the form in INK. **DO NOT USE WHITEOUT.** To make changes strike through with a single line, correct, all parties must initial the change. The entire form must be completed correctly, including signatures and the original submitted before payment is issued.*

Charges for the Month of:

(Month, YYYY)

Child Care Cost:

- Hourly \$ _____
- Daily \$ _____
- Weekly \$ _____
- Monthly \$ _____

Day	Date (dd/mm/yy)	Check each day child is present	Total Charge \$	FSD Payment \$	Total Due \$
Sunday					
Monday					
Tuesday					
Wednesday					
Thursday					
Friday					
Saturday					
Sunday					
Monday					
Tuesday					
Wednesday					
Thursday					
Friday					
Saturday					

Provider Signature: _____ Date: _____

I certify that the information recorded on this attendance record is correct to the best of my knowledge. I understand that any false statements on my part, including the filing of erroneous claims, may result in prosecution for fraud or loss of benefits.

Participant Signature: _____ Date: _____

For Official Office Use Only

Case Manager Review: I have reviewed this document and the above participant is attending training and requires child care for the dates listed.

Total Days Attended: _____ Total Cost to be Paid: \$ _____

Case Manager Signature: _____ Date: _____

Child Care Release

I, _____ do hereby acknowledge that I have applied for child care supportive service payments through the Missouri Job Center and the Workforce Development Board. Under this program, the Workforce Development Board will make payments directly to a child care provider selected by me in order that I may participate in the West Central Region's workforce training or educational opportunities.

I acknowledge that I am solely responsible for selecting a childcare provider and for determining the qualifications, competence and suitability of my childcare provider. I further acknowledge the Missouri Job Center and the Workforce Development Board has not selected, recommended, or participated in the selection of my childcare provider and that the Missouri Job Center and the Workforce Development Board are not responsible for determining or evaluating the qualifications, competence or suitability of the childcare provider.

I have chosen the following childcare provider:

Childcare provider and/or Daycare: _____

Mailing Address: _____

Contact Person and Telephone Number: _____

The children, listed below, are my children and attend the childcare provider listed above:
(List each child's full name and date of birth)

I understand the Workforce Development Board will only assist me with a specific amount of childcare cost based on the number of children requiring the service and other financial considerations. The amount the Workforce Development Board pays cannot exceed the Workforce Development Board Supportive Service Policy limit for childcare cost. Any amount remaining will be my responsibility to pay the childcare provider listed above. The Workforce Development Board will not assist with child care cost during breaks between semesters, such as summer and Christmas but will only assist with days I attend training or educational services.

I understand and agree that a copy of this form, once signed, will be given to my chosen childcare provider listed above. I also understand that the assistance I receive is not guaranteed and based on the funds available and participation in Workforce Innovation and Opportunities Act programs.

I have read this release and understand that with my signature below I intend to be bound by this release.

Participant Signature
Date

Printed Name

TO BE COMPLETED BY CHILD CARE PROVIDER:

Please check only one statement.

I have a weekly charge of \$ _____ per child.

I charge by the days of attendance. My daily charge is \$ _____.

The above name and address are correct for payment. __Yes __No if no, complete correct name and address here:

Name: _____ Address: _____

A W-9 must be submitted to the Workforce Development Board before any payment will be issued. Payment will only be made to name on W-9

Child Care Provider Signature
Date

Printed Name

Program Operator's Signature
Date

Printed Name

For additional information about Missouri Division of Workforce Development services, contact a Missouri Job Center near you. Locations and additional information are available at jobs.mo.gov or 1-888-728-JOBS (5627). Missouri Division of Workforce Development is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. Missouri TTYusers can call (800) 735-2966 or dial 7-1-1. This workforce product was funded by a grant awarded by the U.S. Department of Labor's Employment and Training Administration. The product was created by the contracting agency and does not necessarily reflect the official position of the U.S. Department of Labor. The Department of Labor makes no guarantees, warranties, or assurances of any kind, express or implied, with respect to such information, including any information on linked sites and including, but not limited to, accuracy of the information or its completeness, timeliness, usefulness, adequacy, continued availability, or ownership. This products copyrighted by the institution that created it. Internal use by an organization and/or personal use by an individual for non-commercial purposes is permissible. All other uses require the prior authorization of the copyright owner.



Missouri Job Center West Central Region Requisition Form

Select Location		
<input type="checkbox"/> Clinton	<input type="checkbox"/> Nevada	<input type="checkbox"/>
<input type="checkbox"/> Sedalia	<input type="checkbox"/> WDB	<input type="checkbox"/>

Vendor

Item	Quantity	Estimated Cost per item	Total Cost

Requested by (CCM)	Date:	Mail, Fax or E-mail to Missy Eidson
Approved by (WDB)	Date:	3208 West 16th St Sedalia Missouri 65301
Approved by WDB Chair over \$5,000	Date:	Phone: (660) 827-3722 Fax: (660) 827-3789
Denied (WDB)	Date:	E-mail: wdbme@iland.net

<p>Please Attach Bids</p> <p>\$500.00-2499.99—3 Phone Bids 2500.00-24,999.99— 3 Written Bids 25,000.00 and over—Require RFP process</p> <p>Bid exclusions : Software, subscription and publications</p> <p>Office Use Only Notes:</p>	<p>Reason for request :</p>
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ATTACHMENT 3
Memorandum of Understanding

**MEMORANDUMS OF UNDERSTANDING &
INFRASTRUCTURE COST SHARING AGREEMENTS**

WIOA Partner		Status
WIOA TITLE I ADULT	Name: Cosslett Moore Agency: Workforce Development Board Chair	COMPLETED
WIOA TITLE I DISLOCATED WORKER	Name: Cosslett Moore Agency: Workforce Development Board Chair	COMPLETED
WIOA TITLE I YOUTH	Name: Cosslett Moore Agency: Workforce Development Board Chair	COMPLETED
WIOA TITLE I Job Corps	Name: Ginny Shoemaker Agency: DESI – Job Corps	COMPLETED
WIOA Migrant & Seasonal Farmworker Program	Name: Stephen Borders/Amy Sublett Agency: UMOS/DWD	COMPLETED
Wagner-Peyser	Name: Dylan Minor Agency: Division of Workforce Development	COMPLETED
WIOA Title II Adult Education & Literacy	Name: Deb Williams Agency: State Fair Community College	COMPLETED
WIOA Title II Adult Education & Literacy	Name: Shearl Schism Agency: Nevada R-5	COMPLETED
Vocational Rehabilitation	Name: Laura Wallen Agency: Voc Rehab	COMPLETED
Vocational Rehabilitation	Name: Raymond Drake Agency: Voc Rehab	COMPLETED
Senior Community Service Program	Name: Earnest Chisholm Agency: AARP	COMPLETED
Perkins Career & Technical Education	Name: Dr. Phillip Witt Agency: Nevada Technical Center	COMPLETED
Perkins Career & Technical Education	Name: Sarrah Morgan Agency: Lex La-Ray Technical Center	COMPLETED
Perkins Career & Technical Education	Name: Rusty Sproat Agency: Warrensburg Area Career Center	COMPLETED
Perkins Career & Technical Education	Name: Jake Fowler Agency: Clinton Technical School	COMPLETED
Perkins Career & Technical Education	Name: Mitch Holder Agency: Saline County Career Center	COMPLETED
Trade Adjustment Assistance	Name: Dylan Minor Agency: Division of Workforce Development	COMPLETED

MOU's Continued		
WIOA Partner		Status
Jobs for Veterans	Name: Dylan Minor Agency: Division of Workforce Development	COMPLETED
Community Services Block Grant Rehabilitation Services for the Blind	Name:	COMPLETED
U.S. Dept of Housing & Urban Development – Training Programs	Name: Chris Thompson Agency: West Central MO Community Action Agency	COMPLETED
State Unemployment Compensation	Name: Chris Miller/Amy Sublett Agency: DES/DWD	COMPLETED
Reintegration Programs for Offenders	Name: Ann L. Precythe Agency: MO Dept of Corrections	COMPLETED
TANF	Name: Agency: MO Family Support Div	COMPLETED

MEMORANDUM of UNDERSTANDING

WEST CENTRAL REGION WORKFORCE DEVELOPMENT BOARD of WESTERN MISSOURI, Inc. MISSOURI JOB CENTERS

And

WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA) ONE-STOP PARTNERS

Section 1 Introduction

This Memorandum of Understanding (MOU) is established in agreement with the region's Chief Elected Official and becomes effective July 1, 2016. This agreement shall terminate on June 30, 2019.

This MOU is entered into in the spirit of cooperation and collaboration intended in WIOA between the West Central Region Workforce Development Board of Western Missouri, Inc., hereafter referred to as "the WDB" and the One-Stop Delivery System signatory partners, hereafter referred to as "the Partners".

"One-Stop" refers to the concept that employers and jobseekers should be able to access essential programs and services at one physical location in an area. The integrated system of service delivery will be provided through three (3) comprehensive sites, called Missouri Job Centers, located in Sedalia, Clinton, and Nevada. Individualized agreements with partners will address the roles played and contributions made to support the region's service delivery strategy and how they supplement and enhance customer access to services.

During regular business hours and work days, "access" may be accomplished by:

- Having staff physically present;
- Having partner program staff physically present at a Job Center appropriately trained to provide information to customers about the programs, services, and activities available through partner programs; or
- Providing direct linkage through technology to program staffers who can provide meaningful information or services. (Direct linkage means direct connection at the Job Center, within reasonable time, by phone or through real-time Web-based communication to a staff member who can provide program information or services to the customer).

It is understood that the proposed rules stipulate that simply handing out a phone number, brochure or website address is insufficient. Partners will work together to address the most effective and efficient means of providing access to customers in each Job Center.

The MOU Partners include:

1. WIOA Adult, Dislocated, and Youth Programs (Title I)
2. Job Corps (Title I)

3. WIOA Migrant and Seasonal Farmworker Programs
4. Wagner-Peyser labor exchange/employment services
5. Adult Education and Literacy (AEL)(Title II)
6. Vocational Rehabilitation (VR)
7. The Senior Community Service Program
8. Perkins Career and Technical Education
9. Trade Adjustment Assistance
10. Veterans Programs
11. Community Services Block Grant Activities
12. U.S. Department of Housing and Urban Development employment and training activities
13. State Unemployment Compensation Law activities
14. Reintegration programs for eligible offenders
15. Temporary Assistance for Needy Families (TANF)
16. Supplemental Nutrition and Assistance Program (SNAP) employment and training programs

Section 2 Strategic Vision

The West Central Region partners are in agreement with the tenets of the Workforce Innovation and Opportunity Act:

- To expand access to employment, education, training, and support services for people with barriers to employment;
- To coordinate workforce investment, education, and economic development efforts among multiple agencies;
- To enhance the labor-market relevance of workforce investment, education, and economic development, providing workers with skills and credentials and providing employers with a skilled workforce;
- To improve the structure of, and delivery of, services through the workforce development system;
- To boost the prosperity of workers and employers, the economic growth of communities, regions, and states, and overall U.S. global competitiveness;
- To increase the employment, retention, and earnings of system participants, and to fulfill their attainment of postsecondary credentials, with the aim of improving workforce quality, reducing welfare dependency, increasing economic self-sufficiency, and meeting the skill requirements of employers.

Section 3 Services to be Provided

During the planning process for the Workforce Innovation and Opportunity Act (WIOA), the West Central Region partners have worked diligently to map services provided to job seekers and business customers as a system. Workforce partners have identified comprehensive services to support job seekers either at the Job Centers or by meaningful referral to partner organizations. Services provided to job seekers (at the One-Stop Job Center and/or via referral to a partner organization) include: career assistance; childcare assistance; children's advocacy/support; clothing assistance; disability resources; education services/assistance; employment assistance; English language learner services; ex-offender services; food assistance; housing assistance; labor market information; probation/parole support; educational remediation; senior services programs; training support; transition case management;

transportation assistance; reading assistance; unemployment work testing; utility assistance; and veterans assistance/support. Emergency Grants), Department of Labor WIOA Adult, Dislocated Workers, and Youth, Department of Social These services are funded by various entities, including: Department of Labor (Rapid Response and National Services (METP, MWA,) , Department of Labor (Job Corps), Department of Elementary and Secondary Education (Vocational Rehabilitation), Federal and State Department of Education funds, Community Services Block Grant, and the Department of Health and Human Services (Title V of the Older Americans Act).

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

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

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

Section 4 Shared Funding of Infrastructure

The One-Stop Operating Budget and Infrastructure Cost Sharing Agreement establish a financial plan, including terms and conditions, to fund the services and operating costs of the West Central Region Job Centers. The Parties to this MOU agree that joint funding is an essential foundation for an integrated service delivery system. The cost of services, operating cost, and infrastructure costs of the system will be funded by all Job Center partners through a separately negotiated cost sharing agreement based on an agreed upon formula or plan.

Currently, Job Center costs associated with the integrated service delivery model are shared among partners located in each Job Center based on a ratio of DWD staff to WIOA staff.

Section 5 Shared Funding of Services

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

Section 6 Systematic Referral Process for Job Center Customers

Referrals do not imply automatic eligibility. The result of a referral is dependent on the eligibility determination by each partner based on their unique program guidelines and fund availability. The partners agree to conduct referrals for services in the following manner:

1. All customers referred for services (via the One-Stop Partners) will receive a written referral form with the name, address, and phone number of the Partner organization receiving the customer referral. A copy of the referral form will be given to the customer and to the receiving organization (via fax or email). The form will also include the date of the referral and the reason for the referral.
2. The organization receiving the referral will make a good faith effort to contact the customer within 3 business days of the date on the referral form.
3. The receiving organization will schedule an appointment with the customer within 10 business days of the date on the referral form and confirm such with the referring organization.

This information will be tracked and used to measure referral activity and success rates for co-enrollment and alignment of services.

Partners commit to assist the One-Stop Operator in each Missouri Job Center in developing and maintaining a local resource guide of each partner agency's available services. The guide will be shared with each partner and staff will be trained on its use.

Section 7 Human Resources Management

As partners, respect and trust of one another as we serve mutual customers will be expected. Further, we agree that management and staff will strive for high quality standards of service on behalf of customers, employees, and partners of the system. In the event disagreements arise, the proper chain of command will be followed and the staff member's employer of record will be called upon to help resolve issues. The formal Complaint and Grievance policy will be used if resolution is not reached.

All partners will agree that exchanged information will remain private and confidential in accordance with the existing confidentiality requirements of each partner program. All Job Center staff and management will follow policy set forth by the Division of Workforce Development and the policy of the WDB, as applicable. Authorized staff will receive training and sign the confidentiality statement. Correspondence sent by email and fax will adhere to the confidentiality statement as set forth in DWD Issuance 01-2008, Change 2 or subsequent guidance. (see https://jobs.mo.gov/sites/jobs/files/workforce-development-system-confidentiality-information_dwd_issuance2008-01_c2_rev2011-09-15.pdf).

Section 8 One-Stop Delivery System Performance Criteria

As partners, we agree that the One-Stop Delivery System will strive to achieve these standards of quality service:

1. All customers will receive prompt and courteous service from the staff.
2. All customers will receive services designed to assist them in achieving their educational and/or placement goals.
3. All employees can expect to work in a safe and professional environment.
4. All employees can expect to receive the best tools to achieve the desired outcomes for their customers.
5. All partners will deliver high-quality services through the Missouri Job Centers.

Section 9 Governance of the One-Stop Delivery System

The ultimate accountability and responsibility for the One-Stop System organizational processes, services, and accomplishments will rest with the Workforce Development Board (WDB), the One-Stop Operator, and the Partners. The WDB is an appointed body representing business and industry along with core partners serving a 14-county region in mid-Missouri.

Responsibilities of the WDB include, but are not limited to:

1. Develop and execute Memorandum(s) of Understanding (MOU) with One-Stop Partners.
2. Direct the disbursement of funds for workforce development activities pursuant to the requirements of WIOA.
3. Develop a local strategic plan (made accessible to public on website: skillupmissouri.org) including policies, standards and operational priorities for the local area; update said plan as required by the Division of Workforce Development and Department of Labor.
4. Competitively procure the One-Stop Operator and lead certification process of Job Centers in the region.
5. Conduct oversight of the local One-Stop delivery system, including all Adult, Dislocated Worker and Youth activities, jointly or on behalf of the Chief Elected Officials.
6. Recommend grants or contracts for program activities, as appropriate.
7. Support coordination of workforce investment activities with economic development strategies and other employer linkages.
8. Oversee marketing efforts and public relations conducted on behalf of the One-Stop Delivery System through the Missouri Job Centers.

Responsibilities of the One-Stop Operator include, but are not limited to:

1. Promote inclusion of partners and integration of services. Consistent with the principles of universal access, customer choice, increased accountability and strong private sector involvement, the One-Stop Operator will also advance quality improvement methods, customer satisfaction measures and staff development.
2. Examine the organization's processes of developing strategic objectives, as well as creating action plans and related human resource plans to support system direction.
3. Examine how the system determines customer/market requirements; expectations and preferences.

4. Examine the performance management system and how the system analyzes performance data and trends.
5. Examine how the system engages job seekers to develop and utilize their full potential in alignment with their goals and the system's objectives.
6. Examine key aspects of process management, including customer-focused design of products and service delivery involving all partners.
7. Develop and maintain local resource directory.
8. Examine the system's performance and improvement in business service areas – customer satisfaction, financial and marketplace performance, product and service performance, human resource support, return-on-investment (ROI) for utilizing the Job Center's services and evidence of repeat business from area employers.

Responsibilities of the One-Stop Partners (to the extent allowed within their own agency policies) include, but are not limited to:

1. Provide access to programs and services through the One-Stop Delivery System.
2. Support development and implementation of one-stop policies and processes as well as an integrated, customer-centered service delivery design.
3. Share customers and infrastructure costs, as applicable.
4. Coordinate the availability of grant funds to ensure customers receive the full benefit of services provided by each partner organization.
5. Engage employers and provide integrated business services.
6. Increase and coordinate range of customer services to ensure the needs of employers, jobseekers, workers, youth, and individuals with barriers to employment are met, including individuals with disabilities.
7. Assist in development of local resource directory.
8. Share performance data on mutual customers.
9. Coordinate outreach and job development activities.

Section 10 Duration and Modification

The parties agree that the terms of this Memorandum of Understanding becomes effective July 1, 2016 and will continue in effect until June 30, 2019 or such time as any party will modify, extend, or terminate this MOU. The MOU will be reviewed annually and must be updated not less than every three years to reflect any changes in signatory official of the Board, One-Stop Partners, CEOs, or one-stop infrastructure funding.

This MOU may be modified, altered, or revised, as necessary, by mutual consent of the parties, by the issuance of a written amendment, signed and dated by the parties. Partner requests for modifications to the MOU must be made in writing to the WDB at least 30 days prior to the effective date of the requested change.

Section 11 Termination

Any party to this agreement may cease participation in the agreement. Any party that intends to cease participation must notify the other parties affected by this agreement at least 30 days prior to the effective termination date.



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

Signature	<i>Tony McCollum</i>
Print Name	Tony McCollum
Title	Presiding Commissioner - Chariton County
Agency	Chief Elected Official - West Central Workforce Region
Date	6-26-17

[8]

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

Signature	<i>Casslett W Moore</i>
Print Name	<i>Casslett W. Moore</i>
Title	<i>Chairman</i>
Agency	<i>Work Force Development Board</i>
Date	<i>June 20, 2017</i>

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

Signature	<i>Linda Kirk</i>
Print Name	Linda Kirk
Title	Executive Director
Agency	Workforce Development Board of Western Mo Inc
Date	6-22-17

[8]

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

Signature	
Print Name	Ginny Shoemaker
Title	President
Agency	Dynamic Educational Systems, Inc. (Job Corps Title 1 Services)
Date	6/20/17

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

Signature	
Print Name	Dylan Minor
Title	Regional Manager
Agency	DWTD
Date	6/20/17

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

Signature	<i>Deb Williams</i>
Print Name	Deb Williams
Title	State Fair Community College Adult Education and Literacy Director
Agency	State Fair Community College Adult Education and Literacy Program
Date	June 19, 2017

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

Signature	
Print Name	Laura A Wallen
Title	District Supervisor
Agency	Vocational Rehabilitation
Date	06/19/17

Section 12 Signatures

By signature hereto, the West Central Region Workforce Development One-Stop Partners agree to abide by the terms and conditions set forth in this Memorandum of Understanding.

Organization	Chief Elected Official, West Central Workforce Area
Name -printed	Tony McCollum
Title	Presiding Commissioner - Chariton County
Date	3-22-17
Signature	<i>Tony McCollum</i>

Organization	Workforce Development Board of Western Missouri, Inc.
Name -printed	Cosslett Moore - (General Manager/Flextech Industries)
Title	Chairperson
Date	3-22-17
Signature	<i>Cosslett Moore</i>

Organization	Workforce Development Board of Western Missouri, Inc.
Name -printed	Suzanne Richards
Title	Executive Director
Date	3/1/2017
Signature	<i>Suzanne Richards</i>

Organization	AAEP Foundation - SCSEP
Name -printed	Earnest Chisholm
Title	Regional Manager
Date	3/1/2017
Signature	<i>Earnest</i>

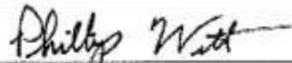
Organization	
Name -printed	Linda Kirk
Title	Assistant Director
Date	3-1-17
Signature	<i>Linda Kirk</i>

Organization	
Name -printed	
Title	
Date	
Signature	

Organization	
Name -printed	
Title	
Date	
Signature	

Organization	
Name -printed	
Title	
Date	
Signature	

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

Signature	
Print Name	Phillip Witt
Title	Director
Agency	Nevada Regional Technical Center
Date	7-10-2017

Section 12 Signatures

By signature hereto, the West Central Region Workforce Development One-Stop Partners agree to abide by the terms and conditions set forth in this Memorandum of Understanding.

Organization	Chief Elected Official, West Central Workforce Area
Name -printed	Tony McCollum
Title	Presiding Commissioner - Chariton County
Date	2-27-16
Signature	<i>Tony McCollum</i>

Organization	Workforce Development Board of Western Missouri, Inc.
Name -printed	Cosslett Moore - (General Manager/Flextech Industries)
Title	Chairperson
Date	June 22, 2016
Signature	<i>Cosslett Moore</i>

Organization	Workforce Development Board of Western Missouri, Inc.
Name -printed	Suzanne Richards
Title	Executive Director
Date	6/29/2016
Signature	<i>Suzanne Richards</i>

Organization	Lex La Ray Technical Center (Perkins Career and Technical Education)
Name -printed	Sarrah Morgan
Title	Director
Date	6/2/16
Signature	<i>Sarrah Morgan</i>

Organization	
Name -printed	
Title	
Date	
Signature	

Organization	
Name -printed	
Title	
Date	
Signature	

Organization	
Name -printed	
Title	
Date	
Signature	

Organization	
Name -printed	
Title	
Date	
Signature	

Section 12 Signatures

By signature hereto, the West Central Region Workforce Development One-Stop Partners agree to abide by the terms and conditions set forth in this Memorandum of Understanding.

Organization	Chief Elected Official, West Central Workforce Area
Name -printed	Tony McCollum
Title	Presiding Commissioner - Chariton County
Date	5-27-16
Signature	<i>Tony McCollum</i>

Organization	Workforce Development Board of Western Missouri, Inc.
Name -printed	Cosslett Moore - (General Manager/Flextech Industries)
Title	Chairperson
Date	June 27, 2016
Signature	<i>Cosslett W Moore</i>

Organization	Workforce Development Board of Western Missouri, Inc.
Name -printed	Suzanne Richards
Title	Executive Director
Date	6/29/2016
Signature	<i>Suzanne Richards</i>

Organization	Warrensburg Area Career Center (Perkins Career and Technical Education)
Name -printed	Rusty Sproat
Title	Director
Date	6-15-2016
Signature	<i>Rusty Sproat</i>

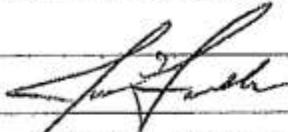
Organization	
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Date	
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Organization	
Name -printed	
Title	
Date	
Signature	

Organization	
Name -printed	
Title	
Date	
Signature	

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

Signature	
Print Name	JAKE FOWLER
Title	DIRECTOR
Agency	QUINTON TECHNICAL SCHOOL
Date	6/19/2017

[8]

Section 12 Signatures

By signature hereto, the West Central Region Workforce Development One-Stop Partners agree to abide by the terms and conditions set forth in this Memorandum of Understanding.

Organization	Chief Elected Official, West Central Workforce Area
Name -printed	Tony McCollum
Title	Presiding Commissioner - Chariton County
Date	6-27-16
Signature	<i>Tony McCollum</i>

Organization	Workforce Development Board of Western Missouri, Inc.
Name -printed	Cosslett Moore - (General Manager/Flextech Industries)
Title	Chairperson
Date	6/29/2016
Signature	<i>Cosslett W Moore</i>

Organization	Workforce Development Board of Western Missouri, Inc.
Name -printed	Suzanne Richards
Title	Executive Director
Date	6/28/16
Signature	<i>Suzanne Richards</i>

Organization	Saline County Career Center (Perkins Career and technical Education)
Name -printed	Derek Lark
Title	Director
Date	
Signature	<i>Derek Lark 6-27-16</i>

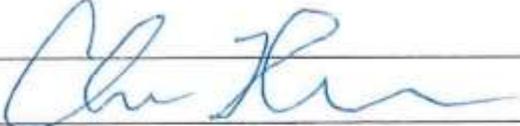
Organization	
Name -printed	
Title	
Date	
Signature	

Organization	
Name -printed	
Title	
Date	
Signature	

Organization	
Name -printed	
Title	
Date	
Signature	

Organization	
Name -printed	
Title	
Date	
Signature	

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

Signature	
Print Name	Christopher L. Thompson
Title	President and Chief Executive Officer
Agency	West Central Missouri Community Action Agency
Date	October 3, 2017

[7]

Section 12 Signatures

By signature hereto, the West Central Region Workforce Development One-Stop Partners agree to abide by the terms and conditions set forth in this Memorandum of Understanding.

All parties agree and understand that this Memorandum of Understanding outlines the goals and the mission of the program, but does not place any contractual requirements on any party.

Organization	Chief Elected Official, West Central Workforce Area
Name -printed	Tony McCollum
Title	Presiding Commissioner - Chariton County
Date	9-7-16
Signature	<i>Tony McCollum</i>

Organization	Workforce Development Board of Western Missouri, Inc.
Name -printed	Cosslett Moore - (General Manager/Flextech Industries)
Title	Chairperson
Date	September 2, 2016
Signature	<i>Cosslett Moore</i>

Organization	Workforce Development Board of Western Missouri, Inc.
Name -printed	Suzanne Richards
Title	Executive Director
Date	7-8-2016
Signature	<i>Suzanne Richards</i>

Organization	Missouri Department of Corrections
Name -printed	George A. Lombardi
Title	Director
Date	6/28/16
Signature	<i>George A. Lombardi</i>

Organization	
Name -printed	
Title	
Date	
Signature	

Organization	
Name -printed	
Title	
Date	
Signature	

Organization	
Name -printed	
Title	
Date	
Signature	

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

Signature	<i>Steven A. Smith</i>
Print Name	Steven A. Smith
Title	President & CEO
Agency	JOB POINT
Date	9/28/17

[7]

MEMORANDUM OF UNDERSTANDING
Between the Division of Workforce Development
And United Migrant Opportunity Services

This Memorandum of Understanding (MOU) is an agreement between the Division of Workforce Development (DWD), representing Missouri's fourteen (14) Workforce Development Regions, the State Monitor Advocate, and United Migrant Opportunity Services (UMOS), the National Farmworker Jobs Program (NFJP) grantee.

The purpose of this MOU is to ensure the most effective and efficient utilization of the funds provided by the US Department of Labor for administration and operation of the statewide Migrant Seasonal Farm Workers (MSFWs) outreach program, in compliance with 29 CFR 38, Implementation of the Nondiscrimination and Equal Opportunity Provisions of the Workforce Innovation and Opportunity Act (WIOA) of 2015. This also complies with 20 CFR 653.107 (c)(2)(v) as it pertains to the number of MSFWs planned to be contacted by the signatory agencies of this MOU.

DWD and UMOS will work together as partners with the shared goal to provide a full spectrum of services to Missouri's eligible MSFWs and/or a dependent of an eligible MSFW and agricultural employers.

I. SERVICES TO BE PROVIDED

UMOS as the NFJP (WIOA section 167) grantee will:

1. Provide a bilingual by appointment only (Spanish and English) worker to each Job Center deemed "significant" in service to MSFWs, as needed, to provide clients with easy access to services.
2. Provide outreach workers to accompany state workers to visit MSFWs where they live and/or work, in order to inform them of all available Job Center services and community programs, from which they may benefit, including those available to the general public.
3. Refer MSFWs to opportunities for which they may qualify, Agricultural as well as Non-Agricultural employment opportunities currently available to all applicants.
4. Upon request provide a list of names and contact information of eligible MSFW.
5. Assist MSFWs in the preparation of applications for new employment.
6. Refer MSFWs to Job Center staff for training programs.
7. Provide information regarding the types of employment likely to be available when the currently-employed MSFW becomes available for new employment.
8. When complaints are received will refer complaints, including farm labor complaints, to the State Monitor Advocate.
9. Coordinate farm labor program activities with DWD's MSFW Outreach staff and the State Monitor Advocate.
10. Provide appropriate UMOS staff to travel within the State to attend meetings, training sessions, speaking engagements and/or other activities deemed necessary by both agencies.
11. UMOS will provide DWD with a list referencing a contact person in each of its offices who are familiar with the terms of this cooperative agreement.

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

1. Provide information to MSFWs about the Job Service Complaint System and refer complainants to the local Job Centers to document and file their complaints.
2. Upon request provide a list of names and contact information for those who indicate farm work.
3. Document and refer to the State Monitor Advocate any apparent violations of employment-related laws, including housing, field sanitation and potable water; the State Monitor Advocate will review and resolve complaints in accordance with federal and state regulations and policy
4. Make referrals to specific employment opportunities currently available to unemployed MSFWs, as well as to other job openings for which they may qualify.
5. Assist MSFWs in the preparation of employment applications.
6. Refer MSFWs to appropriate training programs.
7. Provide information regarding the types of employment that are likely to be available when the currently-employed MSFW becomes available for new employment.
8. Take job orders from referred employers and enter them into the appropriate database system, following prescribed procedures.
9. Provide adequate space, including access to telephone and computer, in offices designated "significant" in service to MSFWs, as needed, for a bilingual UMOS worker to attend to clients in the Job Centers.

DWD will provide to UMOS, as requested, a list of names and contact information for all registered customers who have indicated that they have done farmwork.

II. REPORTING SYSTEM

UMOS will make effective use of the desk space, computers, labor market information, employment and training opportunities, and other programs provided by DWD, to generate quarterly statistical reports and submit them to the designated entity within DWD.

Reports will include:

- Number of estimated MSFWs currently in the State
- Number of MSFW contacts made during each day, week, and month
- Number of referrals made to various services
- Number of complaints received and referred
- Number of training applications received and referred
- Placement information on any customers who are co-enrolled, with both UMOS and DWD, who have entered employment
- An outline of services provided, when necessary and requested
- Any significant events that need to be highlighted

III. AGREEMENT

The State Monitor Advocate and representatives from DWD and UMOS will meet on a quarterly basis to review how services are being delivered through the one-stop delivery system and discuss coordination between programs.

Currently no UMOS staff are located in Missouri's One-Stop Centers, therefore no infrastructure cost agreement is required.

UMOS and DWD will provide initial and periodic cross-training regarding program services offered by each.

Any revision to this MOU, whether by modification or supplementation, must be accomplished by a formal amendment or supplement signed and approved by the duly authorized representative of the DWD and UMOS.

This MOU may be terminated at any time during the term of the agreement, with or without cause, by either party by furnishing written notice to the other party at least thirty (30) days before the desired termination date.

The undersigned have read this "Memorandum of Understanding" between the Division of Workforce Development representing Missouri's fourteen (14) Workforce Development Regions, the State Monitor Advocate and the United Migrant Opportunity Service to remain in effect for one year from the most recent date of signing (below), and they agree to comply with the provisions of this MOU.

Division of Workforce Development
Amy Sublett, Acting Director

United Migrant Opportunity Services

Amy Sublett
Signature

Steph Bowers
Signature

Amy Sublett
Printed Name

Steph Bowers
Printed Name

Acting Director
Title

Regional Director
Title

6/26/2017
Date

6/26/2017
Date

Division of Workforce Development
Anita Dixon, State Monitor Advocate

Anita Dixon
Signature

Anita Dixon
Printed Name

State Monitor Advocate
Title

6/26/17
Date

MEMORANDUM OF UNDERSTANDING

Between the Missouri Division of Employment Security and Division of Workforce Development

This Memorandum of Understanding (MOU) is an agreement between the Missouri Division of Employment Security (DES) and the Division of Workforce Development (DWD), representing Missouri's Fourteen Workforce Development Boards (WDBs).

I. Purpose of Agreement

This MOU identifies the responsibility of DES as the operator of Missouri's Unemployment Compensation Law activities in relation to the operation of the Workforce Innovation and Opportunity Act (WIOA) one-stop delivery system, hereinafter referred to as the Missouri Job Centers (MJC) in each of the fourteen WDB regions.

II. Duties of the Parties

The parties agree to work together to implement and operate the WIOA One-Stop Delivery System and to serve Unemployment Insurance (UI) Program participants during the period of this Agreement. The parties also agree to the following:

DES agrees to the following role in relation to WIOA:

- The Division of Employment Security (DES) administers Missouri's UI program. The UI program provides partial protection for workers against loss of wages during periods of involuntary unemployment. The benefits paid to insured workers bolster the economy of the state during periods of economic downturn by helping maintain a degree of consumer purchasing power.
- UI programs and activities that fall under the operation of DES include the regular UI program, unemployment compensation for ex-service members, unemployment compensation for federal employees, the Shared Work program, the Reemployment Services Eligibility Assessment program and Trade Readjustment Allowances, including Alternative Trade Adjustment Assistance and Reemployment Trade Adjustment Assistance.
- WIOA established an additional requirement to provide meaningful assistance with filing a claim for unemployment insurance. Meaningful assistance means:
 - Providing assistance on-site using staff who are well trained in unemployment insurance claims filing and the rights and responsibilities of UI claimants; or
 - Providing assistance by phone or other technology, as long as the assistance is provided by trained and available staff and within a reasonable time.

- o To meet the requirement to provide meaningful assistance to UI claimants in need of help filing a UI claim, MJC staff must be familiar with the DES online claims filing system and the rights and responsibilities of UI claimants to the point of being able to help them understand DES publications and correspondence.
- o An electronic feedback system is in place for MJC staff to refer potential UI eligibility issues to the DES for investigation.

DWD and the WDBs agree to do the following:

- Designate MJC staff to be familiar with the DES online claims filing system and the rights and responsibilities of UI claimants to the point of being able to help them understand DES publications and correspondence.
- Provide training to MJC staff in the centers, as needed, including but not limited to assessing a UI claimants needs, providing labor market information, developing a work search plan, making referrals to services and training, skills remediation and assessment, and computer system information.
- Individuals with significant barriers to employment shall be identified and receive priority service and shall receive services designed to assist them in achieving their educational and /or job placement goals.
- Individuals with disabilities shall be provided accommodations and assistive technology upon request and shall be referred to the appropriate agency for additional assistance as appropriate.

III. Funding of the Job Center infrastructure costs

Under WIOA, all Partners are required to contribute in some manner to the infrastructure of the One-Stop, whether or not the Partner is physically located in the MJC. The Partners of this MOU agree to work together during the duration of this MOU to develop an arrangement through guidance forthcoming from USDOL on funding the infrastructure.

IV. Terms of Agreement

Any revision to this Agreement, whether by modification or supplementation, must be accomplished by a formal amendment or supplement signed and approved by the duly authorized representative of the DWD, DES, and WDBs.

This Agreement may be terminated at any time during the term of the agreement, with or without cause, by either party by furnishing written notice to the other party at least sixty (60) days before the desired termination date.

ADDENDUM

MEMORANDUM OF UNDERSTANDING

COST SHARING AGREEMENT

WEST CENTRAL REGION
WORK FORCE DEVELOPMENT BOARD OF WESTERN MISSOURI, INC.
MISSOURI JOB CENTERS

And

WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA)
ONE-STOP PARTNERS

The parties agree the terms of this Memorandum of Understanding are now amended to state the shared costs to each Partner.

Shared Funding of Infrastructure

Missouri Job Center costs associated with the integrated service delivery model are shared among partners located in each Job Center based on a ratio of DWD staff to WIOA staff. For other Partner staff located in a Job Center, costs are shared based on square footage designated to that agency and a portion of the common areas.

It has been determined that this organization is not co-located in a Missouri Job Center in the West Central Region and is not responsible for shared costs at this time.

Signatures

By signature hereto, the West Central Region Workforce Development One-Stop Partners agree to abide by the terms and conditions set forth in this Memorandum of Understanding Addendum.

Organization	Chief Elected Official, West Central Workforce Area
Name – printed	Tony McCollum
Title	Presiding Commissioner Chariton County
Date	
Signature	

Organization	State Unemployment Compensation
Name – printed	Anna S. Hui
Title	Acting Dept Director
Date	6/1/17
Signature	<i>Anna S. Hui</i>

Organization	Workforce Development Board of Western Missouri, Inc.
Name – printed	Cosslett Moore – (General Manager /Flextech Industries)
Title	Chairperson
Date	
Signature	

Organization	Workforce Development Board of Western Missouri, Inc.
Name – printed	Linda Kirk
Title	Assistant Director
Date	
Signature	

Organization	Workforce Development Board of Western Missouri, Inc.
Name – printed	Suzanne Richards
Title	Executive Director
Date	
Signature	



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

MOU Title: One-Stop Delivery System

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



Julie Gibson
Family Support Division (FSD) Director

Temporary Assistance for Needy Families
Community Services Block Grant

ADDENDUM

MEMORANDUM OF UNDERSTANDING

COST SHARING AGREEMENT

WEST CENTRAL REGION
WORK FORCE DEVELOPMENT BOARD OF WESTERN MISSOURI, INC.
MISSOURI JOB CENTERS
And

WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA)
ONE-STOP PARTNERS

The parties agree the terms of this Memorandum of Understanding are now amended to state the shared costs to each Partner.

Shared Funding of Infrastructure

Missouri Job Center costs associated with the integrated service delivery model are shared among partners located in each Job Center based on a ratio of DWD staff to WIOA staff. For other Partner staff located in a Job Center, costs are shared based on square footage designated to that agency and a portion of the common areas.

It has been determined that this organization is not co-located in a Missouri Job Center in the West Central Region and is not responsible for shared costs at this time.

Signatures

By signature hereto, the West Central Region Workforce Development One-Stop Partners agree to abide by the terms and conditions set forth in this Memorandum of Understanding Addendum.

Organization	Chief Elected Official, West Central Workforce Area
Name – printed	Tony McCollum
Title	Presiding Commissioner Chariton County
Date	3-20-17
Signature	<i>Tony McCollum</i>

Organization	Workforce Development Board (WIOA Title I – Adult/Dislocated Worker/Youth)
Name – printed	Cosslett Moore
Title	WDB Board Chair
Date	3-22-17
Signature	<i>Cosslett Moore</i>

Organization	Workforce Development Board of Western Missouri, Inc.
Name – printed	Cosslett Moore – (General Manager /Flextch Industries)
Title	Chairperson
Date	3-22-17
Signature	<i>Cosslett Moore</i>

Organization	Workforce Development Board of Western Missouri, Inc.
Name – printed	Linda Kirk
Title	Assistant Director
Date	3-2-17
Signature	<i>Linda Kirk</i>

Organization	Workforce Development Board of Western Missouri, Inc.
Name – printed	Suzanne Richards
Title	Executive Director
Date	3/2/2017
Signature	<i>Suzanne Richards</i>

ADDENDUM
MEMORANDUM OF UNDERSTANDING

COST SHARING AGREEMENT

WEST CENTRAL REGION
WORK FORCE DEVELOPMENT BOARD OF WESTERN MISSOURI, INC.
MISSOURI JOB CENTERS

And

WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA)
ONE-STOP PARTNERS

The parties agree the terms of this Memorandum of Understanding are now amended to state the shared costs to each Partner.

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Missouri Job Center costs associated with the integrated service delivery model are shared among partners located in each Job Center based on a ratio of DWD staff to WIOA staff. For other Partner staff located in a Job Center, costs are shared based on square footage designated to that agency and a portion of the common areas.

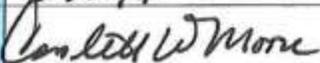
It has been determined that this organization is not co-located in a Missouri Job Center in the West Central Region and is not responsible for shared costs at this time.

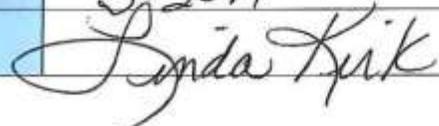
Signatures

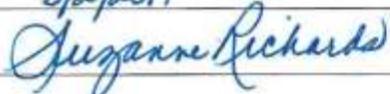
By signature hereto, the West Central Region Workforce Development One-Stop Partners agree to abide by the terms and conditions set forth in this Memorandum of Understanding Addendum.

Organization	Chief Elected Official, West Central Workforce Area
Name – printed	Tony McCollum
Title	Presiding Commissioner Chariton County
Date	3-20-17
Signature	

Organization	DESI/Job Corps
Name – printed	Christopher Story
Title	Project Director
Date	3-6-17
Signature	

Organization	Workforce Development Board of Western Missouri, Inc.
Name – printed	Cosslett Moore – (General Manager /Flextech Industries)
Title	Chairperson
Date	3-22-17
Signature	

Organization	Workforce Development Board of Western Missouri, Inc.
Name – printed	Linda Kirk
Title	Assistant Director
Date	3-2-17
Signature	

Organization	Workforce Development Board of Western Missouri, Inc.
Name – printed	Suzanne Richards
Title	Executive Director
Date	3/2/2017
Signature	

ADDENDUM
MEMORANDUM OF UNDERSTANDING

COST SHARING AGREEMENT

WEST CENTRAL REGION
WORK FORCE DEVELOPMENT BOARD OF WESTERN MISSOURI, INC.
MISSOURI JOB CENTERS
And

WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA)
ONE-STOP PARTNERS

The parties agree the terms of this Memorandum of Understanding are now amended to state the shared costs to each Partner.

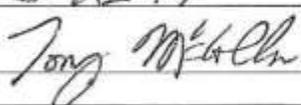
Shared Funding of Infrastructure

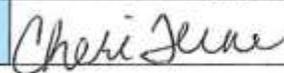
Missouri Job Center costs associated with the integrated service delivery model are shared among partners located in each Job Center based on a ratio of DWD staff to WIOA staff. For other Partner staff located in a Job Center, costs are shared based on square footage designated to that agency and a portion of the common areas.

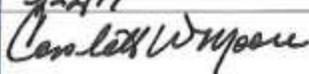
It has been determined that this organization is not co-located in a Missouri Job Center in the West Central Region and is not responsible for shared costs at this time.

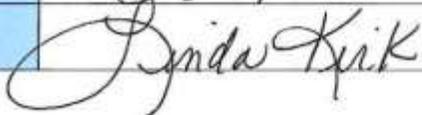
Signatures

By signature hereto, the West Central Region Workforce Development One-Stop Partners agree to abide by the terms and conditions set forth in this Memorandum of Understanding Addendum.

Organization	Chief Elected Official, West Central Workforce Area
Name – printed	Tony McCollum
Title	Presiding Commissioner Charlton County
Date	5-22-17
Signature	

Organization	Division of Workforce Development (Wagner-Peyser, TAA, Jobs for Veterans)
Name – printed	Cheri Tune
Title	DWD WDB Board Representative
Date	3/22/17
Signature	

Organization	Workforce Development Board of Western Missouri, Inc.
Name – printed	Cosslett Moore – (General Manager /Flextch Industries)
Title	Chairperson
Date	3/22/17
Signature	

Organization	Workforce Development Board of Western Missouri, Inc.
Name – printed	Linda Kirk
Title	Assistant Director
Date	3-2-17
Signature	

Organization	Workforce Development Board of Western Missouri, Inc.
Name – printed	Suzanne Richards
Title	Executive Director
Date	3/2/2017
Signature	

ADDENDUM

MEMORANDUM OF UNDERSTANDING

COST SHARING AGREEMENT

WEST CENTRAL REGION
 WORK FORCE DEVELOPMENT BOARD OF WESTERN MISSOURI, INC.
 MISSOURI JOB CENTERS
 And

WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA)
 ONE-STOP PARTNERS

The parties agree the terms of this Memorandum of Understanding are now amended to state the shared costs to each Partner.

Shared Funding of Infrastructure

Missouri Job Center costs associated with the integrated service delivery model are shared among partners located in each Job Center based on a ratio of DWD staff to WIOA staff. For other Partner staff located in a Job Center, costs are shared based on square footage designated to that agency and a portion of the common areas.

It has been determined that this organization is not co-located in a Missouri Job Center in the West Central Region and is not responsible for shared costs at this time.

Signatures

By signature hereto, the West Central Region Workforce Development One-Stop Partners agree to abide by the terms and conditions set forth in this Memorandum of Understanding Addendum.

Organization	Chief Elected Official, West Central Workforce Area
Name – printed	Tony McCollum
Title	Presiding Commissioner Chariton County
Date	3-20-17
Signature	<i>Tony McCollum</i>

Organization	SFCC Adult Education & Literacy
Name – printed	Deb Williams
Title	Director
Date	3-3-17
Signature	<i>Deb Williams</i>

Organization	Workforce Development Board of Western Missouri, Inc.
Name – printed	Cosslett Moore – (General Manager /Flextech Industries)
Title	Chairperson
Date	3-22-17
Signature	<i>Cosslett Moore</i>

Organization	Workforce Development Board of Western Missouri, Inc.
Name – printed	Linda Kirk
Title	Assistant Director
Date	3-3-17
Signature	<i>Linda Kirk</i>

Organization	Workforce Development Board of Western Missouri, Inc.
Name – printed	Suzanne Richards
Title	Executive Director
Date	3/2/2017
Signature	<i>Suzanne Richards</i>

ADDENDUM

MEMORANDUM OF UNDERSTANDING

COST SHARING AGREEMENT

WEST CENTRAL REGION
 WORK FORCE DEVELOPMENT BOARD OF WESTERN MISSOURI, INC.
 MISSOURI JOB CENTERS
 And

WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA)
 ONE-STOP PARTNERS

The parties agree the terms of this Memorandum of Understanding are now amended to state the shared costs to each Partner.

Shared Funding of Infrastructure

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Signatures

By signature hereto, the West Central Region Workforce Development One-Stop Partners agree to abide by the terms and conditions set forth in this Memorandum of Understanding Addendum.

Organization	Chief Elected Official, West Central Workforce Area
Name – printed	Tony McCollum
Title	Presiding Commissioner Chariton County
Date	3-28-17
Signature	<i>Tony McCollum</i>

Organization	Adult Education & Literacy Nevada R-5 School District
Name – printed	Shearl Scism
Title	AEL Director
Date	2-27-17
Signature	<i>Shearl Scism</i>

Organization	Workforce Development Board of Western Missouri, Inc.
Name – printed	Cosslett Moore – (General Manager /Flextch Industries)
Title	Chairperson
Date	3-22-17
Signature	<i>Cosslett Moore</i>

Organization	Workforce Development Board of Western Missouri, Inc.
Name – printed	Linda Kirk
Title	Assistant Director
Date	3-1-17
Signature	<i>Linda Kirk</i>

Organization	Workforce Development Board of Western Missouri, Inc.
Name – printed	Suzanne Richards
Title	Executive Director
Date	2/23/2017
Signature	<i>Suzanne Richards</i>

ADDENDUM

MEMORANDUM OF UNDERSTANDING

COST SHARING AGREEMENT

WEST CENTRAL REGION
WORK FORCE DEVELOPMENT BOARD OF WESTERN MISSOURI, INC.
MISSOURI JOB CENTERS
And

WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA)
ONE-STOP PARTNERS

The parties agree the terms of this Memorandum of Understanding are now amended to state the shared costs to each Partner.

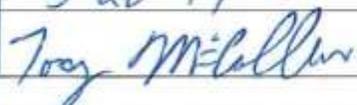
Shared Funding of Infrastructure

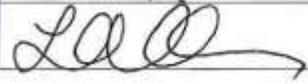
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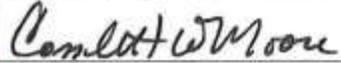
It has been determined that this organization is not co-located in a Missouri Job Center in the West Central Region and is not responsible for shared costs at this time.

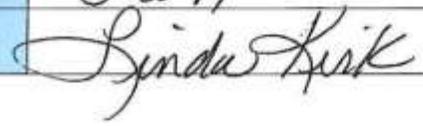
Signatures

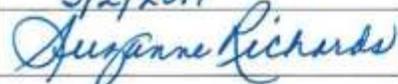
By signature hereto, the West Central Region Workforce Development One-Stop Partners agree to abide by the terms and conditions set forth in this Memorandum of Understanding Addendum.

Organization	Chief Elected Official, West Central Workforce Area
Name – printed	Tony McCollum
Title	Presiding Commissioner Chariton County
Date	3-20-17
Signature	

Organization	MO Division of Vocational Rehabilitation
Name – printed	Laura Wallen
Title	District Supervisor
Date	3-3-17
Signature	

Organization	Workforce Development Board of Western Missouri, Inc.
Name – printed	Cosslett Moore – (General Manager /Flextech Industries)
Title	Chairperson
Date	3-22-17
Signature	

Organization	Workforce Development Board of Western Missouri, Inc.
Name – printed	Linda Kirk
Title	Assistant Director
Date	3-2-17
Signature	

Organization	Workforce Development Board of Western Missouri, Inc.
Name – printed	Suzanne Richards
Title	Executive Director
Date	3/2/2017
Signature	

ADDENDUM

MEMORANDUM OF UNDERSTANDING

COST SHARING AGREEMENT

WEST CENTRAL REGION
WORK FORCE DEVELOPMENT BOARD OF WESTERN MISSOURI, INC.
MISSOURI JOB CENTERS

And

WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA)
ONE-STOP PARTNERS

The parties agree the terms of this Memorandum of Understanding are now amended to state the shared costs to each Partner.

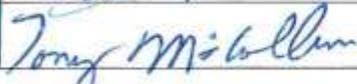
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Missouri Job Center costs associated with the integrated service delivery model are shared among partners located in each Job Center based on a ratio of DWD staff to WIOA staff. For other Partner staff located in a Job Center, costs are shared based on square footage designated to that agency and a portion of the common areas.

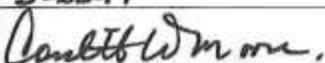
It has been determined that this organization is not co-located in a Missouri Job Center in the West Central Region and is not responsible for shared costs at this time.

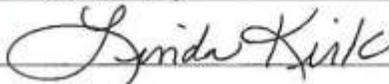
Signatures

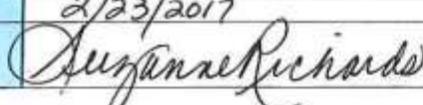
By signature hereto, the West Central Region Workforce Development One-Stop Partners agree to abide by the terms and conditions set forth in this Memorandum of Understanding Addendum.

Organization	Chief Elected Official, West Central Workforce Area
Name – printed	Tony McCollum
Title	Presiding Commissioner Chariton County
Date	3-20-17
Signature	

Organization	MO Division of Vocational Rehabilitation
Name – printed	Raymond E. Drake
Title	District Supervisor
Date	2/27/2017
Signature	

Organization	Workforce Development Board of Western Missouri, Inc.
Name – printed	Cosslett Moore – (General Manager /Flextech Industries)
Title	Chairperson
Date	3-22-17
Signature	

Organization	Workforce Development Board of Western Missouri, Inc.
Name – printed	Linda Kirk
Title	Assistant Director
Date	3-1-17
Signature	

Organization	Workforce Development Board of Western Missouri, Inc.
Name – printed	Suzanne Richards
Title	Executive Director
Date	2/23/2017
Signature	

ADDENDUM

MEMORANDUM OF UNDERSTANDING

COST SHARING AGREEMENT

WEST CENTRAL REGION
 WORK FORCE DEVELOPMENT BOARD OF WESTERN MISSOURI, INC.
 MISSOURI JOB CENTERS
 And

WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA)
 ONE-STOP PARTNERS

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It has been determined that this organization is not co-located in a Missouri Job Center in the West Central Region and is not responsible for shared costs at this time.

Signatures

By signature hereto, the West Central Region Workforce Development One-Stop Partners agree to abide by the terms and conditions set forth in this Memorandum of Understanding Addendum.

Organization	Chief Elected Official, West Central Workforce Area
Name – printed	Tony McCollum
Title	Presiding Commissioner Chariton County
Date	3-20-17
Signature	<i>Tony McCollum</i>

Organization	AARP
Name – printed	Earnest Chisholm
Title	Regional Manager
Date	3/1/17
Signature	<i>E. Chisholm</i>

Organization	Workforce Development Board of Western Missouri, Inc.
Name – printed	Cosslett Moore – (General Manager /Flextech Industries)
Title	Chairperson
Date	3-22-17
Signature	<i>Cosslett Moore</i>

Organization	Workforce Development Board of Western Missouri, Inc.
Name – printed	Linda Kirk
Title	Assistant Director
Date	3-1-17
Signature	<i>Linda Kirk</i>

Organization	Workforce Development Board of Western Missouri, Inc.
Name – printed	Suzanne Richards
Title	Executive Director
Date	3/1/2017
Signature	<i>Suzanne Richards</i>

ADDENDUM

MEMORANDUM OF UNDERSTANDING

COST SHARING AGREEMENT

WEST CENTRAL REGION
 WORK FORCE DEVELOPMENT BOARD OF WESTERN MISSOURI, INC.
 MISSOURI JOB CENTERS
 And

WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA)
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It has been determined that this organization is not co-located in a Missouri Job Center in the West Central Region and is not responsible for shared costs at this time.

Signatures

By signature hereto, the West Central Region Workforce Development One-Stop Partners agree to abide by the terms and conditions set forth in this Memorandum of Understanding Addendum.

Organization	Chief Elected Official, West Central Workforce Area
Name - printed	Tony McCollum
Title	Presiding Commissioner Chariton County
Date	3-20-17
Signature	<i>Tony McCollum</i>

Organization	Nevada Technical Center (Perkins Career & Technical Education)
Name - printed	Dr. Phillip Witt
Title	Director
Date	3-9-2017
Signature	<i>Phillip Witt</i>

Organization	Workforce Development Board of Western Missouri, Inc.
Name - printed	Cosslett Moore -- (General Manager /Flextch Industries)
Title	Chairperson
Date	3/22/17
Signature	<i>Cosslett Moore</i>

Organization	Workforce Development Board of Western Missouri, Inc.
Name - printed	Linda Kirk
Title	Assistant Director
Date	3-22-17
Signature	<i>Linda Kirk</i>

Organization	Workforce Development Board of Western Missouri, Inc.
Name - printed	Suzanne Richards
Title	Executive Director
Date	3-9-2017
Signature	<i>Suzanne Richards</i>

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MEMORANDUM OF UNDERSTANDING

COST SHARING AGREEMENT

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WORK FORCE DEVELOPMENT BOARD OF WESTERN MISSOURI, INC.
MISSOURI JOB CENTERS

And

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ONE-STOP PARTNERS

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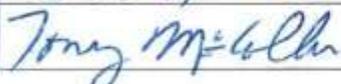
Shared Funding of Infrastructure

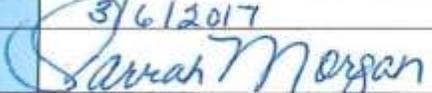
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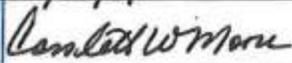
It has been determined that this organization is not co-located in a Missouri Job Center in the West Central Region and is not responsible for shared costs at this time.

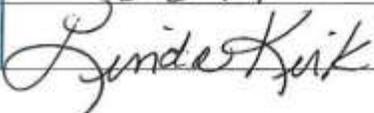
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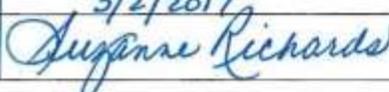
By signature hereto, the West Central Region Workforce Development One-Stop Partners agree to abide by the terms and conditions set forth in this Memorandum of Understanding Addendum.

Organization	Chief Elected Official, West Central Workforce Area
Name – printed	Tony McCollum
Title	Presiding Commissioner Chariton County
Date	3-20-17
Signature	

Organization	Lex La Ray Technical Center (Perkins Career and Technical Education)
Name – printed	Sarrah Morgan
Title	Director
Date	3/6/2017
Signature	

Organization	Workforce Development Board of Western Missouri, Inc.
Name – printed	Cosslett Moore – (General Manager /Flextech Industries)
Title	Chairperson
Date	3/22/17
Signature	

Organization	Workforce Development Board of Western Missouri, Inc.
Name – printed	Linda Kirk
Title	Assistant Director
Date	3-2-17
Signature	

Organization	Workforce Development Board of Western Missouri, Inc.
Name – printed	Suzanne Richards
Title	Executive Director
Date	3/2/2017
Signature	

ADDENDUM

MEMORANDUM OF UNDERSTANDING

COST SHARING AGREEMENT

WEST CENTRAL REGION
 WORK FORCE DEVELOPMENT BOARD OF WESTERN MISSOURI, INC.
 MISSOURI JOB CENTERS
 And

WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA)
 ONE-STOP PARTNERS

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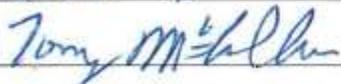
Shared Funding of Infrastructure

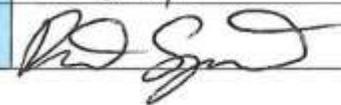
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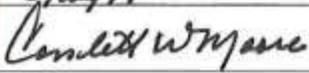
It has been determined that this organization is not co-located in a Missouri Job Center in the West Central Region and is not responsible for shared costs at this time.

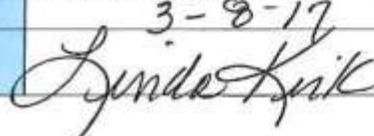
Signatures

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Organization	Chief Elected Official, West Central Workforce Area
Name – printed	Tony McCollum
Title	Presiding Commissioner Chariton County
Date	3-20-17
Signature	

Organization	Warrensburg Area Career Center (Perkins Career and Technical Education)
Name – printed	Rusty Sproat
Title	Director
Date	3-8-17
Signature	

Organization	Workforce Development Board of Western Missouri, Inc.
Name – printed	Cosslett Moore – (General Manager /Flextech Industries)
Title	Chairperson
Date	3/22/17
Signature	

Organization	Workforce Development Board of Western Missouri, Inc.
Name – printed	Linda Kirk
Title	Assistant Director
Date	3-8-17
Signature	

Organization	Workforce Development Board of Western Missouri, Inc.
Name – printed	Suzanne Richards
Title	Executive Director
Date	3/2/2017
Signature	

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MEMORANDUM OF UNDERSTANDING

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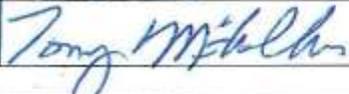
Shared Funding of Infrastructure

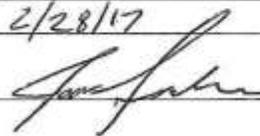
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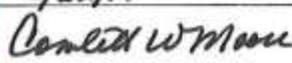
It has been determined that this organization is not co-located in a Missouri Job Center in the West Central Region and is not responsible for shared costs at this time.

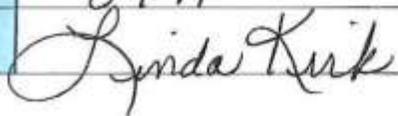
Signatures

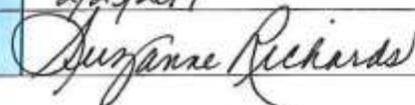
By signature hereto, the West Central Region Workforce Development One-Stop Partners agree to abide by the terms and conditions set forth in this Memorandum of Understanding Addendum.

Organization	Chief Elected Official, West Central Workforce Area
Name – printed	Tony McCollum
Title	Presiding Commissioner Chariton County
Date	3-20-17
Signature	

Organization	Clinton Technical School (Perkins Career and Technical Education)
Name – printed	Jake Fowler
Title	Director
Date	2/28/17
Signature	

Organization	Workforce Development Board of Western Missouri, Inc.
Name – printed	Cosslett Moore – (General Manager /Flextech Industries)
Title	Chairperson
Date	3/22/17
Signature	

Organization	Workforce Development Board of Western Missouri, Inc.
Name – printed	Linda Kirk
Title	Assistant Director
Date	3-1-17
Signature	

Organization	Workforce Development Board of Western Missouri, Inc.
Name – printed	Suzanne Richards
Title	Executive Director
Date	2/23/2017
Signature	

ADDENDUM

MEMORANDUM OF UNDERSTANDING

COST SHARING AGREEMENT

WEST CENTRAL REGION
 WORK FORCE DEVELOPMENT BOARD OF WESTERN MISSOURI, INC.
 MISSOURI JOB CENTERS
 And

WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA)
 ONE-STOP PARTNERS

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It has been determined that this organization is not co-located in a Missouri Job Center in the West Central Region and is not responsible for shared costs at this time.

Signatures

By signature hereto, the West Central Region Workforce Development One-Stop Partners agree to abide by the terms and conditions set forth in this Memorandum of Understanding Addendum.

Organization	Chief Elected Official, West Central Workforce Area
Name – printed	Tony McCollum
Title	Presiding Commissioner Chariton County
Date	3-20-17
Signature	<i>Tony McCollum</i>

Organization	Saline County Career Center (Perkins Career and Technical Education)
Name – printed	Mitch Holder
Title	Director
Date	3/7/2017
Signature	<i>Mitch Holder</i>

Organization	Workforce Development Board of Western Missouri, Inc.
Name – printed	Cosslett Moore – (General Manager /Flextech Industries)
Title	Chairperson
Date	3/22/17
Signature	<i>Cosslett W Moore</i>

Organization	Workforce Development Board of Western Missouri, Inc.
Name – printed	Linda Kirk
Title	Assistant Director
Date	3-2-17
Signature	<i>Linda Kirk</i>

Organization	Workforce Development Board of Western Missouri, Inc.
Name – printed	Suzanne Richards
Title	Executive Director
Date	3/2/2017
Signature	<i>Suzanne Richards</i>

ADDENDUM

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WEST CENTRAL REGION
WORK FORCE DEVELOPMENT BOARD OF WESTERN MISSOURI, INC.
MISSOURI JOB CENTERS
And

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ONE-STOP PARTNERS

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It has been determined that the MO Department of Corrections is not co-located in a Missouri Job Center in the West Central Region and is not responsible for shared costs at this time.

Signatures

By signature hereto, the West Central Region Workforce Development One-Stop Partners agree to abide by the terms and conditions set forth in this Memorandum of Understanding Addendum.

Organization	Chief Elected Official, West Central Workforce Area
Name - printed	Tony McCollum
Title	Presiding Commissioner Chariton County
Date	
Signature	

Organization	MO Department of Corrections
Name - printed	Anne L. Precythe
Title	Director
Date	
Signature	<i>Anne L. Precythe</i>

Organization	Workforce Development Board of Western Missouri, Inc.
Name - printed	Cosslett Moore - (General Manager /Flextech Industries)
Title	Chairperson
Date	
Signature	

Organization	Workforce Development Board of Western Missouri, Inc.
Name - printed	Linda Kirk
Title	Assistant Director
Date	
Signature	

Organization	Workforce Development Board of Western Missouri, Inc.
Name - printed	Suzanne Richards
Title	Executive Director
Date	
Signature	

ADDENDUM

MEMORANDUM OF UNDERSTANDING

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**WEST CENTRAL REGION
WORK FORCE DEVELOPMENT BOARD OF WESTERN MISSOURI, INC.
MISSOURI JOB CENTERS
And**

**WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA)
ONE-STOP PARTNERS**

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It has been determined that Family Support Division is not co-located in a Missouri Job Center in the West Central Region and is not responsible for shared costs at this time.

Signatures

By signature hereto, the West Central Region Workforce Development One-Stop Partners agree to abide by the terms and conditions set forth in this Memorandum of Understanding Addendum.

Organization	Chief Elected Official, West Central Workforce Area
Name - printed	Tony McCollum
Title	Presiding Commissioner Charlton County
Date	
Signature	

Organization	MO Family Support Division Community Services Block Grant & TANF
Name - printed	Patrick Luebbering
Title	Acting Director
Date	6/19/17
Signature	Patrick Luebbering

Organization	Workforce Development Board of Western Missouri, Inc.
Name - printed	Cosslett Moore - (General Manager /Flextech Industries)
Title	Chairperson
Date	
Signature	

Organization	Workforce Development Board of Western Missouri, Inc.
Name - printed	Linda Kirk
Title	Executive Director
Date	
Signature	

Clinton

Clinton

One-Stop Partners	Infrastructure	Operating	Lease Holder	FTE - Staff	Dedicated Sq. Ftg	Comments
Wagner-Peyser	Y	Y	N	3	147	
WIOA Adult & Disloc	Y	Y	Y	5	368	
WIOA Youth	Y	Y	N	2	241	
Partner 4						
Partner 5						
Partner 6						

Nevada

Nevada	One-Stop Partners	Infrastructure	Operating	Lease Holder	FTE - Staff	Dedicated Sq. Ftg	Comments
	Wagner-Peyser	Y	Y	Y	3		
	WIOA Adult/Disloc	Y	Y	N	2		
	WIOA Youth	Y	Y	N	1		
	Partner 4						
	Partner 5						
	Partner 6						
	Partner 7						
	Partner 8						
	Partner 9						
	Partner 10						

Nevada

Line Item Cost	One-Stop Budget (Costs paid up front by Partner)				Total Budget
	Wagner-Peyser/IOA Adult/Disid	WIOA Youth	Partner 4		
Lease/Rent	\$ 38,500.00				\$ 38,500.00
Electric					\$ -
Gas					\$ -
Water					\$ -
Sewer Connections					\$ -
High-Speed Internet	\$ 900.00				\$ 900.00
Telephones (Landlines)	\$ 3,400.00	\$ 1,544.00			\$ 4,944.00
Facility Maintenance Contract					\$ -
Alarm Services					\$ -
Building Insurance					\$ -
Copiers	\$ 1,500.00	\$ 1,500.00			\$ 3,000.00
Fax Machines					\$ -
Supplies					\$ -
					\$ -
					\$ -
					\$ -
					\$ -
TOTAL Paid	\$ 43,400.00	\$ 3,944.00	\$ -	\$ -	\$ 47,344.00

One-Stop Partners	Infrastructure	Operating	Lease Holder	FTE - Staff	Dedicated Sq. Ftg	Comments
Wagner Peyser	Y	Y	DWD	6		
WIOA Title I Adult/Dislocated Worker	Y	Y	DWD	5		
WIOA Title I Youth			DWD	0		
JOB POINT	Y	Y	DWD	1.5		
Partner 5						
Partner 6						
Partner 7						
Partner 8						
Partner 9						
Partner 10						

Line Item Cost	One-Stop Budget (Costs paid up front by Partner)						Total Budget
	Wagner Peyser	WIOA Title I Adult/Dislocated Worker	WIOA Title I Youth	JOB POINT	Partner 5	Partner 6	
Lease/Rent	\$ 41,400.00						\$ 41,400.00
Electric							\$ -
Gas							\$ -
Water							\$ -
Sewer Connections							\$ -
High-Speed Internet		\$ -					\$ -
Telephones (Landlines)	\$ 5,600.00	\$ 1,808.00					\$ 7,408.00
Facility Maintenance Contract		\$ -					\$ -
Alarm Services							\$ -
Building Insurance		\$ -					\$ -
Copiers	\$ 750.00	\$ 800.00					\$ 1,550.00
Fax Machines							\$ -
Supplies							\$ -
							\$ -
							\$ -
							\$ -
							\$ -
							\$ -
							\$ -
TOTAL Paid	\$ 47,750.00	\$ 2,608.00	\$ -	\$ -	\$ -	\$ -	\$ 50,358.00

ATTACHMENT 4
Cost-Sharing Agreement between the Local Workforce Development Board and DWD

Job Center Cost Share

Summary for West Central

Job Center	Owed to DWD	Owed To WDB	Net Amount Owed To DWD	Paid: \$	0.00	Save and Submit
Clinton	\$0.00	\$887.84	(\$887.84)			
Nevada	\$0.00	\$176.62	(\$176.62)			
Sedalia	\$684.15	\$0.00	\$684.15			
Total:	\$684.15	\$1,064.46	(\$380.31)			

Job Center Cost Share

Clinton

Cost Sharing

Report For: March 2016

Percentages for January to March 2016

DWD: 33.00% WDB: 67.00%

	Budget	DWD Cumulative Expenditures	WDB Cumulative Expenditures	Remaining Budget	DWD Paid	WIB PAID
Copier-Office Furniture & Equip R&M	\$500.00	\$0.00	\$447.68	\$52.32	\$ 0.00	\$ 37.84
Insurance	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	\$ 0.00
Office Supplies-NGCC	\$3,800.00	\$0.00	\$1,343.86	\$2,456.14	\$ 0.00	\$ 162.46
Telecommunication Charge	\$4,000.00	\$1,966.02	\$1,086.41	\$947.57	\$ 643.33	\$ 267.06
Postage	\$300.00	\$252.11	\$0.00	\$47.89	\$ 38.03	\$ 0.00
Postage Meter Machine-	\$200.00	\$73.66	\$0.00	\$126.34	\$ 0.00	\$ 0.00
Office Furn. & Equip Rental						
Organization	\$1,200.00	\$0.00	\$455.00	\$745.00	\$ 0.00	\$ 455.00
Memberships						
Rent/Utilities	\$34,000.00	\$18,778.02	\$11,259.01	\$3,962.97	\$ 946.33	\$ 2,106.28
Printing	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	\$ 0.00
Record Destruction-	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	\$ 0.00
Other Business Services						
Publications & Subscriptions	\$125.00	\$0.00	\$78.75	\$46.25	\$ 0.00	\$ 0.00
Interpretation Services-	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	\$ 0.00
Other Professional Services						
Functional Leader	\$15,000.00	\$0.00	\$30,074.50	\$14,925.50	\$ 0.00	\$ 2,966.70
TOTALS	\$89,125.00	\$21,069.81	\$44,745.21	\$23,309.98	\$1,627.69	\$5,995.14
NON-Job Center Cost Share						
		DWD Paid		WIB PAID		
Adjustment		\$ 0.00		\$ 0.00		

<https://dwdfinancialreporting.ded.mo.gov/Grantees/NGCC.aspx>

Copier-GAMM	\$	0.00	\$	0.00
Copier-MERS	\$	0.00	\$	0.00
Copier-Office Furniture & Equip	\$	0.00	\$	0.00
R&M				
Copier-Youth	\$	0.00	\$	0.00
Personal Services	\$	0.00	\$	0.00
Postage-Admin	\$	0.00	\$	0.00
Postage-GAMM	\$	0.00	\$	0.00
Postage-MWA	\$	0.00	\$	0.00
Postage-NEG	\$	0.00	\$	0.00
Postage-Trade	\$	0.00	\$	0.00
Postage-Vets	\$	0.00	\$	0.00
Postage-WIB	\$	0.00	\$	0.00
Supplies-Vets	\$	0.00	\$	0.00
Telephone-Monett	\$	0.00	\$	0.00
Telephone-WIB	\$	0.00	\$	0.00
Trade Reimbursement	\$	0.00	\$	0.00
Postage-Youth	\$	0.00	\$	0.00
TOTALS		\$0.00		\$0.00
DWD			WDB	
Amount DWD owes of Cost	\$887.84	Amount WDB owes of Cost	\$0.00	
Share expenditures:		Share expenditures:		
Amount DWD owes of Non-Cost	\$0.00	Amount WDB owes of Non-Cost	\$0.00	
Share expenditures:		Share expenditures:		
DWD Reimbursement to WDB	\$887.84	WDB Reimbursement to DWD	\$0.00	
Amount:		Amount:		
Running Total of Available Cash	\$3,635.90	Cumulative Amount WDB Owes to DWD:	\$7,373.36	
Requests:				

Job Center Cost Share

Nevada
Cost Sharing

Report For: March 2016

Percentages for January to March 2016

DWD: 50.00% WDB: 50.00%

	Budget	DWD Cumulative Expenditures	WDB Cumulative Expenditures	Remaining Budget	DWD Paid	WIB PAID
Copier-Office Furniture & Equip R&M	\$1,500.00	\$0.00	\$831.92	\$668.08	\$ 0.00	\$ 185.12
Insurance	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	\$ 0.00
Office Supplies-NGCC	\$3,000.00	\$0.00	\$2,211.05	\$788.95	\$ 0.00	\$ 311.12
Telecommunication Charge	\$5,500.00	\$2,622.71	\$2,361.71	\$515.58	\$ 641.65	\$ 263.02
Postage	\$300.00	\$145.47	\$0.00	\$154.53	\$ 17.72	\$ 0.00
Postage Meter Machine-	\$350.00	\$49.97	\$0.00	\$300.03	\$ 0.00	\$ 0.00
Office Furn & Equip Rental						
Organization	\$450.00	\$0.00	\$275.00	\$175.00	\$ 0.00	\$ 0.00
Memberships						
Rent/Utilities	\$42,000.00	\$28,697.96	\$0.00	\$13,302.04	\$ 3,302.82	\$ 0.00
Printing	\$50.00	\$0.00	\$0.00	\$50.00	\$ 0.00	\$ 0.00
Record Destruction-	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	\$ 0.00
Other Business Services						
Publications & Subscriptions	\$150.00	\$0.00	\$0.00	\$150.00	\$ 0.00	\$ 0.00
Interpretation Services-	\$350.00	\$0.00	\$0.00	\$350.00	\$ 0.00	\$ 0.00
Other Professional Services						
Functional Leader	\$45,000.00	\$0.00	\$33,383.83	\$11,616.17	\$ 0.00	\$ 3,556.17
TOTALS	\$98,650.00	\$31,516.11	\$39,063.51	\$28,070.38	\$3,962.19	\$4,315.43
NON-Job Center Cost Share						
		DWD Paid	WIB PAID			
Adjustment		\$ 0.00	\$ 0.00			

<https://dwdfinancialreporting.ded.mo.gov/Grantees/NGCC.aspx>

Copier-GAMM	\$	0.00	\$	0.00
Copier-MERS	\$	0.00	\$	0.00
Copier-Office Furniture & Equip	\$	0.00	\$	0.00
R&M				
Copier-Youth	\$	0.00	\$	0.00
Personal Services	\$	0.00	\$	0.00
Postage-Admin	\$	0.00	\$	0.00
Postage-GAMM	\$	0.00	\$	0.00
Postage-MWA	\$	0.00	\$	0.00
Postage-NEG	\$	0.00	\$	0.00
Postage-Trade	\$	0.00	\$	0.00
Postage-Vets	\$	0.00	\$	0.00
Postage-WIB	\$	0.00	\$	0.00
Supplies-Vets	\$	0.00	\$	0.00
Telephone-Monett	\$	0.00	\$	0.00
Telephone-WIB	\$	0.00	\$	0.00
Trade Reimbursement	\$	0.00	\$	0.00
Postage-Youth	\$	0.00	\$	0.00
TOTALS		\$0.00		\$0.00
		DWD	WDB	
Amount DWD owes of Cost	\$176.62	Amount WDB owes of Cost	\$0.00	
Share expenditures:		Share expenditures:		
Amount DWD owes of Non-Cost	\$0.00	Amount WDB owes of Non-Cost	\$0.00	
Share expenditures:		Share expenditures:		
DWD Reimbursement to WDB	\$176.62	WDB Reimbursement to DWD	\$0.00	
Amount:		Amount:		
Running Total of Available Cash	\$3,929.83	Cumulative Amount WDB Owes to DWD:	\$156.11	
Requests:				

Job Center Cost Share

Sedalia

Cost Sharing

Report For: March 2016

Percentages for January to March 2016

DWD: 50.00% WDB: 50.00%

	Budget	DWD Cumulative Expenditures	WDB Cumulative Expenditures	Remaining Budget	DWD Paid	WIB PAID
Copier-Office Furniture & Equip R&M	\$600.00	\$0.00	\$570.63	\$29.37	\$ 0.00	\$ 151.51
Insurance	\$0.00	\$370.00	\$50.00	(\$420.00)	\$ 0.00	\$ 0.00
Office Supplies-NGCC	\$4,000.00	\$372.74	\$2,627.54	\$999.72	\$ 0.00	\$ 0.00
Telecommunication Charge	\$6,500.00	\$4,621.57	\$1,253.06	\$625.37	\$ 1,085.86	\$ 139.37
Postage	\$500.00	\$343.70	\$0.00	\$156.30	\$ 35.49	\$ 0.00
Postage Meter Machine-	\$320.00	\$43.81	\$0.00	\$276.19	\$ 0.00	\$ 0.00
Office Furn & Equip Rental						
Organization	\$1,400.00	\$0.00	\$25.00	\$1,375.00	\$ 0.00	\$ 0.00
Memberships						
Rent/Utilities	\$47,000.00	\$30,942.92	\$0.00	\$16,057.08	\$ 4,458.15	\$ 0.00
Printing	\$150.00	\$0.00	\$0.00	\$150.00	\$ 0.00	\$ 0.00
Record Destruction-	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	\$ 0.00
Other Business Services						
Publications & Subscriptions	\$350.00	\$0.00	\$316.06	\$33.94	\$ 0.00	\$ 0.00
Interpretation Services-	\$350.00	\$0.00	\$119.00	\$231.00	\$ 0.00	\$ 0.00
Other Professional Services						
Functional Leader	\$45,000.00	\$0.00	\$26,553.98	\$18,446.02	\$ 0.00	\$ 3,780.33
TOTALS	\$106,170.00	\$36,694.74	\$31,515.27	\$37,959.99	\$5,579.50	\$4,071.21
NON-Job Center Cost Share						
		DWD Paid		WIB PAID		
Adjustment		\$ 0.00		\$ 0.00		

<https://dwdfinancialreporting.ded.mo.gov/Grantees/NGCC.aspx>

Copier-GAMM	\$	0.00	\$	0.00	
Copier-MERS	\$	0.00	\$	0.00	
Copier-Office Furniture & Equip	\$	0.00	\$	0.00	
R&M					
Copier-Youth	\$	0.00	\$	0.00	
Personal Services	\$	0.00	\$	70.00	
Postage-Admin	\$	0.00	\$	0.00	
Postage-GAMM	\$	0.00	\$	0.00	
Postage-MWA	\$	0.00	\$	0.00	
Postage-NEG	\$	0.00	\$	0.00	
Postage-Trade	\$	0.00	\$	0.00	
Postage-Vets	\$	0.00	\$	0.00	
Postage-WIB	\$	0.00	\$	0.00	
Supplies-Vets	\$	0.00	\$	0.00	
Telephone-Monett	\$	0.00	\$	0.00	
Telephone-WIB	\$	0.00	\$	0.00	
Trade Reimbursement	\$	0.00	\$	0.00	
Postage-Youth	\$	0.00	\$	0.00	
TOTALS		\$0.00		\$70.00	
		DWD		WDB	
Amount DWD owes of Cost	\$0.00	Amount WDB owes of Cost	\$754.15		
Share expenditures:		Share expenditures:			
Amount DWD owes of Non-Cost	\$70.00	Amount WDB owes of Non-Cost	\$0.00		
Share expenditures:		Share expenditures:			
DWD Reimbursement to WDB	\$0.00	WDB Reimbursement to DWD	\$684.15		
Amount:		Amount:			
Running Total of Available Cash	\$2,074.56	Cumulative Amount WDB Owes to DWD:	\$3,654.54		
Requests:					

ATTACHMENT 5
LOCAL WORKFORCE DEVELOPMENT BOARD MEMBERSHIP LIST

ATTACHMENT 5

Workforce Development Board of Western Missouri, Inc.

Harold Bahrenburg
Owner/Operator
Bahrenburg Angus
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Benton County
[Private Sector]

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Vice President for Educational
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Director of Economic Development
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[Representative of Employees]

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[Private Sector]

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[Labor]

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[Vocational Rehabilitation]
[Representative of Employees]

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[AEL]

ATTACHMENT 6
Local Workforce Development Board By-Laws and Attestation Form

**WORKFORCE DEVELOPMENT BOARD
OF WESTERN MISSOURI, INC.**

West Central Region

By-Laws

Revised & Approved January 2014
Revised & Approved March 23, 2016
Revised & Approved September 27, 2017

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**WORKFORCE DEVELOPMENT BOARD
OF WESTERN MISSOURI, INC.**

**West Central Region
By-Laws**

ARTICLE I Board Name

The Board shall be known as the Workforce Development Board of Western Missouri, Inc., incorporated under the general not-for-profit laws of the State of Missouri. The Workforce Development Board of Western Missouri, Inc., is exempted from taxation under the Section 501 (c) (3) Internal Revenue Code.

ARTICLE II Board Purpose

The Board is designated by the Chief Elected Officials to serve as the Grant Recipient and Fiscal Agent to develop, establish, and maintain a streamlined local employment and training One-Stop delivery system in the area that comprises the West Central Region, Workforce Investment Area 4.

The general purpose of the Board is to:

- Develop the local workforce investment plan; and conduct oversight of the One-Stop system, youth activities, and employment and training activities under Title I of the Workforce Investment Act, in partnership with the Chief Elected Official;
- Select the One-Stop operators with the agreement of the Chief Elected Official and may terminate the eligibility of the operator;
- Identify eligible youth providers using a competitive basis and based on the recommendations of the Planning and Operations Committee in consultation with the Youth Task Force;
- Identify eligible providers of adult and dislocated worker career services and training services;
- Maintain a list of eligible service providers;
- Develop a budget for the purpose of carrying out the duties of the Workforce Development Board with approval of the Chief Elected Official;
- Negotiate on local performance measures with the Chief Elected Official and the Governor;
- Coordinate workforce investment activities with economic development strategies and develop employer linkages;

- Promote private sector involvement in the statewide workforce investment system through effective networking, brokering, and coaching activities through intermediaries to assist employers in meeting hiring needs;
- Appoint the Youth Task Force in cooperation with the Planning and Operations Committee;
- Conduct regional planning activities as appropriate; and
- Conduct business in an open manner as required by Sunshine provisions.

ARTICLE III Board Authority

Section 1. Establishment

The Board is established in accordance with the Workforce Innovation and Opportunity Act and its rules and regulations and any amendments thereto. Hereafter the Workforce Development Board of Western Missouri, Inc., shall be referred to as “Board,” and the Workforce Investment Act as “WIOA.”

Section 2. Inurement of Income

The Board shall not inure to the benefits of, or be distributable to, its members, officers or other private persons except that the corporation shall be authorized and empowered to pay reasonable compensation for the services rendered for any part of net earnings of the corporation.

Section 3. Legislative or Political Activities

The Workforce Development Board shall not attempt to influence legislation. The Board shall not participate in any political campaign on behalf of any candidate for public office.

Section 4. Operational Limitations

Notwithstanding any other provisions of these articles, the Board shall not carry on any other activities not permitted to be carried on [a]by a corporation exempt from federal income tax under Section 501 (c) (3) of the Internal Revenue Code of 1954 (or the corresponding provision of any future United States Internal Revenue Law) or [b] by a corporation, contributions, to which are deductible under Section 170 (c) (2) of the Internal Revenue Code of 1954 (or the corresponding provision of any future United States Internal Revenue Law).

Section 5. Dissolution Clause

Upon the dissolution of the corporation, the Board shall, after paying or making provisions for the payment of all the liabilities of the corporation, dispose of all assets of the corporation exclusively for the purposes of the corporation in such manner, or to such organization that shall at the time qualify as an exempt organization or organizations under Section 501 (c) (3) of the Internal Revenue Code of 1954 (or the corresponding provision of any future United States Internal Revenue Law), as the Board shall determine.

ARTICLE IV Board Structure

Section 1. Board Composition

The Board shall be comprised of at least the minimum number of federally mandated agency partners, as well as the required number of private sector business partners to maintain a quorum. All private sector members shall be;

- nominated by local business organizations and trade associations
- recommended by their County Chief Elected Official
- approved by the Personnel and Nominating committee
- appointed by the Chair of the Chief Elected Officials, and
- certified by the Governor of Missouri.

All shall be selected/nominated and appointed in accordance with governing federal and state laws and related regulations.

Section 2. Term of Office

Each Board member's term shall be for two years.

Section 3. Reappointment and Vacancies

Board members are eligible to be reappointed, but reappointment must be in accordance with WIOA regulations. In the event a vacancy occurs during the term of an appointment, Officer vacancies shall be filled by appointment by the Chairperson and confirmed by a vote of the Board.

Vacating members may participate in an advisory capacity to provide knowledge and experience to the Workforce Development Board regarding area workforce issues. Members participating as an Advisory member will not be eligible to vote.

Section 4. Meeting Attendance Requirements

Any private sector Board member absent from three (3) consecutive Full Board meetings will be terminated from the Board, provided that notice of tentative termination has been given prior to the third meeting. (Terminated board members may be reappointed to the board by the CEO).

ARTICLE V. Board Meetings

Section 1. Regular Scheduled Meetings

The Full Board shall meet on a bi-monthly (every other month) basis and on the fourth Wednesday of that month. The months of September, November, January, March, May, and July will be Full Board meeting months. The Executive Committee will hold meetings on the alternate months and report proceedings to the Full Board. Any Board member may attend the Executive Committee meetings. The Chairperson may call for a Full Board meeting on any alternate month as deemed necessary to conduct official business.

Section 2. Special Meetings

Special meetings may be called at any time by the Chairperson or one-third of the total Board, excluding vacancies. The notice of such meetings shall be served by the Chairperson. Depending on time requirements, this notice may be by mail or personal contact. Only the business referred to in the notice may be considered at special meetings.

Section 3. Allowable Compensation

Board members, with the exception of One-Stop partners and Advisory Board members may be compensated for mileage and conference/training expenses while conducting business on behalf of the Workforce Development Board of Western Missouri, Inc. One-Stop partners will follow their normal channels of expense reimbursement for job-related duties within their funding system.

Section 4. Quorum

Fifty-one percent of non-vacant seats on the Board must be present and fifty-one percent of the total membership present must be from private sector seats to constitute a quorum for a Full Board meeting.

Only in the event quorum will not be present at a Full Board meeting will attendance via electronic means be allowable.

Section 5. Proxy

Voting by proxy is not permitted at Full Board meetings or Committee meetings.

Section 6. Board Minutes

Board members representing the One-Stop Operators and/or providers or contractors of career services and/or training services for the Workforce Development Board, and who, by virtue of either their direct employment or Board membership affiliations, are prohibited from any discussions or actions that may promote or discourage funding or non-funding or voting on any matter which would provide direct financial benefit to that member or his/her affiliated organization or that would otherwise affect the distribution of funds among the providers of workforce services. Abstentions shall be reflected in the minutes. If any other member is impacted by a decision in which he or she might receive direct financial benefit, that member is bound by the same conflict of interest provisions as heretofore described.

The Board shall keep for each meeting, written minutes which include a record of votes on all motions. Minutes of the previous meeting shall be distributed to all members before the next meeting, and shall be made available to the public upon request.

Section 7. Annual Meeting

The July meeting shall be known as the Annual Board meeting.

ARTICLE VI. Board Officers

The officers of the Board shall consist of a Chairperson, Vice Chairperson, Secretary, and Treasurer.

Section 1. Nomination of Officers

The Personnel/Nominating Committee shall be charged with nominating a slate of officers from the Board membership. Notification of the slate shall be mailed to the Board at least ten days prior to meeting where an election will be held (i.e. May or to re-fill vacancies). The Personnel/Nominating Committee shall also present the recommended slate at the general session of the Full Board meeting. After the Personnel/Nominating Committee's slate has been presented to the Full Board, additional nominations can be made from the floor.

Section 2. Election of Officers

All officers will be elected by a simple majority of those present. Vote will be by secret ballot.

Section 3. Duties of Each Office

The Board shall use the following chain of command in all cases where necessary. The chain of command shall be Chairperson, Vice Chairperson, Treasurer, and Secretary. This chain of command will apply to any situation where one or more of the officers are either absent from meetings, vacated their office, or cannot be located when needed.

Chairperson: The Chairperson shall preside at all meetings of the members of the Full Board, shall appoint committees to accomplish tasks which are the responsibility of the Board, shall sign legal documents on behalf of the Board, shall prepare the Board meeting agenda in counsel with the Executive Director, and shall perform such other duties as may be prescribed by the Board. The Chairperson shall be selected from among the private sector members of the Board. The Chairperson shall be bonded for faithful discharge of his/her duties, the sum and surety of which the Board shall determine. The cost of any such bond shall be paid from WIOA funds.

Vice Chairperson: In the temporary absence of the Chairperson, the Vice Chairperson shall have all the powers of and be subject to all restrictions upon the Chairperson, and shall perform such other duties as may be assigned to him/her by the Chairperson or by the Board. The Vice Chairperson will serve as the Chairperson of the Executive Committee. The Vice Chairperson shall be selected from among the private sector members of the Board.

Treasurer: The Treasurer shall be the person responsible for monitoring and oversight of the fiscal responsibilities of the Workforce Development Board and for assuring that monies are deposited in depositories selected by the Board. The Treasurer shall be an ex-officio member of the Finance/Audit Committee. He/she shall perform such other duties as may be assigned to him/her by the Chairperson of the Board. The Treasurer shall be bonded for faithful discharge of his/her duties, the sum and surety of which the Board shall determine. The cost of any such bond shall be paid from WIOA funds.

Secretary: The Secretary shall be responsible for the minutes of the meetings of the Board, shall see that all notices are duly given in accordance with the provisions of these by-laws or as required by law, shall sign such instruments with the Chairperson or other officers as may be

required and shall perform such other duties as may be assigned by the Chairperson of the Board. The Secretary shall also serve as the Parliamentarian.

Section 4. Term of Officers

Officers will be elected biennially, and the term of office will be two years. Board members have a limit of one term for any one office. Members may not serve consecutive terms for the same position. An officer's official term will begin the first day of July.

Section 5. Removal from Office

Any officer may be removed from office by a two-thirds vote of the Board, excluding vacant seats, whenever in the Board's judgment the best interests of the Board will be served by such action. Such removal shall be without prejudice to the contract rights, if any, of the person so removed.

Section 6. Officer Vacancies

A vacancy in the office of Chairperson shall be filled by the Vice Chairperson for the remainder of the term. Other officer vacancies shall be filled by appointment by the Chairperson and confirmed by a vote of the Board.

Section 7. Multiple Office Holding

No Board member shall hold more than one office at any one time.

ARTICLE VII Executive Committee

Section 1. Composition

The Executive Committee shall be composed of the four Board Officers and the Chairpersons of the three other standing committees. The standing committees are Planning/Operations, Finance/Audit, and Personnel/Nominating.

Section 2. Functions and Powers

The Executive Committee shall have the authority to act on business for the Board, which must be completed prior to the next regular Board meeting. Other business items may be assigned to this committee by the Chairperson or the Board for their review and recommendations. This committee will report to the Board denoting action taken or committee recommendations. The Executive Committee Chairperson may cancel the regularly scheduled Executive Committee meeting if it is determined that there is insufficient business to be conducted by the Executive Committee.

ARTICLE VIII Committees (Excluding Executive Committee)

Excluding the Executive Committee, there shall be three standing committees and as many Ad Hoc Committees as necessary to conduct the business of the Board. All committee members shall be appointed by the Chairperson annually and approved by the Board. The

Finance and Audit Committee will meet at least quarterly, and all other committees will meet as needed.

Section 1. Planning/ Operations Committee

The Planning/Operations Committee shall assist in designing the planning/oversight process, review and approve the monitoring system developed by the staff, make recommendations to the Board on monitoring criteria and performance measures, review reports on program performance, and review corrective action reports. This committee oversees and consults with the Youth Task Force. The Planning/ Operations Committee shall report meeting results to the Full Board and make appropriate recommendations, as applicable to conduct business.

Section 2. Finance/Audit Committee

The Finance/Audit Committee shall review the Workforce Development Board's financial management system, budgets, program costs, and the Workforce Development Board's subcontracts to ensure that costs are necessary, reasonable, and within appropriate cost categories. This Committee shall review the state of Missouri generated fiscal monitoring and audit reports, and inform the Board of the fiscal or financial status and levels of compliance. This committee shall also have the responsibility of seeing that a Fiscal Operations Manual is prepared and adhered to. This manual shall include all financial operational procedures including the audit process. The Finance/Audit Committee shall report meeting results to the Full Board and make appropriate recommendations, as applicable to conduct business.

Section 3. Personnel/Nominating Committee

The Personnel/Nominating Committee shall prepare a slate of officers to be presented to the Board as their recommendations. This slate of officers shall be mailed to all Board members at least ten days prior to the election meeting. The Committee will also present their slate to the Board at the general session of the Full Board May meeting. The Committee Chairperson or his/her designee shall conduct the election portion of the Full Board meeting. The Personnel and Nominating Committee shall report meeting results to the Full Board and make appropriate recommendations, as applicable to conduct business.

Section 4. Ad Hoc Committees

Committees appointed by the Chairperson for specific tasks shall be considered dismissed as soon as final action is taken by the Board. The Ad Hoc Committee shall report meeting results to the Full Board and make appropriate recommendations, as applicable to conduct business.

Section 5. Special Sub-Committee

The Chairperson, Vice Chairperson, Personnel/Nominating Committee Chairperson, and Finance/Audit Committee Chairperson or their designated representative shall compose a special sub-committee for the purpose of reviewing staff positions and salary recommendations annually. This sub-committee shall additionally evaluate the administrative performance appraisal process and the interview and selection process for professional level staff.

Section 6. Youth Task Force

The Youth Task Force is an advisory committee to the Board for youth activities. This task force will consist of members of the Board and other community members with expertise or an interest in youth services. This committee is responsible for assisting in the development of the Plan relating to eligible youth. This task force may suggest and coordinate youth activities authorized by the Act and other duties deemed appropriate by the Board. The Youth ~~Council~~ Task Force will be appointed by the Board in cooperation with the Chief Elected Official as required by law. The Chairperson of the Youth Task Force must ~~also~~ be a member of the Workforce Development Board of Western Missouri, Inc.

The purpose of the Youth Task Force is to provide expertise in youth policy and to assist the Planning and Operations Committee in accordance with federal regulations.

The Board will retain the responsibility for conducting oversight of local youth programs operating under federal law to ensure both fiscal and programmatic accountability. The Youth Task Force shall report meeting results to the Planning and Operations Committee and make appropriate recommendations, as applicable to conduct business.

ARTICLE IX Executive Director

The Workforce Development Board of Western Missouri, Inc., shall hire an Executive Director who shall be responsible for the overall operation of Board activities. The Executive Director shall hire and release staff as necessary. The Board Chairperson and Chair of the Personnel/Nominating Committee shall be notified prior to the release of staff. The Executive Director shall make a report to the Board and the Executive Committee monthly or as requested.

ARTICLE X Parliamentary Procedure

The rules contained in the current edition of Robert's Rules of Order shall govern the Board in all cases to which they are applicable and in which they are not inconsistent with these by-laws and any statutes applicable to this Board.

ARTICLE XI Amendment of By-Laws

The Board by-laws may be amended and new by-laws adopted at any meeting of the Full Board. However, for new by-laws to be adopted, the following must occur prior to voting on adoption. Written notice of the proposed change must be sent to all Board members at least ten days prior to the Full Board meeting when the change will be discussed. The actual voting of this change will be taken at the next general meeting following the discussion meeting. A change in the by-laws requires a two-thirds vote of the Board excluding vacancies.

ATTACHMENT 6

LOCAL WORKFORCE DEVELOPMENT BOARD
 ATTESTATION FOR REVIEW OF BY-LAWS

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

Name of Local Workforce Development Board: Workforce Development Board of Western Missouri, Inc.

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

Kim Kendrick 9/27/17
 Kim Kendrick, Chair Date

Charley Kendrick 9/27/17
 Charley Kendrick Date

H. S. Bahrenburg
 Harold Bahrenburg Date

Jim Kilby 9/27/17
 Jim Kilby Date

Brent Bates 9-27-17
 Mr. Brent Bates Date

Randy Lee 9/28/17
 Randy Lee Date

Donna Brown 9/27/17
 Donna Brown Date

G.R. Lowe 09-27-17
 G.R. Lowe Date

John Burden 9/27/2017
 John Burden Date

Wayne McMullin 9-27-17
 Wayne McMullin Date

Chris Connell 9-27-17
 Chris Connell Date

Dylan Minor 9/29/17
 Dylan Minor Date

Tim Corbin 9/27/17
 Tim Corbin Date

Casslett Moore 9-27-17
 Casslett Moore Date

Mark Feedback 27 Sept 17
 Mark Feedback Date

Melody Nichols 10-1-17
 Melody Nichols Date

Lee Hamilton 9-27-17
 Lee Hamilton Date

Larry Peters 9-27-17
 Larry Peters Date

Gabe Jones 9/27/17
 Gabe Jones Date

Amber Robertson 10/3/17
 Amber Robertson Date

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

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

Name of Local Workforce Development Board: Workforce Development Board of Western Missouri, Inc.

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

L. Waller 9/27/17
Date

Deb Williams 9-27-17
Date

ATTACHMENT 7
CEO MEMBERSHIP and BY-LAWS

ATTACHMENT 7

Workforce Development Board of Western Missouri, Inc.
Chief Elected Officials

BATES COUNTY

Presiding Commissioner Jim Wheatley
Bates County Courthouse
1 North Delaware
Butler, MO 64730
Phone: 660.679.3371
Fax: 660.679.9922
Email:
BatesCountyCommissioners@yahoo.com
Northern District – Jim Scott
Southern District – Larry Hacker

CEDAR COUNTY

Presiding Commissioner Marlon Collins
Cedar County Courthouse
113 South Street
Stockton, MO 65785
Phone: 417.276.6700 ext 240
Fax: 417.276.3461
Email: peggykclerk@yahoo.com
Northern – Don Boultinghouse
Southern – John Fox

BENTON COUNTY

Presiding Commissioner Michelle McLerran
PO Box 1238
Warsaw, MO 65355
Phone: 660.438.7406
Fax: 660.438.3275
Email:
michelle.mclerran@bentoncomo.com
Northern District – Jim Hansen
Southern District – Steve Daleske

CHARITON COUNTY

Presiding Commissioner Tony McCollum
Chariton County Courthouse
306 South Cherry Street
Keytesville, MO 65261
Phone: 660.288.3200
Cell: 660.788.4267
Fax: 660.288.3403
Email: countyclerk@charitonco.com
Eastern District – Steve Atkinson
Western District – Danny Price

CARROLL COUNTY

Presiding Commissioner Nelson Heil
Carroll County Courthouse
8 South Main
Carrollton, MO 64633
Phone: 660.542.0615
Fax: 660.542.0621
Email: countyclerk@carrollcomo.org
District #1 – Bill Berlsen
District #2 – David Martin

HENRY COUNTY

Presiding Commissioner Jim Stone
Henry County Courthouse
100 West Franklin St. – PO Box 210
Clinton, MO 64735
Phone: 660.885.7200
Fax: 660.890.2963
Email: jim@wsdoor.com
Northern District – Daniel Doll
Southern District – Jim Talley

HICKORY COUNTY

Presiding Commissioner Robert Sawyer
Hickory County Courthouse
PO Box 3
Hermitage MO 65668
Phone: 417.745.6450
Fax: 417.745.6057
Email: commissioner@hickorycomo.com
Eastern District – Robert Breshears
Western District – Rick Pearson

SALINE COUNTY

Presiding Commissioner Kile Guthrey
Saline County Courthouse
19 East Arrow Street
Marshall, MO 65340
Phone: 660.886.7777
Fax: 660.886.2603
Email: salcom@mmuonline.net
Northern District – Charlie Guthrie
Southern District – Monte Fenner

JOHNSON COUNTY

Presiding Commissioner Bill Gabel
Johnson County Courthouse
300 North Holden Street
Warrensburg, MO 64093
Phone: 660.747.2112
Fax: 660.747.9332
Email: wgabel@jococourthouse.com
Eastern District – Scott Sader
Western District – Destry Hough

ST. CLAIR COUNTY

Presiding Commissioner Robert Salmon
St. Clair Courthouse
PO Box 525
Osceola, MO 64776
Phone: 417.646.2315
Fax: 417.646.8080
Email: stclair@sos.mo.gov
Northern District – Leroy Strobe
Southern District – Gerald Williams

LAFAYETTE COUNTY

Presiding Commissioner Harold
Hoflander
Lafayette County Courthouse
1001 Main Street
Lexington, MO 64067
Phone: 660.259.4315
Fax: 660.259.6109
Email: hchoflan@yahoo.com
Northern District – Gill Rector
Southern District – Tracy Dyer

VERNON COUNTY

Presiding Commissioner Joe Hardin
Vernon County Courthouse
100 West Cherry Suite #6
Nevada, MO 64772
Office: 417.448.2505
Cell: 417.667.1726
Fax: 417.667.6035
Email: commission@vernoncountymo.org
Northern District – Neal F. Gerster
Southern District – Everett L. Wolfe

PETTIS COUNTY

Presiding Commissioner David Dick
Pettis County Courthouse
415 South Ohio, Suite 212A
Sedalia, MO 65301
Phone: 660.826.5000 ext. 405
Fax: 660.829.4953
Email: davidd@pettiscomo.com
Eastern District – Brent Hampy
Western District – Jim Marcum

BY-LAWS CHIEF ELECTED OFFICIALS CONSORTIUM

WHEREAS, the Counties of Bates, Benton, Carroll, Cedar, Chariton, Henry, Hickory, Johnson, Lafayette, Pettis, Saline, St. Clair, and Vernon in the State of Missouri (here in after, the Counties): have duly represented themselves to be the Western Missouri Workforce Investment Region Consortium (hereinafter, the Consortium); and

NOW, THEREFORE, the Consortium does hereby adopt the following bylaws:

ARTICLE I. Consortium Establishment

SECTION 1. *Purpose*: This Consortium does hereby constitute themselves to be a consortium for the purposes of working in partnership with the local board to carry out the responsibilities as outlined in the Workforce Innovation and Opportunity Act.

SECTION 2. *Membership*: The Chief Elected Officials (hereafter, the CEOs) or their designees of the thirteen counties shall constitute the Western Missouri Workforce Investment Region Consortium.

ARTICLE II. Consortium Structure

SECTION 1. *Composition*: The Consortium shall be governed by 13 members, which shall consist of the Chief Elected Officials of each member county or the designee thereof, as provided hereinafter.

SECTION 2. *Alternative Representation*: The Presiding Commissioner may appoint an Associate Commissioner from their county to attend and vote in their absence. Written notice of the appointment must be sent to the Chair of the Consortium prior to the meeting to be attended.

SECTION 3. *Election of Officers*: The Consortium shall at its annual meeting in July elect from its membership a Chairperson, and a Vice Chairperson to serve for a term of one year or until a successor is elected and qualified. All officers shall be Presiding Commissioners. The Chairperson shall appoint a Board Clerk. Vacancies shall be filled by election for the remainder of the unexpired term. Proxy voting shall not be allowed for the election of CEO Consortium officers.

SECTION 4. *Duties of Each Office*: The Chairperson shall preside over the meetings of the Consortium. The Vice Chairperson shall perform the duties of the Chairperson in his or her absence. The Board Clerk shall be responsible for the recording and distribution of all minutes of the Consortium.

ARTICLE III. Consortium Meetings

SECTION 1. Parliamentary Procedure: Robert's Rules of Order shall govern the procedures of the Consortium insofar as they do not conflict with applicable law or administrative rules.

SECTION 2. Quorum, Voting and Proxy Voting: Quorum shall consist of all members physically in attendance and those present via conference call. All actions of the Consortium shall be approved by a simple majority of established quorum. In the case of a tie vote by members, the Chair (of the meeting) shall break the tie. Proxy Voting shall not be allowed at any time.

SECTION 3. Meetings and Notices: The Consortium shall meet a minimum of three (3) times during each calendar year, the dates of which shall be determined by the Consortium. Meetings may be attended in person, via telephone conference call or by electronic media. The Consortium Clerk shall provide meeting notices, copies of the previous meeting's minutes, and an agenda of any business to be discussed to all Consortium members at least 10 calendar days prior to the date of each meeting. All records of the Consortium shall be kept at the office of the WDB in custody of the Consortium Clerk.

ARTICLE IV. Consortium Functions and Powers

SECTION 1. Grant Recipient: The Consortium will serve as the local grant recipient for the region's Innovation and Opportunity Act funds and shall be held liable for any misuse of such funds. While the Consortium may designate an entity to serve as local grant sub-recipient and/or as local fiscal agent, such designation shall not relieve a CEO of the liability for any misuse of grant funds.

SECTION 2. LWDB Appointments: On Behalf of the Consortium, the Chairperson will receive member nominations and recommend to the Governor the appointments of members to the Local Workforce Development Board in accordance with State and Federal criteria.

SECTION 3. Policy: The Consortium will set policy for the local workforce system in partnership with the Local Workforce Development Board.

SECTION 4. Local Plan: The Consortium will participate in the development of the local plan and any modifications thereto in partnership with the Local Workforce Development Board.

SECTION 5. Program Oversight: The Consortium will conduct oversight, in partnership with the Local Workforce Development Board, of local Youth, Adult and Dislocated Worker programs.

SECTION 6. Budget Approval: The Consortium will approve the budget developed by the Local Workforce Development Board for carrying out the Board's duties.

SECTION 7. Performance Negotiation: The Consortium will participate with the Local Workforce Development Board in local performance negotiations.

SECTION 8. Other Duties: The Consortium will perform any other duties or obligations conferred upon the Chief Elected Officials as designated under the Act.

ARTICLE V. Amendment of By-Laws

The Consortium by-laws may be amended and new by-laws adopted at any Consortium meeting. However, for amended and/or new by-laws to be adopted, the following must occur prior to voting on adoption. Written notice of the proposed change must be sent to all Consortium members at least fifteen days prior to the Consortium meeting when the change will be discussed and voted on. A change to the By-Laws will require a simple majority of the quorum.

ARTICLE VI. Ratification

The by-laws shall be effective upon adoption by a two-thirds vote of the Consortium members at a meeting called for such purpose.

ARTICLE VII. Dissolution

The Consortium may be dissolved and the Consortium Agreement and By-Laws may be rescinded only with the consent of the quorum of the Consortium.

April 2016

Revised July 2016

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ATTACHMENT 8
Conflict of Interest Policy for Local Workforce Development Staff and Contracted Staff

ATTACHEMENT 8

Workforce Development Board of Western Missouri, Inc.

Conflict of Interest Statement

A conflict of interest statement is required in order to ensure that individuals or representatives of organizations entrusted with public funds will not personally or professionally benefit from the award or expenditure of such funds. This statement is established to provide direction for sub-recipients, contractors, staff and board members of the Workforce Development Board of Western Missouri, Inc. in order that business will be conducted within the guidelines that prevent actual, potential, or questionable conflicts of interest.

No individual shall participate in the selection, award, or administration of a contract supported by any funds where a real or apparent conflict of interest would be involved. Such a conflict would arise when the individual, any member of his or her immediate family, his or her partner, or an organization which employs or is about to employ any of the parties indicated herein, has a financial or other gainful interest in the firm selected for an award. The individual shall neither solicit nor accept gratuities, favors, or anything of monetary value from contractors, or parties to sub agreements. However, the WDB may set standards for situations in which the gift is an unsolicited item of nominal value and can be shared by the members of the organization as a whole.

Each sub-recipient shall maintain a written code of conduct governing the performance or person engaged in the award and administration of WDB contracts.

Each sub-recipient shall ensure that no person in decision-making capacity shall engage in any activity, including participation in the selection, award, or administration of a contract supported by WDB funds if a conflict of interest, real, implied or apparent, would be involved.

An individual of the WDB shall not cast a vote, nor participate in any decision-making capacity on the provision of services by such individual (or any organization which that individual directly represents), nor any matter which would provide any direct financial benefit to the individual, to the individual's immediate family, or to the individual's organization.

Individuals shall not use, for their own private gain, for gain of others, or for other than officially designated purposes, any information obtained as a result of their relationship with the WDB.

Membership on the WDB Board, or being a recipient of WIOA funds to provide training or other services, is not by itself a violation of conflict of interest provisions of WIOA or corresponding regulations. Unless and until a situation arises where there is a conflict of interest. For example, under circumstances where a board member's organization through which s/he volunteers or serves stands to benefit, the board member will recuse him/herself from discussion and decision making.

References:

- WIOA Public Law 113-128 Section 101(f) – State Board Conflict of Interest
- WIOA Public Law 113-128 Section 102(b)(2)(E) – State Plan Conflict of Interest Assurance
- WIOA Public Law 113-128 Section 107(h) – Local Board Conflict of Interest
- WIOA Public Law 113-128 Section 121(d)(4) – One-Stop Operators
- WIOA Proposed 20CFR 697-430
- WIOA Proposed 679.130(f)(1) through (3) – State board must use criteria to certify One Stops to avoid inherent conflict of interest
- WIOA Proposed 20 CFR 679.410 (a)(3) and (3) – Local board must avoid inherent conflict of interest
- WIOA Proposed 20 CFR 679.430 – Entities performing multiple functions
- WIOA Proposed 20 CFR 683.200©(5) – Administrative Rules, Costs, Limitations – Title I WIOA and Wagner-Peyser
- 29 CFR 97.36(3)
- 2 CFR 899 Part 200 and Part 2900 – Office of Management and Budget Uniform Guidance on administrative, cost, and audit provisions for federal grants
- Revised Code of Washington (RCW) 42.20.070 – Misappropriation and falsification of accounts by a public officer
- RCW 42.20.080 – Other violations by officers
- RCW 42.52.160 - Use of persons, money or property for private gain
- Employment Security Department WIOA Policy #5405 Conflict of Interest

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**ATTACHMENT 9
SUB-STATE MONITORING POLICY**

Workforce Board of Western Missouri, Inc.



Sub-State Monitoring Policy

Financial and Program oversight, monitoring and/or review of activities, as set forth in DWD Issuance 16-2015, are the primary responsibilities of the West Central Region's Compliance Specialist and the Fiscal Manager. The Workforce Development Board of Western Missouri, Inc. (WDB) has determined other WDB staff may be involved in oversight and monitoring of in-house and subcontracted Workforce Innovation and Opportunities Act (WIOA)-related and certain non-WIOA-related operations in the West Central Region. Continuous Review Teams will be comprised of WDB staff chosen based on their knowledge of WIOA, the Next Generation Career Center (NGCC) skills-based integrated service model, programmatic regulations, policies, procedures and performance criteria to ensure service/program quality and outcomes that meet the objectives of WIOA regulations. The Executive Director of the Workforce Development Board will ensure each Continuous Review Team member is able to demonstrate independence from the duties or system monitored.

These Continuous Review Teams may utilize a variety of monitoring methods. These may include questionnaires, interviews of customers, employers and Job Center staff. Monitoring reviews will include on-site visits to subsidized employer worksites (ie: summer youth work experience and On-the-Job training; desktop reviews using the Division of Workforce Development (DWD) Statewide Information Management System (MIS) and available reports and data accessed through MoPerforms; as well as hard copy file review during the on-site visits to regional Job Centers and subcontractor administrative offices.

An annual monitoring report will be prepared regarding compliance with the terms and conditions of each contractual scope of work and submitted each Program Year to the Workforce Development Board's Executive Director for distribution to the West Central Region Workforce Development Board and Chief Elected Officers (CEO) as referenced in section 107 (d)(8) [20 U.S.C. 3122(d)(8)] of the Workforce Innovation and Opportunities Act in accordance with the appropriate provisions of the most current WDB/CEO agreement in order to support strategic planning and oversight decisions.

Annually, the Workforce Development Board will receive monitoring reports regarding compliance and performance on each contractual agreement. Other areas that will be covered in monitoring reports are the adequacy of assessment, planning of activities and services, coordination of One-Stop system partners to meet the comprehensive needs of customers, and customer outcomes. As required by WIOA when any problems are identified, prompt and appropriate corrective action will be taken.

The West Central Region abides by policies and/or procedures which demonstrate that programmatic and operational oversight systems effectively measure compliance with WIOA regulations, DWD and NGCC guidance and issuances. Established policies and/or procedures ensure:

- The review of program quality
- Continuous improvement of service delivery
- A comprehensive examination of compliance issues cited in State/Regional reviews
- The determination of the effectiveness of corrective action measures to address issues of concern

Specific guidance outlined in DWD Issuance 16-2015 will govern monitoring activities relative to: customer data and eligibility documentation; orientation to customer rights and acknowledgment of receipt of MO WIOA Complaint Grievance Guide; eligibility; priority for programs and services received; orientation to services and justification of individual career services or training services; methods of assessment; employment planning; Individual Training Accounts (ITAs); appropriateness and accuracy of participant payments (support services/needs related payments); MIS data entry and validation; posting of customer outcomes including attainment of degree or certificate; supplemental employment data; customer satisfaction; etc.

The WDB monitoring will systematically evaluate every aspect of service delivery, identify weaknesses/opportunities, provide training/technical assistance, implement action steps and monitor corrective actions. While constantly seeking to improve process and advance staff development, the by-product will be enhanced performance as measured in program outcomes and customer satisfaction.

The WDB will use random-sampling techniques in participant file reviews to test eligibility in every funding stream for which they have a contract with DWD. When reviewing WIOA Adult and Dislocated Worker participant records, the two funding streams will be combined then sampled by service. Each Program Year, the Board must monitor a separate statistically valid sample of Adult and Dislocated Worker participants enrolled in each of the following services:

- WIOA Career-level –only enrollments (Membership)
- Classroom Training
- On-the-Job Training
- Work experience/Internship
- Supportive Services/Needs-related payments
- Any other services that result in a direct payment being made to, or on behalf of, a participant

The following sample sizes are required, at a minimum, depending on the universe to be reviewed. These guidelines are applicable for every sample to be reviewed.

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

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

The Workforce Development Board will, at a minimum, review participant records for:

- Documentation of participant eligibility and/or priority for the programs and services received;
- Orientation to services;
- Orientation of the participant to his/her rights under complaint and grievance procedures;
- Justification for the provision of Individualized Career Services or Training services;
- Method of assessment;
- Employment planning;
- Individual Training Accounts;
- Appropriateness and accuracy of participant payments (i.e., Supportive Services and needs-related payments);
- Appropriate data entry; and
- Posting of outcomes, including the attainment of a degree or certificate and any supplemental employment data.

Local monitors will ensure that Youth monitoring procedures have been adjusted to include the WIOA changes such as:

- Out-of School Youth 75% expenditure requirement
- 20% work-based learning with educational component requirement
- 5% limit on In-School Youth enrolled with the “Requires additional assistance” barrier
- 5% over-income exception, and
- New eligibility criteria and barriers

Annually, the Workforce Development Board will conduct financial monitoring of subrecipients. The Financial Review Instrument used to document the review is designed to ensure adequacy of internal controls; test the reliability of subrecipient’s financial management system; ensure compliance with contract terms and conditions; assess achievement of fiscal goals or requirements; verify the accuracy of amounts reported, allowability of expenditures and evidence of supportive documentation and proper allocation of funds. Subcontractor systems reviewed include financial reporting; internal controls, source documentation, cost allocation, cash management; interest earned on advances, program income/Stand-In/In-Kind Costs, procurement and personnel systems, etc. Written Reports of Findings shall be provided to the Board and contract service provider with a schedule for corrective action being established. Follow-up is conducted, as appropriate, to ensure corrective action occurs and is documented.

At a minimum the following items will be included in the monitoring:

- Audit Resolution/Management Decision
- Financial Reports

- Internal Controls
- Source Documentation
- Cost Allocation
- Cash Management
- Procurement

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

Monitoring activities will be conducted in accordance with DWD Issuance 16-2015 and will include at a minimum:

- Documentation of participant eligibility and/or priority for the programs and services received;
- Orientation to services;
- Orientation of the participant to his/her rights under complaint and grievance procedures;
- Justification for the provision of Individualized Career Services or Training services;
- Method of assessment;
- Employment planning;
- Individual Training Accounts;
- Appropriateness and accuracy of participant payments (i.e., Supportive Services and needs-related payments);
- Appropriate data entry; and
- Posting of outcomes, including the attainment of a degree or certificate and any supplemental employment data.

MONITORING INSTRUMENTS/TOOLS

Representative samples of monitoring instruments are attached hereto. Other instruments may be developed and/or utilized as necessary for unique applications.

Adult/DW Participant Review

Career Center

**West Central Region
Career Service**

Participant Name: _____ **App ID:** _____

Core Enrollment Date:

Adult: _____ **Dislocated Worker:** _____

ELIGIBILITY

Category	Y/N	Date and/or Type	Category	Verified
Membership Completed			Name	
			Mailing Address	
Complaint & Grievance Note			Social Security Number / Pseudo	
			Citizenship/Work Authorization	
Assessment Testing			Gender	
			Individual With Disability	
Countable Service			Homeless	
			Ethnicity Hispanic/Latino	
			Race	
			Eligible Veteran Status	
			Employment Status at Participation	
			Low Income Status	
			Other Public Assistance (Food Stamps/SSI)	
			TANF	
			Date of Birth verified by staff	

Reviewer Comments:

Reviewer Name: _____

Date of Toolbox Review: _____

WIOA OJT MONITORING WORKPAPER
2015

Revised December 14, 2015,

Name _____ AppID _____
Reviewer _____ Region _____
Date _____

Career Eligibility

1. Was an automatic CAREER enrollment created according to the guidance in DWD Issuance 01-2015 (Auto Enrollment Policy)? Yes No
2. If this is a Show-Me Hero OJT, is there documentation of Military Separation within one year? Yes No N/A
3. Is the Age and Citizenship for the WIOA Adult/Dislocated Core enrollment documented with a MO Driver/Non-Driver license? Yes No
4. If not, is there hard documentation for age and citizenship? Yes No
(If DOB verification is done by other means than a MO DL, hard documentation must be present in the file when advancing to Intensive and Training services)
5. Is Veteran status (if applicable) documented? Yes No N/A
What documentation was used? _____
6. Is Selective Service Registration documented in Toolbox "Eligibility"? Yes No N/A
7. "Is unable to achieve self-sufficiency after career services" box checked "yes" in the Eligibility Tab in Toolbox? Yes No
- A) Adult
 - 1) Is Low Income status documented? Yes No
What documentation was used? _____
- B) Dislocated Worker (SEE ATTACHMENT FOR CATEGORICAL ELIGIBILITY)
8. WIOA Complaint & Grievance (DWD-121) & Equal Opportunity Notice (DWD-120) Yes No

Employment Plan: DWD Issuance 05-2015

1. Are the participant's employment/training goals and achievement objectives established and documented for both short-term and long-term? Yes No
2. Does the plan outline an appropriate combination of services for the participant to achieve the employment goals? Yes No
3. Are the goals supported by assessment, career counseling, or vocational exploration activities? Yes No

Describe: _____

4. Does the Justification show employment goal reasonable and appropriate given the participants skills, interests, and experience; the local LMI conditions; and self-sufficiency goals? Yes No
5. Does the O'Net connect to the participants goals? Yes No
6. Are all services posted correctly? Yes No

Documentation supporting the fact that the customer:

- Was unable to obtain or retain employment through career service ("Appropriateness" Tab in Toolbox)
- Is appropriate for and in need of training ("Appropriateness" Tab in Toolbox)
- Has the skills and qualifications to successfully complete training ("Appropriateness" Tab in Toolbox)
- Was unable to obtain other grant assistance, or requires assistance beyond other grant assistance programs ("Appropriateness" Tab in Toolbox)
- Has chosen training that is linked to employment opportunity in local area ("Appropriateness" Tab in Toolbox)

File should also contain documentation and/or case notes: to record customer's progress toward reaching the EP (employment plan) goals, to document need for and the delivery of additional services, to document all contacts with the customer, and to report any new information pertaining to the customer's employability.

3002 Training Service Outcomes:

- Retained by OJT Employer (Employed by the OJT Employer)
- OJT Related Employment (Employed in the same occupation and/or industry as the OJT; but not with the OJT employer)
- Non-OJT Related Employment (Employed in a different occupation and/or industry as the OJT)
- Service in Error (Service not provided)
- Did Not Complete (Quit or terminated from the OJT)

Is the training service outcome appropriate? Yes No

NEG Enrollment Outcomes (if applicable):

- Called to Active Duty
- Death
- Family Care
- Health/Medical
- Institutionalized
- Enrollment in Error (No service provided)
- Employed at Exit
- Not Employed at Exit

Is the NEG Enrollment outcome appropriate? Yes No

File should also contain (as appropriate): Work Experience time sheets, pay records and worksite agreements, OJT invoices, pay records and contracts, Classroom Training attendance records and ITA, and Documentation of the eligibility for and receipt of Supportive Services or other payments.

Supportive Services (if applicable): DWD Issuance 12-2010

- Are reasonable and necessary to participate in Title I activities
- Are unable to obtain Supportive Services themselves or via their support network (Needs-Based Analysis)
- Are unable to obtain Supportive Services through other programs including community agencies that provide these services
- Are properly documented on EP
- Service note containing: Type of SS, amount, timeframe, justification and lack of other resources
- Follow local plan

OJT Agreement (Contract) Minimum Requirements

- | | |
|--|---|
| 1. Employer contact information including FEIN or UI account number | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 2. Training operator contact information | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 3. Beginning and ending date of the OJT Program Agreement | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 4. Number of workers provided full-time employment under the OJT Program Agreement | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 5. The total fixed price of the OJT Program Agreement | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 6. Employer Attestation of Workforce Status | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 7. Concurrence of the Collective Bargaining Agent (if applicable) | <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A |
| 8. E-Verify enrollment documentation with a affidavit of work authorization | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 9. OJT Program Agreement General Assurances | <input type="checkbox"/> Yes <input type="checkbox"/> No |

OJT Training Plan Minimum Requirements

- | | |
|--|--|
| 1. Name of Participant | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 2. Toolbox Applicant ID or last four digits of Social Security number | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 3. Occupation | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 4. O*Net Code | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 5. SVP range | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 6. Starting and ending dates of training | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 7. Number of hours per week trainee will work | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 8. Initial wage rate and scheduled raises (if any) | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 9. OJT wage and the percentage of reimbursement (cannot exceed 50% unless approved by DWD OJT Program Coordinator) | <input type="checkbox"/> Yes <input type="checkbox"/> No |

- 10. Maximum OJT obligation amount Yes No
- 11. Name or job title of person responsible for training Yes No
- 12. A job description and training outline that clearly reflects what the participant will learn and length of the purposed training Yes No
- 13. A list of specific skills or tasks the employer agrees to provide to the participant Yes No
- 14. Signature of trainee and date Yes No
- 15. Signature of employer/trainer and date Yes No

Comments: _____

In Determining the Appropriate Length of the Contract, Were the Following Considered:

- 1. The skill requirements of the occupation Yes No
- 2. The academic and occupational skill level of the participant Yes No
- 3. Prior work experience Yes No
- 4. The gap between the skills needed for the occupation and the participant's current skills? Yes No
- 5. The participant's Employment Plan (EP) Yes No

Comments: _____

Does the File Contain Any Documentation that the Local Program Operator has Performed On-Site Monitoring to Evaluate the OJT Contract? If So, Were There Any Concerns? (For program compliance, on-site monitoring of each trainee must occur at a minimum at mid training and upon completion. During on-site monitoring, attainment of the skills documented in the training plan must be notated either within the Service Notes, Monitoring Form or the Training Plan.)

Comments: _____

- Does the File Contain Monthly Progress Report/Invoices? Yes No
- Are the Invoices Signed by Both the Employer and the Participant? (May only be signed by employer if timesheets are signed by participant and reconciled in invoice.) Yes No
- Is the enrollment posted to the Exit Snapshot with the correct date? (NEG/DW) Yes No

ATTACHMENT

**WIOA Dislocated Worker File Checklist
Category A – Permanent Layoff or Termination ***

- Unemployment Insurance Worker Profiling Participant** (If Profiled, next 4 items do not need to be documented.)
- Trade Act Participant** (If Trade Act, next 3 items do not need to be documented.)
- Layoff/Termination Status**
- Unemployment Insurance Status**
- Unlikely to Return to Previous Occupation**

**WIOA Dislocated Worker File Checklist
Category B – Plant Closure or Substantial Layoff ***

- Plant Closure or Substantial Layoff**
- Employed at Time of Layoff**

**WIOA Dislocated Worker File Checklist
Category C – Dislocated Self Employed ***

- Evidence of Self Employment**
- Evidence of Business Failure**

**WIOA Dislocated Worker File Checklist
Category D – Displaced Homemaker ***

- Has Been Dependant on the Income of Another Family Member**
- Is No Longer Supported By That Income**
- Unemployed or Underemployed**

*See DWD Issuance 01-2015, and/or 20-2013 for specific acceptable documentation

Notes: _____

Youth Monitoring Tool

Name _____ **AppID** _____

Reviewer _____ **Region** _____

Date _____

Eligibility

Social Security Number yes no Documentation _____

Citizenship/Authorization to Work yes no Documentation _____

Age/Date of Birth yes no Documentation _____

Selective Service Registration yes no n/a

WIA Complaint & Grievance yes no n/a

In-School Youth:

- Attending any school
- 14-21 years of age
- Low Income Documentation _____
- One of these Barriers:
 - Basic skills deficient
 - English language learner
 - Offender
 - Homeless, runaway, foster child, or aged out of foster system
 - Pregnant or parenting
 - Individual with a disability
 - Individual who needs additional assistance to enter or complete an educational program or to secure or hold employment (as defined by the Local Board)

Out-of-School Youth:

- Not attending any school
- 16-24 years of age
- One of these Barriers:
 - A school dropout
 - Supposed to be in school but did not attend the last calendar quarter (Compulsory Attendance)
 - Low Income high school graduate, and is an individual who is basic skills deficient or an English language learner
 - Subject to the juvenile or adult justice system
 - Homeless, runaway, foster child, or aged out of foster system
 - Pregnant or parenting
 - Individual with a disability
 - Low Income individual who needs additional assistance to enter or complete an educational program or to secure or hold employment (as defined by the Local Board)

Services

Objective Assessment (611) (required and posted in Toolbox) yes no

Was an assessment developed by another education or training entity used to meet the OA requirement? yes no

Was it provided within the last six months? yes no n/a

Formal Assessment Tools Used: _____

For out of school youth only: Was there an assessment of Basic Skills including Reading, Math, and Language? yes no n/a

Was the participant determined Basic Skills Deficient in any of the three areas? yes no n/a

Was there an Assessment of:

Basic Skills yes no n/a

Occupational Skills yes no n/a

Prior Work Experience yes no n/a

Employability yes no n/a

Interests yes no n/a

Aptitudes yes no n/a

Supportive Service Needs yes no n/a

Developmental Needs yes no n/a

Individual Service Strategy (612) (required and posted in Toolbox) yes no

Were services planned to address the Youth's barriers and goals identified during the Objective Assessment? yes no

Does the ISS identify a career pathway based on the participant's training and employment goals, and is it linked to one or more the performance indicators listed in WIOA Section 116(b)(2)(A)(ii)? yes no

Does the ISS address all barriers identified in the Objective Assessment? yes no

Does the record contain documentation or notes to record the Youth's progress toward reaching the ISS goals and progression of services? yes no

Does the record contain notes to document the need for and delivery of additional services? yes no

Does the record contain notes to document regular contacts with the Youth? yes no

Employment Plan Activities (Check all that apply)

- (601) Tutoring, study skills training, instruction and evidence-based drop-out prevention and recovery strategies
- (602) Alternative secondary school services
- Paid and unpaid work experiences
 - (603) Summer Employment Opportunities and other employment opportunities
 - (615) Pre-Apprenticeship Programs
 - (616) On-the-Job Training Opportunities
 - (617) Internships and Job Shadowing
- (605) Occupational Skills Training
- (619) Education offered concurrently with and in the same context as workforce preparation
- (606) Leadership Development
- (607) Supportive Services
- (608) Adult Mentoring
- (609) Follow-up services
- (610) Comprehensive guidance and counseling
- (620) Financial literacy
- (621) Entrepreneurial skills
- (622) Labor Market Information (LMI)
- (613) Activities that help Youth prepare for and transition to post-secondary education and training

Did the Youth receive an Incentive Payment? yes no

- If so, was it in accordance with the Region's Youth Incentive Policy? yes no

Are all youth services provided to the participant posted in Toolbox? yes no

Are there notes entered in Toolbox that correspond to those services? yes no

Performance Review

Was "Employment Status at Participation" accurately reported on the Eligibility tab? yes no

Documentation _____

Was the "School Status at Participation" accurately reported on the Eligibility tab? yes no

Documentation _____

If Exited, was "Exit School Status" reported accurately on the Youth Exit Snapshot? yes no

Documentation _____

If Exited, was "Youth Placement-1st Qtr" reported accurately on the Youth Exit Snapshot? yes no

Documentation _____

If there is evidence of Attainment of a Degree or Certificate, was it reported accurately on the Youth Exit Snapshot? yes no

- If so, is there adequate documentation in the file; including date of attainment? yes no

Out-of-School Youth Only

Did the Youth take Pre-Tests for Reading, Math, and Language either 6 months prior to, or within 60 days after, the Date of First Youth Service? yes no

- If so, is there hard copy documentation in the file? yes no
- Were these scores accurately recorded in Toolbox? yes no

If the Out-of-School Youth was Basic Skills Deficient (BSD), was the Youth referred to AEL? yes no

- Was the Youth enrolled in either 501-Tutoring, Study Skills, or activity 502-Alternative Secondary School Services? yes no

Did the ISS reflect a goal for retesting to measure BSD improvement? yes no n/a

Has the Youth received any post-tests for deficient areas? yes no n/a

- If so, is there hard copy documentation in the file? yes no
- Were these scores accurately recorded in Toolbox? yes no

Youth Follow-Up Services

Was the Youth placed in Follow-up services as required? yes no n/a

3001 Adult & Dislocated Worker Monitoring Workpaper

Name _____ AppID _____
Reviewer _____ Region _____
Date _____

Career Eligibility

- 1) Was an automatic CAREER enrollment created according to the guidance in DWD Issuance 01-2015 (Auto Enrollment Policy)? Yes No
- 2) Is the Age and Citizenship for the WIOA Adult/Dislocated Career enrollment documented with a MO Driver/Non-Driver license? Yes No
- 3) If not is there hard documentation for age and citizenship? Yes No
(if DOB verification is done by other means than a MO DL, hard documentation must be present in the file when advancing to Training services or those Career services that require Training-level eligibility documentation).
- 4) Is Veteran status (if applicable) documented? Yes No N/A
What documentation was used? _____
- 5) Is Selective Service Registration documented in Toolbox "Eligibility"? Yes No N/A
- 6) WIOA Complaint & Grievance (DWD-121) & Equal Opportunity Notice (DWD-120) Yes No
- 7) "Is unable to achieve self-sufficiency after Career services" box checked "yes" in the Eligibility Tab in Toolbox? Yes No
- A) Adult
 - 1) Is Low Income status documented? Yes No
What documentation was used? _____
- B) Dislocated Worker
 - (SEE ATTACHMENTS FOR CATEGORICAL ELIGIBILITY)

Training Services

- 1) Is the training provided through an appropriate ITA mechanism and printout in file? Yes No
- 2) Is the training program approved on the ETPL and printout in file? Yes No
- 3) Has the participant applied for a Pell Grant? If a Pell Grant was awarded, were appropriate budgeting and coordination arrangements made? Yes No
- 4) If training is completed, has the attainment of the degree, certificate, diploma, or credential been documented? Yes No N/A

- 5) If the Progress tab was used, has the Estimated End Date passed without an Actual End Date being posted? Yes No N/A

Employment Plan: DWD Issuance 05-2015

1. Are the participant's employment/training goals and achievement objectives established and documented for both short-term and long-term? Yes No
2. Does the plan outline an appropriate combination of services for the participant to achieve the employment goals? Yes No
3. Are the goals supported by assessment, career counseling, or vocational exploration activities? Yes No
Describe:

4. Does the Justification show employment goal reasonable and appropriate given the participants skills, interests, and experience; the local LMI conditions; and self-sufficiency goals? Yes No
5. Does the O'Net connect to the participants goals? Yes No
6. Are all services posted correctly? Yes No

Documentation supporting the fact that the customer:

- Was unable to obtain or retain employment through career service ("Appropriateness" Tab in Toolbox)
- Is appropriate for and in need of training ("Appropriateness" Tab in Toolbox)
- Has the skills and qualifications to successfully complete training ("Appropriateness" Tab in Toolbox)
- Was unable to obtain other grant assistance, or requires assistance beyond other grant assistance programs ("Appropriateness" Tab in Toolbox)
- Has chosen training that is linked to employment opportunity in local area ("Appropriateness" Tab in Toolbox)

File should also contain documentation and/or case notes: to record customer's progress toward reaching the EP goals, to document need for and the delivery of additional services, to document all contacts with the customer, and to report any new information pertaining to the customer's employability.

File should also contain (as appropriate): Work Experience time sheets, pay records and worksite agreements, OJT invoices, pay records and contracts, Classroom Training attendance records and ITA, and Documentation of the eligibility for and receipt of Supportive Services or other payments.

Supportive Services (if applicable): DWD Issuance 12-2010

- Are reasonable and necessary to participate in Title I activities
- Are unable to obtain Supportive Services themselves or via their support network (Needs-Based Analysis)

- Are unable to obtain Supportive Services through other programs including community agencies that provide these services
- Are properly documented on EP
- Service note containing: Type of SS, amount, timeframe, justification and lack of other resources
- Follow local plan

ATTACHMENT

**WIOA Dislocated Worker File Checklist
Category A – Permanent Layoff or Termination ***

- Unemployment Insurance Worker Profiling Participant** (If Profiled, next 4 items do not need to be documented.)
- Trade Act Participant** (If Trade Act, next 3 items do not need to be documented.)
- Layoff/Termination Status**
- Unemployment Insurance Status**
- Unlikely to Return to Previous Occupation**

**WIOA Dislocated Worker File Checklist
Category B – Plant Closure or Substantial Layoff ***

- Plant Closure or Substantial Layoff**
- Employed at Time of Layoff**

**WIOA Dislocated Worker File Checklist
Category C – Dislocated Self Employed ***

- Evidence of Self Employment**
- Evidence of Business Failure**

**WIOA Dislocated Worker File Checklist
Category D – Displaced Homemaker ***

- Has Been Dependant on the Income of Another Family Member**
- Is No Longer Supported By That Income**

Work Ready Missouri Monitoring Work-paper

Name _____ AppID _____
Reviewer _____ Region _____
Date _____

Career Eligibility

- 1) Was an automatic CAREER enrollment created according to the guidance in DWD Issuance 01-2015 (Auto Enrollment Policy)? Yes No
- 2) Is the Age and Citizenship for the WIOA Adult/Dislocated Career enrollment documented with a MO Driver/Non-Driver license? Yes No
- 3) If not is there hard documentation for age and citizenship? Yes No
(if DOB verification is done by other means than a MO DL, hard documentation must be present in the file when advancing to Intensive and Training services)
- 4) Is Veteran status (if applicable) documented? Yes No N/A
What documentation was used? _____
- 5) Is Selective Service Registration documented in Toolbox "Eligibility"? Yes No N/A
- 6) "Is unable to achieve self-sufficiency after Career services" box checked "yes" in the Eligibility Tab in Toolbox? Yes No
- 7) Does the trainee meet the Dislocated Worker guidelines? Yes No
(SEE ATTACHMENTS FOR CATEGORICAL ELIGIBILITY)
- 8) Were the NEG and DW enrollments created? Yes No

Work Experience

- 1.) Does the work experience exceed 240 hours? Yes No

In determining the Appropriate Length of the contract, were the following considered:

the skill requirements of the occupation, the academic and occupational skill level of the participant, prior work experience, skills gap, and the participant's Employment Plan (EP)? Yes No

Comments: _____

Employment Plan: DWD Issuance 05-2015

- 1. Are the participant's employment/training goals and achievement objectives established and documented for both short-term and long-term? Yes No

December 10, 2015

2. Does the plan outline an appropriate combination of services for the participant to achieve the employment goals? Yes No
3. Are the goals supported by assessment, career counseling, or vocational exploration activities?
Describe: _____
_____ Yes No
4. Does the Justification show employment goal reasonable and appropriate given the participants skills, interests, and experience; the local LMI conditions; and self-sufficiency goals? Yes No
5. Does the O'Net connect to the participants goals? Yes No
6. Are the WRM 2014, 2001 and 2002 services posted correctly? Yes No

File should also contain documentation and/or case notes: to record customer's progress toward reaching the EP goals, to document need for and the delivery of additional services, to document all contacts with the customer, and to report any new information pertaining to the customer's employability.

File should also contain (as appropriate): Work Experience time sheets, pay records and worksite agreements, OJT invoices, pay records and contracts, E-verify documentation, and Documentation of the eligibility for and receipt of Supportive Services or other payments.

Worksite Learning Outcomes (Rule added on 4/7/15):

- Completed-Hired (employed by Work Ready employer)
- Completed-Entered OJT (Entered OJT with Work Ready Employer)
- Completed-Not retained (was not employed by Work Ready Employer)
- Service in Error (Service not provided)
- Did Not Complete (Quit or terminated from the WRM)

Supportive Services (if applicable): DWD Issuance 12-2010 (DW)

- Are reasonable and necessary to participate in Title I activities
- Are unable to obtain Supportive Services themselves or via their support network (Needs-Based Analysis)
- Are unable to obtain Supportive Services through other programs including community agencies that provide these services
- Are properly documented on EP
- Service note containing: Type of SS, amount, timeframe, justification and lack of other resources
- Follow local plan

Are the following forms completed and found in the file:

1. Training Worksite Agreement Yes No
2. General Assurances Agreement Yes No

- | | |
|--|--|
| | December 10, 2015 |
| 3. Participant Agreement | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 4. E-verify Documentation | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 5. WRM Eligibility Determination Form | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 6. Worker's Compensation Class Code Eligibility Form | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 7. Signed Safety Agreement | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 8. Progress Reports/Invoices | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 9. Worker's Compensation Acknowledgement Form | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 10. Training Outline and Job Description | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 11. Monitoring report | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 12. Equal Opportunity Notice (DWD-120) | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 13. WIOA Complaint & Grievance (DWD-121) | <input type="checkbox"/> Yes <input type="checkbox"/> No |

Comments: _____

Does the File Contain Any Documentation that the Local Program Operator has Performed On-Site Monitoring to Evaluate the OJT Contract? If So, Were There Any Concerns? (For program compliance, on-site monitoring of each trainee must occur at a minimum at mid training and upon completion. During on-site monitoring, attainment of the skills documented in the training plan must be notated either within the Service Notes, Monitoring Form or the Training Plan.)

Comments: _____

ATTACHMENT

**WIOA Dislocated Worker File Checklist
 Category A – Permanent Layoff or Termination ***

- Unemployment Insurance Worker Profiling Participant** (If Profiled, next 4 items do not need to be documented.)
- Trade Act Participant** (If Trade Act, next 3 items do not need to be documented.)

- Layoff/Termination Status**
- Unemployment Insurance Status**
- Unlikely to Return to Previous Occupation**

**WIOA Dislocated Worker File Checklist
Category B – Plant Closure or Substantial Layoff ***

- Plant Closure or Substantial Layoff**
- Employed at Time of Layoff**

**WIOA Dislocated Worker File Checklist
Category C – Dislocated Self Employed ***

- Evidence of Self Employment**
- Evidence of Business Failure**

**WIOA Dislocated Worker File Checklist
Category D – Displaced Homemaker ***

- Has Been Dependant on the Income of Another Family Member**
- Is No Longer Supported By That Income**
- Unemployed or Underemployed**

*See DWD Issuance 01-2015

NOTES:

Reviewer's Signature _____

Date(s) of Review _____

FINANCIAL COMPLIANCE REVIEW

I. ADMINISTRATIVE AND FINANCIAL CONTROLS

A. ORGANIZATIONAL INFORMATION

1. Name of Organization _____
2. Fiscal Year beginning/ending dates _____

II. ACCOUNTING AND REPORTING

A. ACCOUNTING STRUCTURE

YES **NO**

- | | | |
|---|-------|-------|
| 1. Is the system a self-balancing, double-entry system recording assets, liabilities, fund balances, revenues, and expenses? | _____ | _____ |
| 2. Is there source documentation to support accounting records? | _____ | _____ |
| 3. Does the system prevent over-expenditures? | _____ | _____ |
| 4. Is there a regular comparison of actual expenditures to budgeted amounts for each contract? | _____ | _____ |
| 5. Does the Subcontractor have a written accounting procedure? | _____ | _____ |
| 6. Does the written accounting procedure cover all functions or processes of the accounting system? | _____ | _____ |
| 7. When were the accounting procedures last revised? _____ | | |
| 8. Does the system in the Subcontractor written accounting procedures directly affecting tasks conducted under WIA agree to applicable Uniform Guidance or more restrictive WDB local policy? | _____ | _____ |
| 9. Are WIOA costs consistent with other non-federally sponsored programs? | _____ | _____ |
| 10. Does the Subcontractor have a copy of the: | | |
| a. copy of the Workforce Innovation and Opportunities Act (WIOA)? | _____ | _____ |
| b. copy of WIOA Federal Regulations? | _____ | _____ |
| c. WDB contract requirements? | _____ | _____ |

11. Does the contracting agency pay for legal expenses of an attorney on retainer? _____

12. If yes, how does the subcontracting agency determine if WIOA is part of his general responsibility? _____

B. REPORTING

YES NO

1. Are Contract Progress Reports submitted by the 5th day of the month or as required by contract? _____

2. Has the Subcontractor determined that stand-in costs have been incurred in accordance with WIOA regulations? _____

3. Are Stand-in Cost Reports submitted by the 5th day of the month or as required by contract? _____

4. For a reporting period (one month) of the current fiscal year, can Stand-in Costs Reports be traced to the Trial Balance? _____

5. Are the Stand-in Costs reported:
a. by funding source? _____

b. by activity? _____

c. for the correct program year? _____

d. other? _____

6. Are Program Income Reports submitted by the 5th day of the month following the end of the quarter? _____

7. Is Program Income accounted for by funding source and reported accordingly? _____

8. Are Cash Drawdown Requests prepared monthly and submitted by the 5th day of the month or as required by contract? _____

9. Do Cash Drawdown Requests agree to actual expenditures for the month? _____

10. If cash advances are requested, are they allowed by contract? _____

11. Tracing the Contract Progress Reports directly to the accounting system:

a. For a reporting period (one month) of the current fiscal year, track Contract Progress Reports to the subcontractor accounting reports for current expenditures. Note any differences on a separate schedule, named Attachment II.B.11.a.

b. Trace year-to-date expenditures on the Contract Progress Reports to the year-to-date accounting reports. Note any differences and program budgets reviewed on a separate schedule, named Attachment II.B.11.b.

12. Give a brief explanation of what was reviewed and note problem areas or areas of non-compliance with the WIOA, the WIOA applicable regulations, or applicable OMB Circulars. Attach a separate work paper, named Attachment II.B.12.

C. ALLOWABLE/DISALLOWABLE COSTS	YES	NO
1. Is the person approving payment reviewing each document for allowability?	_____	_____
2. Are copies of the applicable Uniform Guidance for administrative requirements and cost principles available to the person conducting the review?	_____	_____
3. Is the person approving payment initialing or signing for payment approval?	_____	_____
4. Does the person approving payment clearly have the authority to do so?	_____	_____
5. At what point in the accounting process does this review take place, and by whom?		

D. COST ALLOCATION	YES	NO
1. Is there a formal written allocation plan? Attach a copy of the written plan as Attachment II.D.1.	_____	_____
2. Do the transactions posted against each of the contracts or funding sources meet the cost limitations within the WIOA, WIOA applicable regulations, and the WDB contracts?	_____	_____
3. Review the allocation system established by the Service Provider to allocate costs within the cost categories for each funding source. Describe the allocation procedure including where it is found and the basis for the allocation. Complete a sample review of one month of the cost allocation system. Attach as a separate work paper named Attachment II.D.3.		
4. Examine expenditures by testing transactions against the cost categories and cost limitations in the WIOA, WIOA applicable regulations, and WDB contracts. Do this for each contract and each funding source for a reporting period (one month) of the current fiscal year. Also review year-to-date expenditures for compliance. Attachment II.D.4.		

E. AUDITING	YES	NO
1. Is the Subcontractor required to provide the Workforce Development Board with a copy of independently prepared audited financial statements in accordance with applicable Uniform Guidance?	_____	_____
2. If audit costs were charged to the WIOA program(s),		
a. was the audit bid in accordance with applicable procurement guidelines?	_____	_____
b. was the audit bid to ensure the lowest and best service, as well as to ensure independence?	_____	_____

III. CASH MANAGEMENT

A. CASH RECEIPTS

YES

NO

- 1. Are funds deposited in a bank with FDIC insurance? _____
- 2. Are funds in excess of FDIC collaterally secured? _____
- 3. Is there any check log or tool which can be used to determine that checks are deposited in a timely manner? _____
- 4. Is the deposit usually made within one working day of receipt? _____
- 5. Is the timeliness of the deposit consistent with written accounting procedures? _____
- 6. Is there a regular comparison of the timeliness of the deposit against the check log? _____
- 7. Review the Collateral Security Agreement. Attach a copy as Attachment III.A.7.

B. CASH DISBURSEMENTS

YES

NO

- 1. Are all checks pre-numbered in sequential order? _____
- 2. Are outstanding checks periodically voided? _____
- 3. Are all voided checks canceled and retained? _____
- 4. Is a computerized check writing system used? _____
- 5. Are blank and/or undelivered checks safeguarded? _____
- 6. Are mechanical check signers used? _____
- 7. If so, are there adequate safeguards in place? _____
- 8. Is drawing checks payable to CASH prohibited? _____
- 9. Is check signing in advance prohibited? _____
- 10. Describe the local signature policy as Attachment I.

11. Review the cash disbursement process for inconsistencies with written accounting procedures. Describe the process for voiding checks and the safeguards in place for non-duplication of check numbers, for blank and undelivered checks, and for the mechanical check signers, if applicable. Include as Attachment III.B.12.

C. BANK RECONCILIATION	YES	NO
1. Are reconciliations done at least monthly?	_____	_____
2. Are statements obtained directly from bank?	_____	_____
3. Is the statement received unopened?	_____	_____
4. Is the employee responsible independent of cash handling or check signing?	_____	_____
5. Is the bank reconciliation compared to the General Ledger monthly?	_____	_____
6. Does the bank reconciliation procedure require:		
a. accounting for check numbers used?	_____	_____
b. comparing all checks, including voids, to verify date, number, amount, and payee?	_____	_____
c. Inspecting check endorsements?	_____	_____
d. Investigating outstanding checks for long periods?	_____	_____
e. Tracing and reviewing bank transfers?	_____	_____
f. Are bank transfers logged?	_____	_____
g. Itemizing outstanding checks?	_____	_____
7. Is the bank account(s) an interest-bearing account?	_____	_____
8. If an interest-bearing account, is the interest		
a. tracked by funding source?	_____	_____
b. reported and tracked as program income?	_____	_____
9. Review the bank reconciliation process. Describe. Include in the description what the responsible for correcting discrepancies and at what point is this done. Include as III.C.9.		

D. EXCESS CASH

YES NO

- 1. Does the cash receipts/disbursements system take into consideration excess cash requirements, namely the accumulation of cash less than or equal to that needed for 3 days of operation? _____
- 2. Are excess cash balances taken into consideration when ordering cash advances when allowed by contract? _____
- 3. Is excess cash figured monthly by the Service Provider? _____
- 4. Does the Subcontractor maintain an excessive cash balance? _____
- 5. Does the Subcontractor have a system and/or guidelines which prevent sub recipients from accumulating excess cash? _____
- 6. Review the cash balance for one month. Compute excess cash balance during the time period. Who is responsible at the agency for determining excess cash? _____

E. BONDING

YES NO

- 1. Is there a written policy for the bonding of employees? _____
- 2. Is it consistent with WIOA federal regulations? _____
- 3. Review the written policy for bonding employees. Describe which personnel are bonded and for how much.
- 4. Review the insurance policy for employee bonding. Is it current? What is the expiration date? Does it clearly state who is bonded and for how much?

IV. PAYROLL

A. REPORTING

YES NO

- 1. Are time and attendance reports required? _____
- 2. Does it show an allocation by activity? _____
- 3. Is it reviewed for accuracy? _____
- 4. Are leave reports required? _____
- 5. Do leave reports require a signature and approval? _____
- 6. Are accumulated leave records maintained? _____

B. COMPLIANCE

YES NO

- 1. Are payroll checks not yet disbursed safeguarded? _____
- 2. Examine an accumulated leave record. Attach a copy as Attachment IV.B.2.
- 3. Obtain a sample time and attendance report. Attachment IV.B.3.
- 4. Review the payroll process and the canceled payroll checks of approximately 25% of the number of WIOA employees paid during one payroll period. As a separate attachment note name of employees, month reviewed, type of backup documentation, and any concerns or discrepancies. Include as Attachment IV.B.4.
- 5. Describe the method for the allocation of time across funding sources.

V. PROCUREMENT

A. PROCESS

YES NO

- 1. Is there a written procurement policy? _____
- 2. Is the written policy, as it applies to WIOA funds, consistent with WIOA Federal regulations and applicable Uniform Guidance, State and Workforce Development Board Procurement Policies? _____
- 3. Does the Subcontractor utilize a purchase order/requisition system? _____
- 4. Do the policies require prior written approval of the Workforce Development Board for purchases/leases over \$1,000? _____
- 5. Do the policies prohibit the co-mingling of funds for purchases between funding sources, such as WIOA and other federal or state funds? _____
- 6. As a part of the review process, describe any inconsistencies with the agency's written policies, the WIA federal regulations, applicable Uniform Guidance, State and Workforce Development Board procurement policies. Note any concerns.

B. DOCUMENTATION

1. Trace a sampling of checks written by the Subcontractor for a period beginning from the date of the contract to current based on the table below.

a. The following sample sizes are required, at a minimum, depending on the universe to be reviewed. These guidelines are applicable for every sample to be reviewed.

Universe Sample Size

1-200	51	
201-300		55
301-400		58
401-500		60
501-1,000		63

This table is based on random sampling for attributes when the expected rate of occurrence is not over twenty (20) percent with a confidence level of ninety(90) percent, plus or minus eight (8) percent. Attachment V.B.1.

VI. PROPERTY MANAGEMENT

A. COMPLIANCE

YES NO

- | | | |
|---|-------|-------|
| 1. Is there a written policy in place regarding the use of equipment purchased with WIOA funds? | _____ | _____ |
| 2. Are there steps taken to ensure that WIOA equipment is being utilized to the maximum extent for the purposes intended? | _____ | _____ |
| 3. Are there any lease purchase agreements in place which involve WIOA funds? | _____ | _____ |
| 4. Are there any lease only agreements in place which involve WIOA funds? | _____ | _____ |
| 5. Do lease agreements have escape clauses? | _____ | _____ |

B. INVENTORY SYSTEM

YES NO

- | | | |
|---|-------|-------|
| 1. Does the Service Provider have a written policy regarding their inventory system? | _____ | _____ |
| 2. Is the Service Provider's inventory system in agreement with the WDB inventory policy? | _____ | _____ |
| 3. Does the Service Provider conduct an annual physical inventory? | _____ | _____ |
| 4. Is more than one person involved in conducting the physical inventory? | _____ | _____ |
| 5. Is an on-site, hands-on physical visit made to outlying offices and/or subcontracting agencies to locate equipment purchased with WIOA funds when conducting a physical inventory? | _____ | _____ |
| 6. Is the physical inventory initialed or signed by two or more people and dated when completed? | _____ | _____ |
| 7. Is a separate inventory maintained for: | | |

- a. federally- or state-owned property? _____
- b. property purchased with WIOA funds? _____
- 8. Describe briefly who conducts the physical inventory. Note any comments/concerns with the system.

C. INVENTORY IDENTIFICATION

YES NO

- 1. Is all equipment numerically identified? _____
- 2. Is there a:
 - a. Service Provider numerical identification system in place? _____
 - b. WDB numerical identification system in place? _____
 - c. State WIOA numerical identification system in place? _____
- 3. Has dollar value been established for the point at which equipment is numerically identified through the Service Provider's inventory system? \$ _____
- 4. Is this dollar value consistent with:
 - a. the Service Provider's written policy? _____
 - b. WDB policy? _____
 - c. State WIOA inventory guidelines? _____
 - d. other state/federal inventory guidelines? _____
- 5. Does the Service Provider utilize the system in place where by the WDB will be notified of the change of location for any physical inventory, loss of equipment through theft or damage, or any change of condition of equipment? _____
- 6. Give a brief description of the inventory identification process. Note any concerns/comments.

VII. CONTRACT COMPLIANCE

A. FUNDING AGENCY CONTRACTS

YES NO

- 1. Is there a signed copy on file of each contract in place with the WDB? _____
- 2. Are there contracts received which have not yet been signed? Note below. _____
- 3. Are all Certificates of Non-Debarment in place for all contracts over \$25,000 with the WDB? _____

- 4. Does the Service Provider conduct an internal review of expenditure rates, enrollment levels, participant need, and/or applicable performance standards during the period of performance of the contract? _____
- 5. How often is this review conducted? _____
- 6. At what point does this review begin? _____
- 7. Note any comments/concerns.

C. ASSUMPTION OF LIABILITY

YES NO

- 1. Does the Service Provider assume liability for all disallowed costs, either through the wording of fully-executed contract language or the written policies of the agency, or both? _____
- 2. Does the Service Provider have an ability to repay disallowed costs from non-federal funds? _____
- 3. Give a brief explanation of what was reviewed or discussed to arrive at this conclusion.

D. ASSURANCES

YES NO

- 1. Does the agency have a designated EEOC officer? _____
- 2. Are there written policies established to ensure compliance with assurances stated within contracts? _____
- 3. If 50 or more employees, does the agency have a written affirmative action plan? _____
- 4. If less than 50 employees, does the agency have a written affirmative action policy? _____
- 5. Do all solicitations or advertisements for employment placed state that all qualified applicants will receive consideration without regard to race, color, religion, sex, national origin, or condition of physical or mental handicaps, provided that the handicap would not prevent them from doing the job they were hired to perform? _____
- 6. Are any funds under the contract used for any partisan/non-partisan political activity or any other political activity? _____

VII FINANCIAL COMPLIANCE REVIEW

- 1. Review previous Financial Compliance Review. Determine if finding/recommendations have been resolved and/or implemented. YES _____ NO _____ N/A _____

2. Determine if findings/recommendations are material to the operation of programs under contract with the Workforce Development Board. YES _____ NO _____ N/A _____

contract

Comments:

Ending Comments

Additional pages may be added to any section of this Financial Compliance Review as necessary. The review is not necessarily limited to the questions contained herein. The reviewer shall make comments regarding systems, procedures, compliance or non-compliance, documentation, and any other information reviewed to conduct as thorough and accurate review as possible.

Necessary Elements of a Contract as Distributed by DWD

5 Essential Elements:

1. Adequate statement of work
2. Adequate audit rights clause
3. Adequate record retention clause
4. Either adequate terms for default clause, or
5. Payment and delivery terms adequate to permit refusal to pay when performance fails to meet contract requirements.

11 Important Elements

1. Access to records
2. Conflict of interest statement
3. Compliance with WIA
4. Changes
5. Termination for convenience
6. Documentation of evaluations
7. Specified time period
8. Provision against assignment
9. Trainer qualification
10. Definition of key terms
11. Table of contents

**WORKFORCE DEVELOPMENT BOARD
Subcontractor Financial Monitoring Internal Control Questionnaire**

1	Does the agency annually authorize the check signatories for all bank accounts?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
2	Is incoming mail opened and are receipts logged by a person with no access to cash receipts or accounts receivable records?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
3	Are checks restrictively endorsed immediately after receipt?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
4	Are pre-numbered cash receipts prepared?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
5	Are receipts deposited intact on a daily basis and are cash receipt logs compared to bank deposits?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
6	Do adequate physical controls exist over receipts from the time of mail opening until the time of deposit?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
7	Are all disbursements made by check?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
8	Are physical controls over blank check stock adequate?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
9	Are checks pre-numbered and used in sequential order?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
10	Are checks prepared by employees who are independent of the voucher/invoice approval process?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
11	Are all disbursements approved for payment by the check signatory or other party?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
12	Are all voided checks properly defaced and retained?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
13	Is the signing of blank checks prohibited by policy?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
14	Are cancelled checks examined for authorized signatures, alterations, and proper endorsements?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
15	Is the Bank Reconciliation prepared by someone with no receipting or cash disbursement duties?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
16	Is the completed Bank Reconciliation reviewed by a responsible official?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

17	Is the Bank Reconciliation signed or initialed and dated by both the preparer and the reviewer?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18	Are checks outstanding for over 60 days investigated and payment stopped if necessary?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19	Are disbursement vouchers reconciled to purchase orders and receiving reports?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20	Are payments clearly marked to avoid duplicate payments?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21	Is a chart of accounts utilized to distribute program costs to the proper cost centers?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22	Does someone independent of the payroll preparation and time keeping processes review and approve the final payroll?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23	Are payroll checks machine signed?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24	Are the processed payroll checks reviewed and reconciled to the payroll check register before distribution?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25	Does a person independent of payroll check processing distribute the payroll checks?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26	Are unclaimed payroll checks returned to an employee independent of the payroll function for safekeeping?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27	Is a perpetual record of all unclaimed wages maintained?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28	Are gross and net pay amounts reported on IRS and State returns reconciled to the payroll register and the General Ledger?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29	Are wages ever paid in advance of a scheduled pay date?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30	Is the purchasing function segregated from the receiving and disbursement functions?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31	Are receiving reports reconciled to purchase orders?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32	Are all purchases made in accordance with the agency's written procurement policy and procedures?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

33	Are requests for new personnel originated only by management?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
34	Is access to personnel files limited?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
35	Are any disciplinary notices maintained on file?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
36	Are job descriptions clearly defined?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
37	Are authorizations for each employee's salary or wage rate on file?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
38	Are wages paid at or above the current minimum wage?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
39	Does each employee's current gross salary or wage payment reconcile with the employee's current authorized salary or wage rate status?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
40	Are payroll charges supported by approved Personnel Activity Reports or Time and Attendance records?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
41	Is each employee's signature and the supervisor's signature affixed to the time records?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
42	Are Compensated Absences taken in conformity with the written personnel policy?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
43	Are individual payroll records sufficiently documented?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
44	Are each employee's payroll charges attributed to the various categories in accordance with the Personnel Activity Reports or Time and Attendance Records?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
45	Do the employee time records account for the total activity of each employee for the period?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
46	Are the charges adequately supported by each employee's current job description?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
47	Have payroll taxes been paid to the IRS and the State on a timely basis?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
48	Is Workers' Compensation insurance for all employees in effect?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

49	Is there any indication of fines or penalties imposed by the IRS or the State due to the late payment of payroll taxes?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
50	Are employees eligible for incentive payments (i.e. Bonuses)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
51	Are criteria for earning bonuses clearly delineated in the Personnel Manual?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
52	Do you accrue employees' vacation hours?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
53	Do you draw the money for the accrued vacation hours?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
54	How is the money accounted for? Provide an accounting of the money to the monitor(s).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
55	Are travel policies and procedures clearly defined?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
56	Are per diem rates reasonable?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
57	Are travel vouchers supported by receipts for meals, lodging and other?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
58	Do travel vouchers list destinations, number of miles driven, purpose for the travel, and etc?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
59	Are written policies and procedures in place to ensure written approval is obtained prior to purchasing?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
60	Are costs properly allocated based upon usage?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
61	Is a physical inventory taken at least every two years to track all required data?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
62	Does the property management system track all data required by the Uniform Administrative Requirements?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
63	Is there a process used to determine if it is more beneficial to lease equipment rather than to purchase equipment?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
64	Is equipment properly disposed of when it becomes obsolete or is no longer needed?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

I certify the information provided above depicts the current operations of the office.

Name and Title

Date

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**ATTACHMENT 10
BUSINESS SERVICES PLAN**

Business Services Plan

West Central Region

2016-2020

PART I **Executive Summary**



Introduction

The *Business Services Plan* for the West Central Region of Missouri is a collaboration of partners written with a sole purpose in mind: to create a single point of contact system within the region that will serve businesses and job seekers alike, addressing workforce solutions that promote stability and growth. This plan is an urgent call to action in meeting the economic challenges our region is facing regarding the demand for better trained and more skilled workers to boost productivity and help close the labor, wage, and skill gaps within our region. This plan designs a single point of contact system for each of three defined areas of the region using a designated Missouri Job Center as the hub. Members of the Business Services Team will serve in Lead positions to address business needs today and in the future through the support of our partners in training, placement, and career advancement initiatives.

THE NEED FOR A SINGLE POINT OF CONTACT SYSTEM--

Technology, globalization, and deregulation are powerful forces bringing about a new economy in the United States, according to the National Association of Workforce Boards. The new economy is an environment of constant change placing value on broad knowledge and skills, flexibility, cross-training, multi-tasking, team building, problem solving, and project-based work. In a national survey conducted by the U.S. Bureau of the Census, “employers said 20 percent of their current workers were not fully proficient in their jobs.” Less than 50 percent of the new workers are equipped for a high-skill, high-wage job. The West Central Region will focus on developing and retaining a workforce with the education and skills to succeed in a 21st Century economy.

Businesses are faced with several identified universal challenges in today’s economy: globalization of the workforce, increased diversity, the increased use of technology, literacy issues, the need for highly skilled workers, nontraditional work arrangements, and an aging workforce. By developing a single point of contact system, business and labor partners will come together as a united front in proactively meeting challenges that impede business and its workers and together embark upon systematic workforce solutions to business needs. In addition, it will assist businesses by providing training options and/or referral to the appropriate agency or educational institution.

STRATEGIES FOR THE FUTURE--

This marketing plan will ensure that our region's business needs drive our efforts in meeting identified universal challenges. Strategies include:

- **Creating a single point of contact system**—a single point of contact system is being utilized for each of three defined areas of the region.(See map). A designated Missouri Job Center for each area will serve as the hub. The Business Services Representative at each of the Job Centers will serve as the Lead person to coordinate and deliver a streamlined business outreach system. Our region will emphasize customer service (measured by customer feedback) to identify and outline ways we can best meet the needs of the region's businesses.
- **Identifying training opportunities** – Seek out traditional and non-traditional deliveries of training often lacking in today's workforce such as soft skills, basic education, on-the-job training, and technical assistance training for partners. A broad spectrum of training opportunities and solutions for business training needs will be provided in order to match workers with the proper training needed to meet today's changing workforce demands. Efforts include:
 - Developing training programs that are closely tied to specific sectors.
 - Using business leverage to encourage new training efforts and the creation of stackable credentials/career ladder opportunities.
 - Addressing needs for nationally-recognized, industry-based skill standards and occupational certifications.
 - Performing skill-gap analysis.
 - Partnering with training providers able to deliver services in ways that respond to today's workforce development challenges (weekend classroom, on-line, open entry/open exit, short term credentials, quick course development turnaround, affordable, multi-lingual, etc.).
- **Incorporating strategies identified in the Workforce Development Board's Local Strategic Plan** – Align all activities and procedures to support the workforce development issues , services, targeted populations such as migrant seasonal farmworkers, and coordinated delivery activities of the partners in the West Central Region.
- **Utilizing surveys and focus groups** to identify industry needs and to develop career ladder opportunities. .
- **Offering a tiered menu of services to businesses** - The identification of targeted industry clusters and current and new industry members will help to align training, job matching, and other resources. Services will be tailored to the needs of local businesses, and will be marketed via human resource meetings, Missouri Employer Committees/Chambers of Commerce, plant manager organizations, local community organizations, and special projects and initiatives. The West Central Region will support the State's overall plan for economic

growth assisting employers in finding the best qualified applicants for their job openings. At the same time, we will provide job seekers and other customers with information about Missouri's workforce needs.

LEADING THE PROCESS--

The Business Services Team will act as initiator, broker, and facilitator of the plan—charged with the role of moving the process forward to meet the ever-changing needs of businesses in the West Central Region.

The Business Services Team is demand-driven and strives to accommodate employer requests or provide referrals to other resources able to meet the identified need. The Product and Services Box offerings in the job centers are directly related to preparing local job seekers for the current demands of local employers, as identified by Business Services Team members in their daily contact with employers. Workforce intelligence is shared with NGCC Functional Leaders, Workforce staff members and partners through Nexus Business Services connection.

The Workforce Development Board of Western Missouri, Inc, is currently a 22-member board with 55% private sector participation. The Board's involvement is critical, especially when access to industry leaders must be secured. The Board will act in an advisory capacity to all sector initiatives. Board members will act as ambassadors and will encourage business participation in focus groups and assist in engaging the support of human resource managers and CEOs to ensure strong private sector buy-in.

Local and state Business Services Team Representatives will play a key role in the success of the single point of contact system. They will act as the “go to” liaison between businesses and Next Generation Career Center (NGCC) resources. They will be well-versed in partner resources and the services available through the job centers. Toolbox 2.0 or other management information system will play a key role in providing easy access to case notes, program participation, job-order history, managing appointments, schedules and the status of employer projects to avoid duplicative employer contacts.

STRATEGIC LOCATIONS FOR SYSTEM DELIVERY--

The West Central Region spans a thirteen county area encompassing more than 9,000 miles, many of which could be considered agricultural in nature. Currently the region has three, comprehensive job centers located in Sedalia, Clinton, and Nevada. The Job Centers are strategically located throughout our rural area to facilitate a seamless delivery of services. Services are offered through the Job Centers, local worksites, video conferencing centers, local community colleges, and career and technical schools. Customers receive services designed specifically for their geographic area and the employer base located within a reasonable driving distance. Our region has also developed mobile capabilities to provide services throughout the region. We remain mindful of the visions of our neighboring regions to ensure that services are closely aligned, creating a labor market area made larger because of our cooperative efforts.

PART II

The Mission, Vision, Core Values, Goals, and Measures



Mission

The mission of the West Central Region Business Services Team is to assess, facilitate, and provide an integrated workforce solution while fostering a skilled workforce. This will increase Missouri's economic growth by serving agricultural and non-agricultural businesses and empowering job seekers through a customer-centered, accountable streamlined system.



Vision

The West Central Region will provide a skilled workforce for today's jobs and tomorrow's careers through a seamless delivery system. This strengthens partnership integration, engagement of businesses in the workforce development system, and builds a new relationship to leverage resources such as money, knowledge, and infrastructure.



Goals

- Collaboration in increasing the number of businesses that use workforce products and services: "Market share".
- Commitment to cooperative partnerships between workforce, education, and economic development.
- Commitment to usage of "Toolbox" or its successor for information sharing.
- Commitment to promotion of "jobs.mo.gov" for employment and training services to businesses and job seekers.
- Commitment to seamless service, continuous improvement and innovative solutions.
- Commitment to provide the same range of employment services, benefits and protections, including counseling, testing, and job training referral services, to migrant seasonal farmworkers as to non- migrant seasonal farmworkers.

State and regional measures will be monitored and reported through "Toolbox" or its successor and "MoPerforms" data systems. The data collection to be complied by WDB and DWD will be used to direct technical assistance, monitor activities by job center, and lead discussions regarding system improvement



Needs of Local Businesses

Validation is necessary to ensure that we have aligned our view of what current business needs are with actual business needs. The West Central Region Business Services Team will obtain feedback from both agricultural and non-agricultural businesses on a daily basis through various methods, including regional employer meetings and forums, local human resource groups, agricultural growers associations, Chambers of Commerce, and Missouri Employer Committees (MEC), as well as direct contact with individual businesses. Engaging business leaders in discussion and working to build new relationships will provide input and information needed to make critical decisions in defining and developing solutions to local business needs. Some identified business needs include:

- In-depth screening of applicants which includes education level, work history, and skills
- Industry specific assessments
- Upfront human resources services (compliance issues, background checks, drug screening, interviewing)
- Employee retention
- Career progression which includes career ladder opportunities
- Diversity issues and training
- Follow-up services

The following list includes but is not limited to the resources and partnerships utilized in identifying and meeting the needs of this region:

- Economic Development
- Nexus Partners
- Chambers of Commerce
- Regional Planning Commissions
- Missouri Employer Committees
- Plant Manager Organizations
- Small Business Administration
- University of Missouri Extension
- Small Business Development Center
- Missouri Commission on Human Rights
- Missouri Employer Research and Information Center (MERIC)
- Local Councils of Government
- Professional Organizations
- Local Churches
- Migrant Education



Universal Challenges

Several universal challenges facing businesses today will be addressed by providing training options or referring to the appropriate agency or educational institution. Solutions to address these are:

1. **Globalization** of the Workforce
 - Provide linkage between individual training accounts (ITA's) and on-the-job training (OJT) opportunities to build skills

- Focus OJT dollars to key industry sectors (not limited to)
2. Increased **diversity** of the workforce
 - Provide high school equivalency (GED) remediation classes through the Job Centers
 - Assist businesses with recruitment of individuals with disabilities
 - Assist local key sector employers (agri-business and food processing, manufacturing, healthcare) with labor recruitment.
 3. Increased use of **technology** in the workplace
 - Assist businesses to identify areas that would benefit from technology upgrade training for incumbent workers
 - Promote WIOA scholarships in high demand, high-tech, high wage industries
 - Re-train workers employed in soon to be obsolete jobs, in order to retain employment with their current employer
 4. Economic implications of **literacy**
 - Encourage service and production businesses to spend training dollars to improve the skills of the workforce
 - Help businesses, agricultural and non-agricultural, develop onsite literacy and basic skills classes
 5. Need for **high-skilled workers** with post-secondary education and training
 - Develop partnerships to increase proportion of new jobseekers trained in high-tech, high-skilled industries
 - Enhance relationships with educational institutions responsive to customized training options
 6. Need for **flexible workforce**
 - Provide information of nontraditional work arrangements such as shared work, working at home, flex time, etc.
 - Develop recruitment strategies that will attract workers wanting nontraditional jobs
 - Strengthen outreach to migrant, seasonal and agricultural workers
 7. **Aging** of the **workforce**
 - Promote life-long learning opportunities
 - Promote the use of transferable skills in demand occupation
 - Promote volunteerism



Responsibilities of the Business Services Team

The West Central Region's Business Services Team is the foundation of all outreach and job development within the region. The Business Services Team includes local and applicable state Business Services Representatives, Veteran's representatives, Functional Leaders and members of the regional Workforce staff. The Workforce Development Board recently convened placement and marketing specialists from partner agencies to form a group called Nexus to coordinate outreach, recruitment and placement activities that supports single point of contact for a myriad of agencies. Some of the agencies include Vocational Rehabilitation, Community Action Agencies, the Rehabilitation

Institute, Youth@Work staff, Job Point, a temp agency, Center for Human Services, WILS, etc.

All Nexus members contribute to the promotion of subsidized placement through face-to-face employer meetings, preparing mass marketing campaigns, conducting business surveys, making telephone cold calls, and monitoring Toolbox for potential matches for specific job orders. The thirteen-county region is divided into three internal service areas for the purposes of rapid response, outreach, job development, business services, and public relations, etc.

This local configuration allows **each** job center within the region to develop a close working relationship and rapport with their community business and industry customers within an assigned area. In the event a large project is identified, the Business Services Team members from one area of the region can easily provide back-up assistance to another area of the region. It is a goal of the West Central Region to have local businesses look to their local Missouri Job Center for all their workforce needs, whether it be hiring or in cases of lay-off. As these relationships continue to be forged, county commissioners, local economic developers, human resource managers, postal workers, mechanics, shop clerks, neighbors, etc.; become part of an informal, yet highly effective, network that provides early information on job openings, company expansions, training issues, etc.

Utilization of such a grassroots intelligence system allows the Business Services Team to move into action rapidly to meet employers' needs.

The responsibilities of each member of the Business Services Team are:

- Provide business outreach and promote Job Center and Nexus partner services and programs while building long-term relationships (over one year).
- Share business contact and job availability information with functional Leaders, ~~Jobs Team~~ Workforce Staff members and Nexus members.
- Educate partners on the usage of Toolbox for information sharing.
- Participate in local Business Services Team/Nexus coordination meetings which will reduce duplication of contacts and simplify access to services.
- Ensure the contact, referral and placement goals as set by the regional Business Services Team are met or exceeded. Share successes and challenges.
- Act as liaison - a point of reference for businesses; mediator; problem-solver; the go-to-person for workforce related issues - receive positive/negative feedback and take action.
- Maintain frequent contact (documented through the Toolbox system) with key businesses within assigned area of region (see map) to define levels of service based on current and projected needs.
- Educate businesses on the usage of jobs.mo.gov to meet their employment and training needs.
- Act as human resources consultant by:
 - Referring to appropriate agencies to assist in solving specific workplace problems
 - Helping businesses assess information and resources
 - Promoting training opportunities to businesses
 - Sharing and customizing labor market information
- Promote a single point of contact system for businesses.
- Assist business customers through the referral process.

PART III

Agricultural Outreach and Service

BACKGROUND -The West Central Region has multiple orchards and over 600 acres planted in vegetables. Over 774,300 acres are planted in corn, over one million acres in soybeans, 53,500 acres in winter wheat, 1.3 million acres in alfalfa and hay, and over 6,000 acres in sorghum.

Migrant Seasonal Farmworkers (MSFWs) are offered the same range of employment services, benefits and protections, including counseling, testing and job referral services as provided to non-MSFWs. All customers are dually enrolled into the Wagner-Peyser and WIOA programs upon completion of registration. For customers identified as a farmworker and who cannot be served under WIA training-level services, referrals are made to the WIOA Title I section 167 grantee and other migrant service providers, as needed or requested.

Last year, approximately 300 orchard workers were employed in the Lexington area. Of the number of reported workers, approximately 71% worked less than 150 days.

In order to achieve placement assistance for the agricultural and food processing employers in the West Central Region the following outreach goals are set for the 2016 fiscal year:

- 200 outreach contacts
- 100 farmworker registrations

Placements vs. goals will be evaluated year-to-year with strategic planning to improve the outcomes for agricultural workers and support local agri-businesses.

ATTACHMENT 11
MOU between the Local Workforce Development Board and the Community Colleges

PARTNERSHIP AGREEMENT

between
STATE FAIR COMMUNITY COLLEGE
and
the WORKFORCE DEVELOPMENT BOARD of Western Missouri, Inc.

Whereas, the Workforce Development Board of Western Missouri, Inc., and State Fair Community College recognize the importance of talent development in economic and business growth;

Whereas, the Workforce Development Board of Western Missouri, Inc., and State Fair Community College believe that a coordinated regional approach to workforce development and education will better meet the needs of both businesses and workers, while supporting the economy overall;

Whereas, the Workforce Development Board of Western Missouri, Inc., and State Fair Community College are interested in partnering in Trade Adjustment Assistance Community College and Career Training (TAACCCT) grants to improve the skills, competencies and employment opportunities for trade-affected, dislocated, unemployed and underemployed workers and veterans;

Whereas, the Workforce Development Board of Western Missouri, Inc., and State Fair Community College continue to support the Certified Work Ready Communities initiative as well as coordinate staff and facilities in the provision of National Career Readiness Certificate assessments;

Whereas, the Workforce Development Board of Western Missouri, Inc., and State Fair Community College agree to refer interested individuals between the College and the Missouri Job Centers in order to coordinate training services for all customers; and

Whereas, the Workforce Development Board of Western Missouri, Inc., and State Fair Community College are interested in signing a partnership agreement mutually agreeing to work together to provide training, education and employment opportunities to the residents of our communities.

Now Therefore, all parties agree to the following:

- 1. Leverage similar workforce and economic development projects and funds
2. Develop strategies for sharing information relevant to employment and education outcomes
3. Develop outreach strategies to attract and refer participants between one another
4. Develop strategies to place participants in jobs in high growth sectors
5. Communicate career pathway and talent pipeline needs identified by employers
6. This agreement will commence on the date signed and remain in effect until such time as one of parties wishes to modify or terminate with 30 days written notice.

Signed:

Joanna Anderson
President

State Fair Community College

Suzanne Richards
Executive Director

Workforce Development Board of
Western Missouri, Inc.

Date: 4/25/2016

Date: 4/25/2016

ATTACHMENT 12
LOCAL COMPETITIVE PROCUREMENT PROCESS

ATTACHMENT 12

Local Competitive Procurement Process

The Workforce Development Board of Western Missouri, Inc., (WDB) will provide and perform services in accordance with the procurement guidelines outlined under the Uniform Guidance, 2 CFR part 200.317-200.326, and all amendments and revisions thereto, which by this reference are incorporated hereto and made a part thereof, as if fully rewritten. A deviation from the guidance is identified under Paragraph D., where the purchasing limit for a formal advertised competitive bid purchase has been reduced from \$150,000 to \$25,000, the Division of Workforce Development recognized limit for formal competitive bid purchases.

The Contracting Agency assures that it and its sub-recipients will comply with the Buy American Notice Requirement. In the case of any equipment or product that may be authorized to be purchased with financial assistance provided using funds available under the Workforce Investment Act, it is the sense of the Congress that entities receiving the assistance should, in expending the assistance, purchase only American-made equipment and products, as required by the Buy American Act (41 USC 10a et seq.). See WIA Section 505 – Buy American Requirements.

The following internal guidelines will be adhered to for all single item purchases, unit purchases, or one-time purchases from a single supplier. Procurements shall be conducted in a manner which provides and encourages full and open competition. Each step within the procurement process shall be fully documented and shall support the purchasing decision.

- A. Purchases shall not be separated or broken down into several smaller purchases to avoid procurement procedures.
- B. Micro-purchases (purchases of \$500 - \$3,000): Secure two (2) telephone or electronic bids for these purchases. WDB will distribute micro-purchases equitably among qualified suppliers when pricing and delivery methods are reasonably equal.
- C. Small Purchases (purchases of \$3001 - \$150,000): Secure three (3) telephone or electronic bids for securing services, supplies, or other property that do not cost more than the Simplified Acquisition Threshold (as of publication of 2 CFR Part 200, the Simplified Acquisition Threshold is \$150,000). It is generally used when conditions are not appropriate for the use of sealed bids. Small Purchases of \$25,000 or more must have prior Board approval.
- D. Competitive Sealed Bid Proposals (of \$25,000 and above): Formal Advertised Competitive Bid-Purchase of \$25,000.00 or more; but can be less if the nature of the purchase (space, auditor, subcontractors, including Youth program subcontractors, etc.) warrants a competitive bid-purchase. (DWD limit is \$25,000. Uniform Guidance limit is \$150,000.)

Procurements of this nature require the following guidelines:

- E. Request for Proposal (RFP) or Request for Bid (RFB) Preparation
 - a. *The RFP indicates what is to be accomplished and requests from the bidder how it is to be accomplished and at what cost.* A list of those who received the RFP must be maintained and filed in the permanent file as part of the documentation afterward. The RFP must contain the proposal submission requirements and the proposal evaluation method. Bid selection and award is based on the evaluation criteria. Contractor selection must be documented in writing.
 - b. *An RFB contains a precise statement and complete specifications of what will be purchased, allowing only one interpretation. It allows no choice in how the work will be accomplished; it essentially requests only a cost from the bidder.* Bid comparison and contractor selection is made on the basis of meeting the bid selection criteria, reasonableness of cost, allow-ability, and whether it meets the identified need(s). Lowest bid may not always be the best award. The bid award(s) must always be in the best interest of the program. Contractor selection must be documented in writing.
4. The distribution of the RFP (RFB) will be made to anyone responding to the Notice of Request for RFP (RFB) written solicitation or the website. Distribution shall be made no sooner than the date and time named in the bid solicitation. The RFB (RFP) will be distributed to known vendors in an attempt to get as many bids as possible.
5. A pre-bid conference may be held with the prospective bidders to answer questions and to clarify issues within the RFP (RFB). The time and place of the pre-bid conference is to be named in the Notice of Request for Proposal (RFB). Questions may be posed in person or in writing prior to the opening of the pre-bid conference, which may be accessed by telephone. The questions and answers are formally recorded and a written or electronic copy is available to all prospective proposers participating in the pre-bid conference. When attendance to the pre-bid conference is not mandatory a copy of the questions and answers from the pre-bid conference can be provided to any potential proposer upon request. After the close of pre-bid conference no questions may be answered regarding the bid solicitation.
6. An evaluation team of at least three members is formed prior to the public opening. These members shall have knowledge of the goods/services to be procured, and shall not benefit in any way from the bidder selection. The appointment of the evaluation team by the WDB Executive Director, or designee, shall be done in writing and retained. The evaluation team for program RFPs/RFBs may be made up of members of the WDB Planning and Operations Committee and/or two or more WDB staff. The WDB Planning and Operations Committee may delegate the responsibility to WDB staff; the

evaluation team will then be made up of three or more WDB staff. The Fiscal Manager may be included as a fourth person on the evaluation team. In all cases, the Fiscal Manager and Executive Director shall evaluate the budget section of the RFPs/RFBs to determine if the costs are necessary, reasonable, allowable, and allocable.

7. The time and date of the public opening shall be named in the Notice of Request for Proposal (RFB). The notice shall state the format for submitting the bid, that bids must be sealed upon receipt, the number of originals and copies to be submitted, the date and time to be received, and the bid number to be displayed on the outside of the sealed proposal. Bids received shall be time-stamped, logged, and placed, unopened, in a secure place until the time of the public opening. Bids received after the closing time are to be considered non-responsive and are to be returned to the bidder, unopened, and so noted on the log. Bids that do not meet the submission criteria outlined under paragraph 8 and/or the Notice of Request for Proposal (RFB) may also be determined non-responsive, if so stated in the RFP/RFB.
8. The bids shall not be opened prior to the stated public opening time and place. The bids shall be opened by at least two people not on the evaluation team, and shall be recorded as they are opened. The information recorded shall include the date, time opened, bidder's name, address, price, type of proposal or service(s) to be performed, or funding source and number of originals and copies enclosed. The log created at the public opening shall include the name of those in attendance and shall be signed by the team opening the bids. One copy of the bid, including the information from the container showing the date and time stamp or envelope it was sent in, is retained with the log as part of the permanent file. Proposals received in response to an RFP shall not be available for public review until after a contract is awarded or all proposals are rejected.
9. Bids are to be determined responsive or non-responsive based on conformity to the essential elements of the solicitation. A written report shall be prepared with adequate documentation of the reasoning for any bid deemed non-responsive. Non-responsive bids are removed from further analysis.
10. The bids are copied and distributed to the members of the evaluation team. The team should read all bids before meeting as a group and shall evaluate the proposals independently. A meeting of the evaluation team shall be scheduled to review all the independent evaluations. All aspects of the evaluation meeting shall be recorded, including the date, the time the meeting begins and ends, and the names of those in attendance. Individuals who join the meeting late or leave early must also be recorded.
11. Responsive bids are analyzed and evaluated in accordance with the evaluation criteria. Each bid shall be evaluated independently of the others. Concerns and/or specific comments regarding the individual responses shall be recorded and maintained with the evaluation documentation. The points awarded by each evaluator shall be recorded separately, and shall be averaged to award a

composite score. This may be documented by a computer printout or calculator tape, on which the name of the bidder, type of program, and verification of the composite score is recorded. This documentation is affixed to the proposal document, or maintained intact and included in the permanent file.

12. The evaluation team must make a contract award(s) recommendation based on their evaluation. Successful respondents must have earned a minimum of 80 out of 100 possible points or 80% to be considered (unless otherwise stated in the RFP/RFB Notice of Request for Proposal.) Opportunities for clarification, or supplemental information *not material* to the scope of work or conducting services under a grant award, may be offered by the evaluation team prior to final determination of successful bidder(s). The evaluation team may recommend that no award be made if it is in the best interest of the program. The recommendation is made to the Planning and Operations Committee for award. The Planning and Operations Committee presents the recommendation to the Board for a vote of approval to award a contract.
13. The Board shall consider the recommendations of the evaluation team/Planning and Operations Committee and shall vote on the recommendations made. Contract awards or non-awards are recorded in the minutes of the Board meeting. Abstentions from the vote due to a real or implied conflict of interest shall also be recorded in the minutes. WDB provides standards of conduct covering conflicts of interest and governing actions of its board members and employees engaged in the selection, award and administration of contracts.
14. The successful and non-successful bidders are notified in writing of the award. Successful bidders receive a Letter of Intent to Contract. The letter must be mailed within the time constraints outlined in the Notice of Request for Proposal/RFB. The bidder must be notified in writing if further negotiations are required prior to the contract being awarded.
15. A contract is prepared for signature for the program year or other term outlined in the Notice of Request for Proposal/RFB. Contracts may be extended for up to two additional one-year periods if the bidder specifically expresses such a desire in the bid, it is approved by the Board, funds are available, and the sub-contractor (bidder) performs successfully under the terms of the contract. Contracts may be extended beyond the original term date under extraordinary circumstances (such as conforming to new legislation, regulations, or requirements). Any special extension will be at the discretion of the Workforce Development Board and will not exceed one year in duration. Such extension shall be executed by formal contract amendment with terms, conditions, and provisions of the original contract remaining the same. Budgets, as applicable may be increased / decreased as deemed appropriate.

Contracts for the lease of space may be entered into beyond a three-year period, not to exceed 10 years, under the following conditions: board approval has been obtained; lease period does not exceed state or federal guidelines; risk

assessment has been performed on behalf of the board; and the contract contains an escape clause releasing the board of financial indebtedness.

F. Contracting with Small and Minority Businesses, Women’s Business Enterprises, and Labor Surplus Area Firms (2CFR 200.321)

WDB will take necessary affirmative steps to ensure that minority businesses, women’s business enterprises, and labor surplus firms are used when possible.

G. Delivery of Career Services-Adult and Dislocated Workers [WIOA Sec. 134(c)(2)(C)]

Career services described in WIOA Section 134(A) for eligible adult and dislocated workers shall be provided through the one-stop delivery system:

1. Directly through one-stop operator(s) identified pursuant to section 121(d) or
2. Through RFP contracts with service providers, which may include contracts with public, private for-profit, and private nonprofit service providers, approved by WDB.

H. Training Contracts

1. Training services authorized under this paragraph may be provided pursuant to a RFP contract for services in lieu of an individual training account (ITA) if:

- a. The Consumer Choice Requirements [WIOA Sec. 134(c)(3)(F)] are met;
- b. Such services are on-the-job training (OJT), customized training, or incumbent worker training or transitional employment;
- c. The board determines there is a training services program of demonstrated effectiveness offered in the local area by a community-based organization or another private organization to serve individuals with barriers to employment;
- d. WDB determines that:
 - i. It would be most appropriate to award a contract to an institution of higher education or other eligible provider of training services in order to facilitate the training of multiple individuals in in-demand industry sectors or occupations; and
 - ii. Such contract does not limit customer choice

2. Training services must be directly linked to an in-demand industry sector or occupation in the West Central Region. WDB may approve training services for occupations determined by the board to be in sectors of the economy that have a high potential for sustained demand or growth in the local area [WIOA Sec. 134(c)(3)(G)(iii)].

I. Selection of Eligible Providers of Youth Workforce Investment Activities (WIOA Sec. 107(d)(10)(B) and Sec. 123)

1. WDB shall award grants or contracts on a competitive basis to providers of youth workforce investment activities based on the criteria in the state plan (Issuance 01-2012) and taking into consideration the ability of the providers to meet performance accountability measures based on primary indicators of performance for the youth program as described in WIOA Section 116(b)(2)(A)(ii) and in WIOA Section 102(b)(2)(D)(i)(V), based on the recommendations of the Youth Task Force committee.
2. WDB may award grants and contracts on a sole source basis [(WIOA Sec 123 (b))] if the board determines there is an insufficient number of eligible providers of youth workforce investment activities in the area for grants and contracts to be awarded on a competitive basis.
3. The requirement in WIOA Sec. 123 that eligible providers of youth services be selected by awarding a grant or contract on a competitive basis does not apply to the design framework services when these services are more appropriately provided by the grant recipient/fiscal agent. Design framework services include intake, objective assessments and the development of individual service strategy, case management, and follow-up services.

J. Selection of One-Stop Operators [WIOA Sec. 121(d)]

WDB, with the agreement of the chief elected official, is authorized to designate one-stop operator(s) and to terminate for cause the eligibility of such operators. To be eligible to receive funds made available under this subtitle to operate a one-stop center, an entity:

1. Shall be designated a one-stop operator through a competitive process; and
2. Shall be an entity (public, private, or nonprofit), or consortium of entities (including a consortium of entities that, at a minimum, includes 3 or more of the one-stop partners described in subsection 121(b)(1), of demonstrated effectiveness.

- F. **Emergency purchases** over \$500 which fall outside the procurement guidelines will be allowed only when immediate action is necessary to resolve an extraordinary situation and the resolution of the condition receives priority over routine operations and duties. A purchase of this nature requires strict written documentation of the existing emergency condition to be filed with the purchase order and invoice. Emergency situations include those situations that create a serious and obvious threat to public health, safety, or operation of the WDB in executing its legal responsibilities to the public, or property in its legal care or control, as may arise by reason of flood, epidemic, illness, riot, natural disaster, accident, equipment failure, or similar cases.

The WDB Executive Director or the Director's designee must declare an emergency situation.

- H. The WDB has determined that the following items may be exempted 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 service 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 an individual’s profession or program.
 - h. Copyrighted materials such as electronic media, CDs, DVDs, books, pamphlets, video tapes, or audio tapes. 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. Updates 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 patented 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.
- I. In an effort of intergovernmental cooperation, any agency determined to be a unit of government may contract with any other unit of government through a non-competitive process, but it must be on a cost reimbursable basis. A reasonableness of cost and price analysis must be performed. The additional requirements for service provider selection must be completed if applicable. Contracts must comply with all requirements regarding lobbying and non-debarment certification. Contracts must be in the best interest of the WIA or other state or federal program.

A unit of government is defined as any of the following agencies: agencies of the federal government; departments or divisions of state government, counties, cities, towns,

townships or villages, state universities or colleges; junior/community college districts, tax-based schools and school districts, and regional planning commissions (RPCs). The WDB may enter into non-competitive contracts with agencies on the approved list in the course of procuring goods or services for the benefit of the WIA or other state or federal program.

- J. Contracting Agencies will submit a requisition for any purchase of equipment or services costing \$1,000 or more for WDB Executive Director or Designee's approval. Single item or unit purchases of \$5,000 or more require WDB and Division of Workforce Development approval prior to purchase.
- K. An Equipment Memorandum will be prepared for any purchase of \$1000 or more, for any addition to an existing system regardless of cost, or for any transfer of equipment. The memorandum will assign the appropriate location code for inventory purposes. The Equipment Memorandum shall be used to "post" to the inventory listing any single item or a system with a value of \$1,000 or more. Accurate inventory documentation shall be maintained.
- L. Computers, equipment, furniture, and other sensitive items (cameras, calculators, chairs, etc.) with a cost between \$250 and \$999.99 will have a blue numerical inventory tag affixed to the item. Items with a purchase price of less than \$250 may be determined to be sensitive items at the discretion of the person approving the purchase and should be blue tagged and numbered accordingly. Sensitive items are equipment under \$1000, considered attractive or easily pilfered. Tags are obtained through the administrative entity (WDB) office. A listing of all such "blue tag" items, separate from the inventory listing, is maintained by the WDB.
- M. All purchases will be allocated in accordance with applicable circulars and in direct proportion to the benefit derived by the funding source. Allocation methods will be documented.
- N. In accordance with Uniform Guidance Part 200.13:
 - 1. Capital expenditures for general purpose equipment are unallowable as a direct cost except with the prior approval of the awarding agency.
 - 2. Capital expenditures for special purpose equipment are allowable as direct costs, provided that items with a unit cost of \$1000 or more have the prior approval of the awarding agency.

This information is provided as an excerpt from the local Accounting Manual Policies and Procedures, Revised May 27, 2015, pages 12 – 19 of 28.

ATTACHMENT 13

**PLANNING BUDGET SUMMARIES FOR
PROGRAM YEAR 2017 and FISCAL YEAR 2018**

CPR

Data Entry for the month of
 June 2017
 West Central

Funding: WIOA Adult
 Grant: AA-30771-17-60-A-29
 Project:
 CFDA: 17.258

Formula Funds

DWD Contract:

PY17 \ Start Date: 7/1/2017 End Date: 6/30/2019

PY17	FY18		
Adult - PY17/FY18		Total Budget:	\$ 82,073.00
Admin			
	Admin Indirect		\$ 3,000.00
	Admin Other		\$ 1,500.00
	Admin Salary/Fringe		\$ 1,707.00
	Subtotal:		\$6,207.00
Program			
	Incumbent Worker Training		\$ 0.00
	Indirect Program		\$ 1,500.00
	Individual Training Account		\$ 1,575.00
	On the Job Training		\$ 7,000.00
	Pay for Performance		\$ 0.00
	Pre-Apprenticeship		\$ 1,170.00
	Program Other Staffing Costs		\$ 8,896.00
	Program Sal/Frng		\$ 31,500.00
	Registered Apprenticeship		\$ 1,500.00
	Supportive Services		\$ 2,725.00
	Transitional Jobs		\$ 0.00
	Work Experience or Internship		\$ 0.00
	Subtotal:		\$55,866.00
	Transitional Jobs: 0%		
	Incumbent Worker Training: 0%		
	Total:		\$62,073.00

CPR

Data Entry for the month of
June 2017
West Central

Funding: WIOA Adult
Grant: AA-30771-17-60-A-29
Project:
CFDA: 17.258

Formula Funds

DWD Contract:

FY18

Start Date: 10/1/2017

End Date: 6/30/2019

PY17	FY18		
Adult - PY17/FY18		Total Budget:	\$ 425,381.00
Admin			
	Admin Indirect	\$	32,380.00
	Admin Other	\$	6,000.00
	Admin Salary/Fringe	\$	4,158.00
	Subtotal:		\$42,538.00
Program			
	Incumbent Worker Training	\$	5,000.00
	Indirect Program	\$	6,400.00
	Individual Training Account	\$	21,950.00
	On the Job Training	\$	17,325.00
	Pay for Performance	\$	0.00
	Pre-Apprenticeship	\$	3,867.00
	Program Other Staffing Costs	\$	60,283.00
	Program Sal/Frng	\$	253,046.00
	Registered Apprenticeship	\$	2,000.00
	Supportive Services	\$	5,638.00
	Transitional Jobs	\$	7,334.00
	Work Experience or Internship	\$	0.00
	Subtotal:		\$382,843.00
	Transitional Jobs: 1.92%		
	Incumbent Worker Training: 1.31%		
	Total:		\$425,381.00

CPR

Data Entry for the month of
 June 2017
 West Central

Funding: WIOA Dislocated Worker
 Grant: AA-30771-17-60-A-29
 Project:
 CFDA: 17.278

Formula Funds

DWD Contract:

PY17

Start Date: 7/1/2017

End Date: 6/30/2019

PY17	FY18		
		Dislocated Worker - PY17/FY18	Total Budget: \$ 73,606.00
		Admin	
		Admin Salary/Fringe	\$ 2,300.00
		Admin Other	\$ 1,060.00
		Admin Indirect	\$ 4,000.00
		Subtotal:	\$7,360.00
		Program	
		Program Sal/Frng	\$ 34,597.00
		Program Other Staffing Costs	\$ 14,537.00
		Individual Training Account	\$ 1,925.00
		On the Job Training	\$ 7,000.00
		Pre-Apprenticeship	\$ 730.00
		Registered Apprenticeship	\$ 737.00
		Transitional Jobs	\$ 0.00
		Incumbent Worker Training	\$ 0.00
		Work Experience or Internship	\$ 0.00
		Supportive Services	\$ 3,328.00
		Pay for Performance	\$ 0.00
		Indirect Program	\$ 3,392.00
		Subtotal:	\$66,246.00
		Transitional Jobs: 0%	
		Incumbent Worker Training: 0%	
		Total:	\$73,606.00

CPR

Data Entry for the month of
 June 2017
 West Central

Funding: WIOA Dislocated Worker

Grant: AA-30771-17-60-A-29

Project:

CFDA: 17.278

Formula Funds

DWD Contract:

FY18

Start Date: 10/1/2017

End Date: 6/30/2019

PY17	FY18		
		Dislocated Worker - PY17/FY18	Total Budget: \$ 392,178.00
		Admin	
		Admin Salary/Fringe	\$ 7,666.00
		Admin Other	\$ 3,000.00
		Admin Indirect	\$ 28,551.00
		Subtotal:	\$39,217.00
		Program	
		Program Sal/Fmg	\$ 228,909.00
		Program Other Staffing Costs	\$ 89,413.00
		Individual Training Account	\$ 22,050.00
		On the Job Training	\$ 14,175.00
		Pre-Apprenticeship	\$ 2,801.00
		Registered Apprenticeship	\$ 2,000.00
		Transitional Jobs	\$ 6,000.00
		Incumbent Worker Training	\$ 0.00
		Work Experience or Internship	\$ 0.00
		Supportive Services	\$ 4,613.00
		Pay for Performance	\$ 0.00
		Indirect Program	\$ 3,000.00
		Subtotal:	\$352,961.00
		Transitional Jobs: 1.70%	
		Incumbent Worker Training: 0%	
		Total:	\$392,178.00

CPR

Data Entry for the month of
June 2017
West Central

Funding: WIOA Youth
Grant: AA-30771-17-60-A-29
Project:
CFDA: 17.259

Formula Funds

DWD Contract:

PY17

Start Date: 4/1/2017

End Date: 6/30/2019

PY17	
Youth - PY17	Total Budget: \$ 538,219.00
Admin	
Admin Indirect	\$ 31,221.00
Admin Other	\$ 11,600.00
Admin Salary/Fringe	\$ 11,000.00
	Subtotal: \$53,821.00
In-School	
IS Alternative Secondary School Services	\$ 0.00
IS Dropout Prevention and Recovery	\$ 0.00
IS Financial Literacy Education	\$ 0.00
IS Indirect	\$ 4,000.00
IS Internships	\$ 0.00
IS Occup Skills Trng	\$ 0.00
IS On the Job Training	\$ 0.00
IS Other Direct Part Cost	\$ 912.00
IS Other Staffing/Oper Costs	\$ 9,700.00
IS Pay for Performance	\$ 0.00
IS Pre-Apprenticeship Programs	\$ 0.00
IS Salary/Fringe	\$ 53,980.00
IS Supportive Services	\$ 938.00
IS Work Experience	\$ 14,313.00
IS Work Experience Staffing	\$ 0.00
	Subtotal: \$83,843.00
In-School Summer	
ISS Indirect	\$ 1,000.00
ISS Other Staffing/Oper	\$ 5,500.00

ISS Pay for Performance	\$ 0.00
ISS Salary/Fringe	\$ 16,327.00
ISS Supportive Services	\$ 313.00
ISS Work Experience	\$ 5,438.00
Subtotal:	\$28,578.00
Out-School	
OS Adult Education and Literacy Activities	\$ 0.00
OS Dropout Prevention and Recovery	\$ 0.00
OS Indirect	\$ 7,500.00
OS Internships	\$ 0.00
OS Occup Skills Trng	\$ 0.00
OS Older Youth Individual Training Account	\$ 0.00
OS On the Job Training	\$ 0.00
OS Other Direct Part Cost	\$ 2,735.00
OS Other Staffing/Oper	\$ 47,000.00
OS Pay for Performance	\$ 0.00
OS Pre-Apprenticeship Programs	\$ 0.00
OS Salary/Fringe	\$ 162,900.00
OS Supportive Services	\$ 2,810.00
OS Work Experience	\$ 68,000.00
OS Work Experience Staffing	\$ 0.00
OS-Financial Literacy Education	\$ 0.00
Subtotal:	\$280,915.00
Out-School Summer	
OSS Indirect	\$ 3,098.00
OSS Other Staffing/Oper	\$ 12,500.00
OSS Pay for Performance	\$ 0.00
OSS Salary/Fringe	\$ 62,000.00
OSS Supportive Services	\$ 938.00
OSS Work Experience	\$ 22,500.00
Subtotal:	\$91,032.00
OS Budget: 76.79%	
Work Experience Budget: 20.70%	
Total:	\$538,219.00

ATTACHMENT 14
STATEMENT of ASSURANCES CERTIFICATION

STATEMENT OF ASSURANCES CERTIFICATION

To minimize the documents attached to the Local Workforce Development Plan, the officials listed below certify through their signature that the Local Workforce Development Board 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 Local Workforce Development Area's Local Fiscal Agent; and
- Assures the Governor and his administrative staff that all Local Workforce Development Board members are nominated, and maintenance of membership over time is completed, on good faith, and actions in compliance with DWD Issuance 14-2014, "Policy for Local Workforce Development Board Membership Requirements and Certification/Recertification Procedures under the Workforce Innovation and Opportunity Act (WIOA or Act)," July 1, 2015.

Workforce Development Board of Western Missouri, Inc.
The *(insert Local Workforce Development Board name)* certifies that it has complied with all of the required components of the Workforce Innovation and Opportunity Act. The Board also assures that funds will be spent in accordance with WIOA and its regulations, written U.S. Department of Labor guidance implementing this Act, and all other federal and state laws and regulations.

Tony McCallum
Chief Elected Official (or CEO Chair)

4-21-2016
Date

Carroll W Moore
Workforce Development Board Chair

4-25-2016
Date

Suzanne Richards
Workforce Development Board Director

4-26-2016
Date

ATTACHMENT 15
COMPLAINT and GRIEVANCE POLICY

ATTACHMENT 15

MISSOURI DIVISION OF WORKFORCE DEVELOPMENT WORKFORCE INVESTMENT ACT PROGRAM, AGREEMENTS, POLICIES AND ACTIVITIES COMPLAINT AND GRIEVANCE POLICY

Every recipient of funds under Title I of THE Workforce Investment Act (WIA) must maintain a written procedure for grievances and complaints in accordance with 20 CFR 667.600, *et seq.* As such, this policy will govern the Division of Workforce Development's (DWD) processing of WIA complaints and grievances.

General WIA complaints may be made up to one (1) year from the date of the event or condition alleged to be a violation of WIA. The appropriate resolution process to be followed depends on the nature of the complaint. General WIA complaints fall into the following two categories:

1. Complaints involving local WIA programs, agreements, or local Workforce Investment Board (LWIB) policies and activities; or
2. Complaints involving State WIA policies, programs, activities, or agreements.

A complaint may be amended or withdrawn at any time prior to a scheduled hearing.

Any DWD employee who processes a WIA complaint will keep information that could lead to the identification of the person filing the complaint confidential, to the extent practical. The identity of any person who furnishes information related to, or assisting in, an investigation will also be kept confidential to the extent possible.

DWD and its One-Stop partners will not discharge, intimidate, retaliate, threaten, coerce, or discriminate against any person because such person files a complaint, opposes a prohibited practice, furnishes information, assists, or participates in any manner in an investigation or hearing.

General WIA Complaints

Attached to this policy is the DWD General WIA Complaint Form (**Attachment 2-A**) that the DWD uses as a complaint intake tool. Local offices may duplicate this form for the purpose of receiving general WIA complaints. Any alternate form must include all information required on the General WIA Complaint Form. Any complaint received in writing will be accepted and handled in the same manner as if it were made on the General WIA Complaint Form. State and local Equal Opportunity (EO) Officers will log all WIA formal complaints on the form attached to this policy (**Attachment 2-B** DWD-PO-526 EO Local WIA Complaint Log (2012-05)). The log shall include: the name and address of the complainant; the basis for the complaint; a description of the complaint; the disposition and date of disposition of the complaint; and any other pertinent information.

DWD encourages informal resolution prior to the filing of a written complaint. If the complainant is not satisfied with the attempt at informal resolution, he or she should be encouraged to complete a General WIA Complaint Form.

The complainant should be allowed sufficient time and technical assistance to provide a complete and clearly written explanation on his or her complaint form. If the complainant is unable to write, staff may transcribe his or her words onto the form; staff must take care not to alter the language of the complainant. When a written complaint is received, the employee taking the complaint should review it immediately to insure completeness. Care should be taken to assure the following information has been provided, especially if the complaint is not received on the General WIA Complaint Form:

1. Full name, telephone number, and address of the person making the complaint;
2. Full name and address of the respondent; and
3. Statement of the facts (including dates) that constitutes the alleged violation(s).

Complaints Involving Local Programs and Policies

Who May File

Any applicant, employee, participant, service provider, program recipient, or other interested party may file a complaint alleging a violation of local WIA programs, agreements or LWIB policies and activities.

Complainants with Disabilities

DWD will accommodate complainants with disabilities so that they may file complaints. Alternate formats will be used on request to notify the complainant of hearings, results, and any other written communication. DWD will provide auxiliary aides and services, such as deaf interpreters or assistive listening devices, on request for negotiations, hearings and any other meetings where aural communication occurs. An accessible location will be used for hearings and other meetings on request.

Time and Place for Filing

Complaints may be filed with the local administrative entity or the service provider within one (1) year from the date of the event or condition alleged to be a violation of WIA.

Resolution Process

Initial Review- Step One

If the complaint alleges a violation of any statute, regulation, policy, or program that is not governed by WIA, the local administrative entity or service provide may refer the complaint to the appropriate organization for resolution. In such cases, the local administrative entity or service provider will notify the complainant of the referral.

Once the local administrative entity or the service provider receives the complaint from the complainant or the complainant's designated representative, the receiving employee will log the complaint. The local administrative entity or service provider will then establish a complaint file containing the following:

1. Application and enrollment forms;
2. Completed General WIA Complaint Form (or complainant's written statement);
3. Chronological log of events or conditions alleged to be a violation of WIA;
4. Any relevant correspondence; and
5. Record of the attempted informal resolution.

Informal Resolution- Step Two

The local administrative entity or service provider will attempt to informally resolve the complaint to the satisfaction of all parties. This informal resolution process must be completed within ten (10) business days from the date the complaint is filed. If all parties are satisfied, the complaint is considered resolved, and the terms and conditions of the resolution must be documented in the complainant's file. When a service provider attempts the informal resolution, the service provider will forward the complaint file to the local administrative entity. The local administrative entity will review the complaint file and investigate it further if necessary.

Formal Resolution-Step Three

When an informal resolution is not possible, the local administrative entity will issue a determination within twenty (20) calendar days from the date the complaint was filed. If the complainant does not request an appeal of the determination, the complaint is considered resolved, and the local administrative entity or service provider will document this in the complaint file. Any party dissatisfied with the determination may request a hearing within seven (7) calendar days of the date of the determination.

Hearing-Step Four

A complainant may amend or withdraw his or her complaint at any time prior to a scheduled hearing.

If the complaint is not withdrawn, the local administrative entity will designate a hearing officer to ensure the complaint receives fair and impartial treatment. The hearing must be conducted within forty-five (45) calendar days from the date the complaint was filed. The hearing officer will schedule a formal hearing and mail a written notice to the complainant, the respondent, and any other interested party at least seven (7) business days prior to the hearing.

The notice will include the date, time, and place of the hearing. Parties may present witnesses and documentary evidence, and question others who present evidence and witnesses. The complainant may request that records and documents be produced. Attorneys or another designated representative (s) may represent each party. All testimony will be taken under oath or affirmation. The hearing will be recorded either in writing or by audiotape.

The hearing officer's recommended resolution will include a summary of factual evidence presented during the hearing and the conclusions upon which the recommendation is based. The hearing officer will also concur with the chief local elected official (CLEO) toward reaching consensus on the recommended resolution to the complaint. If consensus cannot be reached, the hearing office will initiate a request to the state for resolution.

Final Decision -Step Five

The local administrative entity will review the recommendation of the hearing officer and issue a final decision within sixty (60) calendar days from the date the complaint was filed.

Appeal – Step Six

Any party dissatisfied with the local administrative entity's final decision, or any party who has not received either a final decision or a resolution within sixty (60) calendar days from the date the complaint was filed, may request an appeal. The appeal must be received by the DWD within ninety (90) calendar days from the date the complaint was filed at the following address:

Missouri Division of Workforce Development
State WIA Complaint and Grievance Office
Danielle Smith, State WIA Complaint and Grievance Officer
421 E. Dunklin Street
Jefferson City, MO 65101-1087

DWD will review the complaint file, the hearing record, and all applicable documents and issue a final decision on the appeal within thirty (30) calendar days from the date the appeal was received.

Complaints Involving State WIA Policies, Programs, Activities or Agreements

Who May File

Applicants, employees, participants, service providers, recipients and other interested parties may file a complaint alleging a violation of State WIA policies, programs, activities or agreements.

Complainants with Disabilities

DWD will accommodate complainants with disabilities, so that they may file complaints. Alternate formats will be used on request to notify the complainant of hearings, results, and any other written communication. DWD will provide auxiliary aides and services, such as deaf interpreters or assistive listening devices, upon request for negotiations, hearings, and any other meetings where aural communication occurs. An accessible location will be used for hearings and other meetings on request.

Time and Place for Filing

Complaints may be filed with the service provider or with DWD within one (1) year from the date of the event or condition alleged to be a violation of WIA.

Resolution Process

Initial Review- Step One

DWD will receive the complaint from the complainant, or the complainant's designated representative. If the complaint alleges a violation of any statute, regulation, policy, or program that is not governed by

WIA, DWD will refer the complaint to the appropriate organization for resolution and notify the complainant of the referral.

DWD will log all complaints received. The service provider or DWD will then establish a complaint file containing the following:

1. Application and enrollment forms;
2. Completed General WIA Complaint Form (or complainant's written statement);
3. Chronological log of events or conditions alleged to be a violation of WIA;
4. Any relevant correspondence; and
5. Record of the attempted informal resolution.

Informal Resolution- Step Two

DWD will attempt to informally resolve the complaint to the satisfaction of all parties. This informal resolution process must be completed within ten (10) business days from the date the complaint is filed. If all parties are satisfied by this informal process, the complaint is considered resolved and the terms and conditions of the resolution will be documented in the complaint's file.

Formal Resolution- Step Three

When an informal resolution is not possible, DWD will forward the complaint file to the address below:

Missouri Division of Workforce Development

State WIA Compliant and Grievance Office

Danielle Smith, State WIA Complaint and Grievance Officer

421 E. Dunklin

Jefferson City, MO 65101-1087

The State WIA Complaint and Grievance Officer will review the complaint file, conduct further investigation, if necessary, and issue a determination within twenty (20) calendar days from the date the complaint was filed. If the complainant does not request an appeal of the determination, the complaint is considered resolved and the complaint file will be documented accordingly. Any party dissatisfied with the determination may request a hearing within fourteen (14) calendar days of the date of the determination.

Hearing-Step Four

A complainant may amend or withdraw his or her complaint at any time prior to a scheduled hearing. If the complaint is not withdrawn, the DWD will designate a hearing officer to ensure the complaint receives fair and impartial treatment. The hearing must be conducted within forty-five (45) calendar days from the date the complaint was filed. The hearing officer will schedule a formal hearing and mail a written notice to the complainant, the respondent, and any other interested party at least seven (7) business days prior to the hearing. The notice will include the date, time, and place of the hearing. Parties may present witnesses and documentary evidence, and question others who present evidence and witnesses. The complainant may request that records and documents be produced. Attorneys or another designated representative(s) may represent each party. All testimony will be taken under oath or affirmation. The hearing will be recorded either in writing or by audiotape. The hearing officer's recommended resolution will include a summary of factual evidence presented during the hearing and the conclusions upon which the recommendation is based.

Final Decision- Step Five

DWD will review the recommendation of the hearing officer and issue a decision within sixty (60) calendar days from the date the complaint was filed. The decision of DWD is considered final.

Appeals to the U.D. Department of Labor (USDOL)

A complainant who receives an adverse final or appeal decision from the State may appeal that decision to USDOL within sixty (60) days of the receipt of the decision being appealed. Appeals must be filed within one hundred and twenty (120) days of the complainant's filing of the grievance with the State, or filing of the appeal of a local grievance with the State. All appeals must be submitted by certified mail, return receipt requested, to the Secretary, U.S. Department of Labor, Washington, DC 20210, Attention:

ASET. A copy of the appeal must be simultaneously provided to the appropriate Employment and Training Administration (ETA) Regional Administrator and the opposing party.

Criminal Fraud, Waste and Abuse

Information and complaints involving criminal fraud, waste, abuse, or other criminal activity must be reported immediately through the DWD's Incident Reporting System to the USDOL Office of Inspector General, Office of Investigations, Room S5514, 200 Constitution Avenue NW, Washington, D.C. 20210, or to the corresponding Regional Inspector General for Investigations, with a copy simultaneously provided to the ETA. The Hotline number is 1-800-347-3756. Complaints of a non-criminal nature are handled under the procedures set forth in 20 C.F.R. § 667.505 or through the DWD's Incident Reporting System.



Missouri Department of Economic Development
Missouri Division of Workforce Development

EQUAL OPPORTUNITY NOTICE



It is against the law for this recipient of Federal financial assistance to discriminate on the following bases:

- Against any individual in the United States, on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief; and against any beneficiary of programs financially assisted under Title I of the Workforce Investment Act of 1998 (WIA), on the basis of the beneficiary's citizenship/status as a lawfully admitted immigrant authorized to work in the United States, or his or her participation in any WIA 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 WIA Title I-financially assisted program or activity; providing opportunities in, or treating any person with regard to, such a program or activity; or making employment decisions in the administration of, or in connection with, such a program or activity.

What to Do If You Believe You Have Experienced Discrimination

If you think that you have been subjected to discrimination under a WIA Title I-financially assisted program or activity, you may file a complaint within 180 days from the date of the alleged violation with either:

Danielle Smith
State WIA Equal Opportunity Officer
421 E. Dunklin P.O. Box 1087
Jefferson City, MO 65101
Telephone: (573) 751-2428 or Fax: (573) 751-4088
Email: danielle.smith@dwd.mo.gov or
Email: DWDComplaintsandGrievances@dwd.mo.gov
Missouri 711 Relay Services Available
or
Civil Rights Center (CRC)
U.S. Department of Labor,
200 Constitution Avenue NW,
Room N-4123, Washington, DC 20210

If you file your complaint with the recipient, you must wait either until the recipient issues a written Notice of Final Action, or until 90 days have passed (whichever is sooner), before filing with the Civil Rights Center (see address above). *The recipient must offer you alternative dispute resolution in an effort to resolve your complaint.*

If the recipient does not give you a written Notice of Final Action within 90 days of the day on which you filed your complaint, you do not have to wait for the recipient to issue that Notice before filing a complaint with the CRC. However, you must file your CRC complaint within 30 days of the 90-day deadline (in other words, within 120 days after the day on which you filed your complaint with the recipient). If the recipient does give you a written Notice of Final Action on your complaint, but you are dissatisfied with the decision or resolution, you may file a complaint with the CRC. You must file your CRC complaint within 30 days of the date on which you received the Notice of Final Action.

Local Equal Opportunity Officer:
Laura Bouslaugh, EO Officer
Workforce Development Board of Western Missouri,
Inc.
3208 W. 16th St.
Sedalia, MO 65301
660-827-3722
Email: wdblib@iland.net

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

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Retaliation: No DWD employee, recipient or sub-recipient may discharge, intimidate, retaliate, threaten, coerce or discriminate against any individual because the individual has filed a discrimination complaint or otherwise participated in the investigation of a discrimination complaint.

I have read this form and understand that I have a right to file a grievance or discrimination complaint if I feel that my rights were violated by the WIA Title I financially assisted program or activity.

I acknowledge receipt of copies of the following attached documents in addition to this Notice of Rights:

- 1. Equal Opportunity Notice and Acknowledgement
- 2. "Equal Opportunity is the Law" bookmark
- 3. WIA Program Complaint and Grievance Notice and Acknowledgement

This information was provided in the following language/format:

English Spanish Other Language (Specify): _____ Alternate Format (Specify): _____

Check the one which is applicable, print name, sign and date:

Applicant/Employee:

Print Name	Signature	Title	Date
<input type="checkbox"/> Participant:			

Print Name	Signature	Title	Date
<input type="checkbox"/> Training Provider/Worksite:			

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

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**ATTACHMENT 16
YOUTH PROGRAM INCENTIVES**

ATTACHMENT 16: YOUTH PROGRAM INCENTIVE PAY SCHEDULE

Incentive	Amount	Required documentation
HiSet Credential	\$20 per test passed \$100.00 @ Attainment	HiSet composite printout from website for Individual tests and Certificate with Date printed from www.ereg.ets.org
High School Diploma	\$100.00	Copy of Diploma or documentation on school letterhead
Post Secondary Degree/Certificate	\$100.00	Copies of Diploma, Certificate and/or transcripts
High School Grades	A- \$15.00 B- \$10.00 C- \$ 5.00	Formal Grade Card or Transcript. If co-enrolled in high school and college courses, payment will be made for high school only.
Advanced Training/Post Secondary GPA	2.5-2.9 - \$20.00 3.0-3.49 - \$30.00 3.5-3.9 - \$35.00 4.0 - \$40.00	Copy of Transcript must be submitted. Grades for college courses will be paid only if not co-enrolled in high school.
Literacy/Numeracy Gains Non-Scholar	\$50.00 for raising EFL (1 time per program year)	TABE test documentation and scores entered into the DWD Information Management System
Literacy/Numeracy Gains Scholar	\$50.00 per raised EFL level	TABE test documentation and scores entered into the DWD Information Management System
Work Readiness/Soft Skills Course-provided by University of Missouri Extension	\$25.00 per section and then \$25.00 completion of all three parts.	Attendance logs and Certificate provided by University of Missouri Extension.
National Career Readiness Certificate	Bronze - \$30.00 Silver - \$60.00 Gold - \$90.00 Platinum - \$120.00 Re-test and raise a level, receive the difference between levels.	Copy of Certificate(s).
Workshops (provided by someone other than Career Manager & tied to ISS Goals)	\$15.00-maximum of 6 per program year	Documentation from Workshop presenter/certificate/documentation by staff in DWD Information Management System
Placement in Education or Unsubsidized Employment while enrolled in WIOA Youth	\$50.00	Documentation from the College/University Employment Verification Pay Stub
Retention of Employment 2 nd Qtr after Exit 4 th Qtr after Exit	\$100.00 \$150.00	Employment Verification and/or check stubs
Career Exploration/Pathways Activity	\$50.00	Successful Completion of program. (ISY only)
Attainment of HiSet in less than 12 weeks	\$50.00	HiSet Certificate with Date printed from www.ereg.ets.org

APPENDIX

Labor Market

Data

TABLE 1: Missouri Population Change, 2000-2010

County	Population Change	County	Population Change	County	Population Change
Adair	630	Grundy	-171	Perry	839
Andrew	799	Harrison	107	Pettis	2,798
Atchison	-745	Henry	275	Phelps	5,331
Audrain	-324	Hickory	687	Pike	165
Barry	1,587	Holt	-439	Platte	15,541
Barton	-139	Howard	-68	Polk	4,145
Bates	396	Howell	3,162	Pulaski	11,109
Benton	1,876	Iron	-67	Putnam	-244
Bollinger	334	Jackson	19,278	Ralls	541
Boone	27,188	Jasper	12,718	Randolph	751
Buchanan	3,203	Jefferson	20,634	Ray	140
Butler	1,927	Johnson	4,337	Reynolds	7
Caldwell	455	Knox	-230	Ripley	591
Callaway	3,566	Laclede	3,058	Saline	-386
Camden	6,951	Lafayette	421	Schuyler	261
Cape Girardeau	6,981	Lawrence	3,430	Scotland	-140
Carroll	-990	Lewis	-283	Scott	-1,231
Carter	324	Lincoln	13,622	Shannon	117
Cass	17,386	Linn	-993	Shelby	-426
Cedar	249	Livingston	637	St. Charles	76,602
Chariton	-607	Macon	-196	St. Clair	153
Christian	23,137	Madison	426	St. Francois	9,718
Clark	-277	Maries	273	St. Louis County	-17,361
Clay	37,933	Marion	492	St. Louis City	-28,895
Clinton	1,764	McDonald	1,402	Ste. Genevieve	303
Cole	4,593	Mercer	28	Stoddard	263
Cooper	931	Miller	1,184	Stone	3,544
Crawford	1,892	Mississippi	931	Sullivan	-505
Dade	-40	Moniteau	780	Taney	11,972
Dallas	1,116	Monroe	-471	Texas	3,005
Daviess	417	Montgomery	100	Vernon	705
DeKalb	1,295	Morgan	1,256	Warren	7,988
Dent	730	New Madrid	-804	Washington	1,851
Douglas	600	Newton	5,478	Wayne	262
Dunklin	-1,202	Nodaway	1,458	Webster	5,157
Franklin	7,685	Oregon	537	Worth	-211
Gasconade	-120	Osage	816	Wright	860
Gentry	-123	Ozark	181		
Greene	34,783	Pemiscot	-1,751		

Table 2: Black Population Growth Rate, 2000-2010

County	Percent Change	County	Percent Change	County	Percent Change
Adair	36	Grundy	40	Perry	127
Andrew	4	Harrison	150	Pettis	6
Atchison	-87	Henry	0	Phelps	69
Audrain	-11	Hickory	257	Pike	-21
Barry	174	Holt	33	Platte	105
Barton	31	Howard	-24	Polk	93
Bates	49	Howell	37	Pulaski	21
Benton	132	Iron	-17	Putnam	200
Bollinger	28	Jackson	6	Ralls	1
Boone	31	Jasper	46	Randolph	-14
Buchanan	24	Jefferson	33	Ray	-18
Butler	6	Johnson	9	Reynolds	29
Caldwell	233	Knox	250	Ripley	717
Callaway	-12	Laclede	75	St. Charles	96
Camden	88	Lafayette	-1	St. Clair	141
Cape Girardeau	47	Lawrence	7	Ste. Genevieve	-8
Carroll	-13	Lewis	22	St. Francois	146
Carter	40	Lincoln	45	St. Louis County	21
Cass	202	Linn	5	St. Louis City	-12
Cedar	-68	Livingston	8	Saline	-4
Chariton	-42	McDonald	250	Schuyler	-50
Christian	210	Macon	1	Scotland	-70
Clark	280	Madison	127	Scott	5
Clay	135	Maries	-17	Shannon	21
Clinton	1	Marion	8	Shelby	-52
Cole	20	Mercer	-14	Stoddard	2
Cooper	-19	Miller	52	Stone	152
Crawford	103	Mississippi	25	Sullivan	240
Dade	43	Moniteau	4	Taney	225
Dallas	84	Monroe	-26	Texas	1,688
Daviess	475	Montgomery	-19	Vernon	-18
DeKalb	42	Morgan	34	Warren	30
Dent	-7	New Madrid	-1	Washington	-4
Douglas	114	Newton	40	Wayne	73
Dunklin	8	Nodaway	92	Webster	-9
Franklin	-3	Oregon	50	Worth	200
Gasconade	50	Osage	33	Wright	76
Gentry	163	Ozark	-21		
Greene	45	Pemiscot	-7		

Table 3: Hispanic or Latino Population Growth Rate, 2000-2010

County	Percent Change	County	Percent Change	County	Percent Change
Adair	66	Grundy	8	Perry	242
Andrew	110	Harrison	58	Pettis	99
Atchison	28	Henry	84	Phelps	90
Audrain	252	Hickory	34	Pike	12
Barry	60	Holt	86	Platte	100
Barton	94	Howard	39	Polk	76
Bates	54	Howell	55	Pulaski	96
Benton	90	Iron	115	Putnam	13
Bollinger	44	Jackson	61	Ralls	133
Boone	103	Jasper	122	Randolph	46
Buchanan	124	Jefferson	70	Ray	64
Butler	62	Johnson	14	Reynolds	16
Caldwell	113	Knox	31	Ripley	8
Callaway	88	Laclede	79	St. Charles	139
Camden	193	Lafayette	92	St. Clair	79
Cape Girardeau	137	Lawrence	105	Ste. Genevieve	13
Carroll	62	Lewis	106	St. Francois	74
Carter	44	Lincoln	132	St. Louis County	72
Cass	120	Linn	86	St. Louis city	59
Cedar	33	Livingston	93	Saline	83
Chariton	-15	McDonald	27	Schuyler	7
Christian	166	Macon	24	Scotland	-21
Clark	-19	Madison	270	Scott	57
Clay	99	Maries	-27	Shannon	81
Clinton	57	Marion	55	Shelby	65
Cole	96	Mercer	155	Stoddard	54
Cooper	62	Miller	48	Stone	86
Crawford	107	Mississippi	79	Sullivan	97
Dade	81	Moniteau	35	Taney	159
Dallas	77	Monroe	63	Texas	92
Daviess	58	Montgomery	83	Vernon	95
DeKalb	75	Morgan	127	Warren	205
Dent	32	New Madrid	17	Washington	50
Douglas	0	Newton	121	Wayne	115
Dunklin	110	Nodaway	95	Webster	53
Franklin	106	Oregon	16	Worth	229
Gasconade	138	Osage	9	Wright	71
Gentry	-18	Ozark	42		
Greene	85	Pemiscot	8		

Table 4: Unemployment Rates, September 2015 and Change in Unemployment from September 2014									
COUNTY	Change in		COUNTY	Change in		COUNTY	Change in		
	Unemployment Rate Sept 2015	Unemployment Rate Sept 2014-Sept 2015		Unemployment Rate Sept 2015	Unemployment Rate Sept 2014-Sept 2015		Unemployment Rate Sept 2015	Unemployment Rate Sept 2014-Sept 2015	
ADAIR	4.4	-1.0	GRUNDY	3.8	-0.9	PERRY	3.8	-0.9	
ANDREW	3.7	-0.8	HARRISON	4.3	-1.0	PETTIS	4.6	-0.7	
ATCHISON	4.3	-0.1	HENRY	5.1	-0.6	PHELPS	4.4	-1.1	
AUDRAIN	4.1	-0.9	HICKORY	6.2	-1.0	PIKE	4.0	-1.0	
BARRY	4.4	-1.2	HOLT	2.8	-1.6	PLATTE	3.8	-1.0	
BARTON	5.2	-0.4	HOWARD	4.1	-0.7	POLK	5.0	-0.7	
BATES	5.6	-0.5	HOWELL	6.0	-0.1	PULASKI	5.4	-1.3	
BENTON	5.9	-0.8	IRON	6.9	-1.3	PUTNAM	3.4	-1.3	
BOLLINGER	5.0	-0.7	JACKSON	5.5	-1.4	RALLS	3.6	-0.9	
BOONE	3.1	-0.6	JASPER	3.9	-0.9	RANDOLPH	5.1	-0.9	
BUCHANAN	4.3	-0.9	JEFFERSON	4.3	-1.1	RAY	4.4	-2.9	
BUTLER	5.6	-0.5	JOHNSON	4.6	-1.1	REYNOLDS	6.1	-0.9	
CALDWELL	3.6	-1.4	KNOX	3.3	-0.3	RIPLEY	7.2	0.4	
CALLAWAY	4.2	-0.8	LACLEDE	6.1	-0.9	ST. CHARLES	3.5	-0.9	
CAMDEN	5.0	-1.2	LAFAYETTE	4.0	-1.3	ST. CLAIR	6.2	-0.4	
CAPE GIRARDEA	4.1	-0.8	LAWRENCE	4.3	-0.7	STE. GENEVIEVE	4.6	-1.2	
CARROLL	5.1	-1.4	LEWIS	4.4	-0.2	ST. FRANCOIS	5.5	-1.0	
CARTER	6.3	-0.7	LINCOLN	4.4	-1.1	ST. LOUIS COUNTY	4.3	-1.1	
CASS	4.3	-1.1	LINN	6.5	-0.9	ST. LOUIS CITY	5.7	-1.4	
CEDAR	4.9	-0.5	LIVINGSTON	3.9	-0.8	SALINE	4.0	-1.0	
CHARITON	4.3	-0.7	MCDONALD	4.0	-1.0	SCHUYLER	4.4	-1.7	
CHRISTIAN	3.8	-0.6	MACON	4.5	-0.8	SCOTLAND	3.8	-0.6	
CLARK	6.6	0.7	MADISON	5.4	-0.2	SCOTT	4.9	-1.2	
CLAY	4.0	-1.5	MARIES	4.7	-0.8	SHANNON	6.8	-1.0	
CLINTON	3.9	-1.4	MARION	4.0	-0.7	SHELBY	4.2	-1.1	
COLE	3.6	-0.9	MERCER	3.8	-0.7	STODDARD	5.6	-1.0	
COOPER	5.2	-0.1	MILLER	4.8	-0.9	STONE	5.6	-1.0	
CRAWFORD	5.0	-1.6	MISSISSIPPI	5.2	-1.3	SULLIVAN	5.4	-0.6	
DADE	4.7	-0.6	MONITEAU	4.4	-0.7	TANEY	5.4	-1.0	
DALLAS	5.6	-0.8	MONROE	4.5	-1.1	TEXAS	6.0	-0.9	
DAVIESS	4.0	-1.3	MONTGOMERY	4.5	-1.0	VERNON	4.9	-0.1	
DEKALB	3.9	-0.7	MORGAN	5.6	-1.4	WARREN	4.2	-1.4	
DENT	5.2	-0.9	NEW MADRID	5.8	-0.7	WASHINGTON	5.7	-1.5	
DOUGLAS	7.8	0.7	NEWTON	4.0	-0.8	WAYNE	4.9	-1.2	
DUNKLIN	6.9	-0.7	NODAWAY	3.8	-1.5	WEBSTER	4.6	-0.7	
FRANKLIN	4.4	-1.0	OREGON	5.8	-0.6	WORTH	2.5	-1.2	
GASCONADE	3.7	-0.8	OSAGE	3.5	-0.5	WRIGHT	5.9	-0.3	
GENTRY	3.9	-0.8	OZARK	6.9	-0.9				
GREENE	3.9	-0.6	PEMISCOT	8.4	0.2				