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# WIOA Local Plan

2020-2024

South Central Workforce Investment Board

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## Local Workforce Development Board: South Central Workforce Investment Board

### STRATEGIC ELEMENTS

#### 1. Local Workforce Development Board's Vision

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

The vision of the South Central Workforce Investment Board is to improve the quality of life in our area. Through partnerships we will ensure all citizens are afforded an environment that supports a market-driven workforce development system with clear goals and accountability. This system will be responsive, support lifelong skill development through the use of career pathways, establish a culture of continuous learning, and provide easy and universal access to information and services by jobseekers and the business community. Ultimately, this system will provide customers with the knowledge and tools necessary to establish a world-class workforce for a world-class economy.

#### 2. Local Workforce Development Board's Goals

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

Goals of the South Central Region include:

- A strong linkage to economic development projects in all twelve counties.
- Tight connections with businesses to ensure their needs are met.
- Services that effectively and efficiently connect our jobseekers to in demand jobs.
- All counties being certified as Missouri Work Ready communities.
- Involving more employers in OJT and Apprenticeship programs.

#### 3. Local Workforce Development Board's Priorities

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

WIOA Youth Program: The South Central Region is diverse, with many rural areas which create numerous barriers to employment and/or education. The WDB strives to support a high school diploma or HiSet as a first priority. The Board sees benefit in work experience, to strengthen their soft skills and help to identify a career path. Eliminating the barriers is often the biggest challenge. Through intense case management, building relationships with youth, career guidance, and support we achieve success. Using local Youth Office sites strengthens our present in local rural communities. Computers available at each office, available to connect via technology to partner agencies for a complete support system.

WIOA Adult (AD) and Dislocated Worker (DW) Program: The South Central Region priority for our Adult and Dislocated Workers is to obtain suitable and self-sustaining employment. The Board saw the benefit and success with work experience, and decided to incorporate Work Experience into our adult populations. Work experience gives the job seekers a unique opportunity to explore different career

paths and strengthen their soft skills. If needed, education is available for long term and short term training. Case management is available in all avenues. Computers are available in our Job Centers and Satellite offices for any job seekers to use and availability to connect via technology to any partner agency services needed.

Businesses in the South Central Region are still in need of dependable, skilled labor, to fill the gaps of our aging workforce. Incumbent Worker training is offered to help fill the gap and upgrade existing employees. This creates an opportunity for less skilled/entry level openings to enter the workforce. This is an excellent opportunity to hire new employees with the help of On-Job-Training (OJT), hiring events and expert Business Outreach/Marketing & Outreach Trainer staff working closely with each employer.

#### **4. Local Workforce Development Board's Strategies**

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

By the very nature of WIOA, partnerships are developing and strengthening. We're seeking innovative ways of communication, integration and referrals. This will allow for improvement to the current system, streamlining services, braiding funding, and working to create a seamless service system in our region. Co-location has been implemented to further serve our customers.

##### **a. Career Pathways**

A Career Pathway allows those participants that we serve in the South Central Region to build an intentional and strategic plan to obtain employment and careers that will lead to self-sufficiency through education and training services provided by our programs. The career path and services is specific to each individual based on their career pathway, assessment, needs, and barriers. Whether the participant has a plan that includes education or they choose to engage in training, it is crucial for every enrolled participant to develop a career pathway so they have a completed plan with a time line to achieve the opportunities provided by the program including attaining credentials, finding employment, increasing wages, and advancing in career opportunities.

Critical for each participant is the labor market information. Using this information will help steer the career pathways initiative to ensure that participants are aware of job opportunities for both what they want to do and other opportunities that are available in the South Central Region. The sector strategies development in the South Central Region is also important in that it will assist employers by providing qualified job seekers to those careers. Along with occupations that fall into the South Central Regions Sector Strategies, participants should also be informed of high-wage, high-growth, and in-demand job opportunities that are available in other regions and areas. A pathway to employment that leads to self-sufficiency is the catalyst to the key of success for the program, job seeker, and the employer.

##### **b. Employer Engagement**

The crucial link in our region's Workforce Development efforts are the Employers. While individual barriers to employment have to be addressed, the needs of local employers are just as important. When the South Central Region focuses on getting the participants being prepared and qualified for the jobs that are available in our region, this ensures we are addressing those needs of the local employers. Beyond letting employers know our programs exist, we must determine the criteria that makes employees and employers a good fit for each other to ensure that both the employer and the job seeker placed meet the needs on both ends.

Engaging employers is a challenge due to their lack of understanding of the WIOA programs that are available to them. We must outreach to employers so they are aware of the services available through our programs, but the sharing of information is not the only focus with those outreach and engagement services provided to employers. Employer Town Hall Meetings, area Chamber of Commerce meetings, and various community and service organizations are just a few of the ways that we can reach out to employers and explain the Employer services that South Central Region is able to provide them in bridging the gap between the needs of the job seekers and the needs of the employers.

**c. Business Needs Assessment**

In various South Central Region business/industry roundtables and meetings, the following have been identified as business needs:

- Work ethics
- Soft skills in every business industry
- Basic computer skills

The goal is for staff and partner staff is to work together with employers to find easily attainable employment solutions that last for both the job seeker and the employer. This is done by working with area Chambers of Commerce, regional planning organizations, Economic Development, and other community agencies to assist with things like: Job Fairs, Manufacturing Day Events, hiring events, and community events to outreach to both job seekers and employers but to also keep an eye on the needs that our employers are currently facing. To be able to understand the needs of an employer we must have open lines of communication not only with the employers in the area but also among staff and partner staff. A successful example of this is through a recent Employer Town Hall Meeting that brought 35 area employers together where a panel consisting of state and local workforce development staff and area resources staff explained the services that area available to them as employers. That afternoon a job fair was held with a majority of the same employers and panelists that brought out 160+ potential employees.

**d. Alignment and Coordination of Core Program Services**

The South Central Region has two Comprehensive (full service) Missouri Job Centers (CJC) also known as One-Stop centers. Both of these CJC's currently hold certification. These CJC centers are tasked with aligning services within the CJC by developing outreach for jobseekers and businesses, customer service, assessment and supportive services. The South Central Region continues to work at developing and maintaining meaningful inter-agency relationships to continue working as the hub for all services and making referrals and being the connection between job seekers and employers. Interagency alignment and coordination will be an on-going process. Through weekly staff meetings/training, the One-Stop staff continue to become more knowledgeable of the services available through core/mandated partners. This will enable all staff to give customers the information they need to improve their choices.

Partners used to align and coordinate with their core programs include:

- WIOA Title I Adult & Dislocated Worker
- WIOA Title I Youth
- WIOA Title I Job Corps
- WIOA Migrant/Seasonal – UMOS
- Wagner-Payser Act – OWD

- Title II – AEL
- VR/RSB
- Title V/SCSEP
- Perkins Career/Tech
- Trade – OWD
- Veterans – OWC
- CSBG
- Division Employment Security – UI
- TANF/MWA
- MOUs have been and are being reviewed to ensure we are meeting the requirements of core partner-based activities and needs.

**e. Coordination with Economic Development**

The South Central Region has a board member from South Central Ozarks Council of Governments who fills the Economic Development board seat. This involvement allows us to be kept up-to-date on economic development within our region with Economic Developers at the table. We are also apprised of anything that might have an effect on the workforce development in the South Central Region. The Real-Time Labor Market Analysis provides a snapshot of current labor demand that can be 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. 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 Office of Workforce Development (OWD) will continue to explore how this data can inform workforce and economic development efforts to meet the needs of businesses around the state.

- f. Outreach to Jobseekers and Businesses (The LWDB should explain its outreach plan to attract WIOA eligible individuals. Please highlight any efforts to reach veterans, spouses of veterans, and displaced homemakers.)**

Who we are? What we do? Why it matters? Helping Jobseekers and Businesses understand these three basis questions will enable us to be more effective in our outreach. As a WDB we should be able to answer these three questions for both Jobseekers and Businesses in a way that attracts, entices, and excites them to want to learn more about the services that are available to them and then use them. Major factors in meeting the needs of both job seekers and employers are accomplished by using education and agency partnerships. They are a significant part of helping to answer Who we are? What we do? Why it matters?

Jobseekers – The South Central Region’s Job Centers uses the social media platform Facebook to reach out to job seekers. They offer an array of services aimed at making every job seeker a better job candidate. Through the website [www.jobs.mo.gov](http://www.jobs.mo.gov) job seekers are able to have access to regional, state, and national job openings. Through labor market information, career exploration activities, job seeking assistance, resume preparation assistance, assessments, skills certifications such as the National Career Readiness Certificate, and workshops we can assist job seekers in the preparation of applying for jobs that match with their knowledge, skills, and abilities. We offer access to short and long term skill-building training and employment services, supportive services information, job specific training and certifications, placement assistance, opportunities for on-the-job training, and tuition assistance to build on the knowledge, skills, and abilities that a job seeker will need for their chosen career path. Methods of referral and opportunities for co-enrollment with



other workforce partners will continue to be refined. Collaborating with partner agencies to develop a triage approach to serving customers will increase awareness of area resources and avoid duplication of services.

Businesses – Outreach through WDB and Job Center involvement with various business organizations and employer organizations enable us to tell the Who we are? What we do? Why it matters? WDB continues strong partnerships with our two community colleges and with our many vocational technical schools. Their expertise is needed to develop curriculum to educate our workforce. Working together with both education and agency partners is not only the best use of the funding, but also our best option for meeting the needs of both job seekers and employers.

Veteran Representatives in the South Central Region work closely with Veteran Service and Veteran Support Organizations to assist in the outreach and recruitment of qualified and eligible veterans and their spouses.

**g. Access—Improvements to Physical and Programmatic Accessibility**

The South Central Region has two Comprehensive Missouri Job Centers (CJC) located in Poplar Bluff (Butler County) and West Plains (Howell County). Both locations include WIOA Adult, WIOA DW, SkillUp, Re-Employment Services, Wagner/Peyser, Trade, WIOA Youth, RESEA and Missouri Workforce Assistance (MWA) program. In addition to the two counties with the CJC's, WIOA services available at affiliate locations in eight other counties throughout the South Central Region (Carter, Douglas, Oregon, Ozark, Reynolds, Shannon, Texas, and Wright Counties). The remaining two counties (Ripley and Wayne) have WIOA Youth Case Managers who conduct outreach efforts to engage residents who live in the counties without physical office locations.

The comprehensive centers and affiliate locations offer customer services including computer access, program information, program referrals, AEL services, assessment services, and testing services. Local community partnership coordination exists in each rural area. As we continue outreach efforts to provide additional access points when possible, but we must also keep a focus on the budget and participant cost expenditure percentage rate so that we meet the targeted percentages. Information for job seekers is also distributed to partner agencies, food pantries, civic organizations, libraries, and other public facilities.

Improvements to Physical and Programmatic Access:

- Facilities are checked for ADA compliance as part of periodic Local Equal Opportunity monitoring, using the ADA Self-Assessment Tool, provided by OWD in the local monitoring tool.
- Customers are provided reasonable accommodations upon request at the Job Centers. Job Center Staff members have been instructed to provide accommodations immediately for anything not resulting in a cost and that customers do not have to use specific phrases like “reasonable accommodation” or provide medical documentation to be granted an accommodation.
- Training is provided to all staff members beginning on their first day of employment and continuing throughout employment.
- Assistive technology is available at all full service job centers in the region. All staff complete OWD EO and assistive technology trainings. Staff are also encouraged to refer customers to the Missouri Assistive Technology free Loan Program.
- Sign language interpretation service is available for persons with hearing loss.
- Telephone language interpretation service is available to customers with limited English proficiency.

- Written translations for vital information are provided for customers with limited English proficiency when appropriate.

#### **h. Customer Service Training**

- Upon being hired, all staff are trained using the required OWD Mandatory Trainings, Complaint Training, Equal Opportunity Orientation, Nondiscrimination and Equal Opportunity Policy, Complaint and Grievance Policy, Equal Opportunity Notice and Complaint Procedure, Accommodation Policy and Request Form, and any other newly implemented new hire training resources. As part of the new hire training, staff are also trained on serving customers with accommodations and assistive technology.
- Program training begins on the first day of employment and continues throughout employment via meetings, trainings, and updates.
- Staff are provided access to all OWD Issuances and Local Policy Issuances through the website links and New Hire Orientation materials.
- Staff are provided with an Equal Opportunity Desk Aid for quick reference on accommodations, assistive technology and serving customers with limited English proficiency.
- Staff have been provided the [jobs.mo.gov/dwdeo](http://jobs.mo.gov/dwdeo) link for all other Equal Opportunity Related needs and resources.
- Staff have been provided the link for [www.scwib.org](http://www.scwib.org) which has all our Equal Opportunity related policies and notices for easy and unlimited access to this information.

#### **i. Assessment**

All customers who visit a Missouri Job Center in the South Central region are given an assessment to immediately engage the customer into job center activities. This assessment will identify skill levels, aptitudes, abilities, skill gaps, barriers to employment and supportive service needs. Assessments allow assistance with setting goals and developing next steps. Specialized assessments are offered as well to evaluate interests, personality traits, and diagnostic testing.

Specialized assessment tools include but are not limited to: O\*Net, Missouri Connections, Talify, TABE, and WorkKeys. Assessments allow the customer to self-assess basic academic skills, identify high demand occupations and determine if their interest and qualifications match job requirements or if additional training is needed. Results obtained from these assessments are utilized by the customer to make informed choices in their attempts to connect to employment offering the best wages available at their current skill capacity. The information gained through assessments will be used with sector strategy data and/or Labor Market Information to help customers make informed choices regarding their training and careers and to develop their strategic employment plan.

#### **j. Supportive Services**

WIOA defines Supportive Services as those services necessary to enable an individual to participate in activities authorized under WIOA. Local Supportive Service policies have been developed and are included within the local plan. The region's Supportive Service policy provides assistance to WIOA eligible adults, dislocated workers, and youth so they may participate in Title I activities or employment/training activities through other programs when we are braiding funds. Funds may be provided to assist with a wide range of needs, including transportation, housing, child care, tools, uniforms, and daily living expenses. All other sources of funding must be sought before using WIOA supportive services funds. Referrals are made to partner agencies, such as the Salvation Army, food pantries, faith-based partners, MERS Goodwill, and other area agencies. The region's Supportive Service Policy follows all guidelines contained in OWD Issuance 13-2017.

**k. Outcome measures assessment, monitoring and management**

The WDB has charged WDB Compliance Department and Fiscal Department staff to conduct monitoring as these staff members are not authorized to operate programs. This ensures an adequate firewall between providing services and overseeing the provision of those services from a monitoring standpoint. Compliance and Fiscal Staff with the WDB do not have input on program processes, daily program decisions, or program approvals. They are not involved in the daily interactions of program staff and program operations. Compliance and Fiscal Monitoring includes but is not limited to fiscal expenditures, WIOA program eligibility and compliance, Federal/State/Local policy adherence, and data system compliance. The OWD requires annual monitoring on a statistically valid sample size dependent on the number of enrollments or exits WDB. Compliance staff will monitor a percentage of new enrollments per program for each contract year. If 100% of the files are not monitored, a random sampling technique will be used to identify the selection of files to be monitored. South Central Region has a goal to monitor 100% of all enrollments in every program we operate. This ensures all files are monitored for eligibility documentation and access to services.

OWD requires an annual monitoring report presented to the CLEO and board members regarding compliance and performance reviews. To fulfill this annual requirement, the WDB Compliance staff present a Sub-State Monitoring Report to the full board and subcontractor attendees during the quarterly board meeting following the completion of the Sub-State Monitoring. This annual report includes Sub-State Monitoring results, compliance concerns, performance reviews, adequacy of assessments, planning of activities and services, coordination with One-Stop Delivery System partners, and customer outcomes. If a problem is discovered during Sub-State or any other on-going monitoring, the WDB adheres to the WIOA regulations and requires that these problems be resolved by prompt and appropriate corrective action.

WDB fiscal staff monitors and tracks youth expenditures to ensure they are in line with WIOA regulations.

With the newly released OWD Issuance 12-2019, Data Validation Monitoring will have to be conducted every quarter. This mandated monitoring will allow the South Central Region to keep a focus on staff input in the Case Management System and promptly correct any staff errors resulting in a negative outcome performance measure. Through the use of MoPerforms Rosters, the South Central Region is able to look at upcoming performance outcomes and evaluate participant accounts for a participant being negative or positive in any performance measure. Using the tools of MoJobs reports and MoPerforms, we are able to monitor and track performance to work at reaching our regions negotiated performance levels.

**5. Economic, Labor Market, and Workforce Analysis Source**

Please indicate the source of the information. If using Missouri Economic Research and Information Center (MERIC) data, please indicate the source is MERIC. If using another resource, please reference the source. MERIC regional representatives can be found online at: <https://meric.mo.gov/about-us>

**6. Economic Analysis**

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

**a. Average personal income level**

The average personal income level for 2017 in our region is \$29,854.

The per capita income in the 12 counties of the South Central Region is below the statewide average of \$44,978. The county with the highest per capita income is Butler County (\$34,789) and the lowest is Texas County (\$26,425).

**b. Number and percent of working-age population living at or below poverty level**

The South Central Region had 26,235 working age adults living at or below the poverty level, which represents 22.8% of the total working age adult population.

The statewide poverty rate of working age persons, or those 18-64 years, is 14.1 percent. The poverty rate in each county in the South Central is above the state average. Counties with the highest poverty rate in the region are Ozark (30.4 percent) and Shannon (27.7 percent). Counties with the lowest poverty rate in the region are Reynolds (17.3 percent) and Carter (17.6 percent).

	2017 Per Capita Personal Income	Working Age Population living at or below poverty level	
		Number	Percentage
Missouri	\$44,978	508,894	14.1
Butler	\$34,789	4,996	20.2
Carter	\$31,090	623	17.6
Douglas	\$26,463	1,367	18.3
Howell	\$31,931	4,736	20.8
Oregon	\$28,022	1,301	22.2
Ozark	\$29,142	1,536	30.4
Reynolds	\$32,238	624	17.3
Ripley	\$30,206	1,912	24.1
Shannon	\$28,210	1,312	27.7
Texas	\$26,425	3,481	25.6
Wayne	\$28,879	1,824	24.4
Wright	\$30,848	2,523	24.6

Sources: Per Capita Personal Income - Bureau of Economic Analysis 2017

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

**c. Number and percent of working age population determined to have a barrier to employment**

Statewide, 14.7 percent of working age Missourians report a barrier to employment. In all 12 counties of the South Central Region, the percentage of persons with barriers to employment is higher than the state average.

Barriers to employment can be homelessness, disabilities, and limited proficiency with the English language. In all counties in this region, the percentage of the population with a disability is higher than the state average of 12.7 percent. However, the percentage of the population in this region with some difficulty speaking English is lower than the state average in all counties.

Barriers to Employment								
County	Emergency and transitional shelters for people experiencing homelessness	Population 18 to 64 years with a Disability	Percentage Population 18 to 64 years with a Disability	Population with Some Difficulty with English	Percentage Population with Some Difficulty with English	Total Working Age Population with a Barrier to Employment	Total Population age 18-64	% of Working Age Population with a Barrier to Employment
<b>Missouri</b>	<b>2,609</b>	<b>463,456</b>	<b>12.7%</b>	<b>49,514</b>	<b>1.4%</b>	<b>537,757</b>	<b>3,658,653</b>	<b>14.7%</b>
Butler	3	5,747	23.1%	75	0.3%	5,985	24,837	24.1%
Carter	0	688	19.4%	0	0.0%	745	3,542	21.0%
Douglas	0	1,293	17.3%	24	0.3%	1,321	7,457	17.7%
Howell	9	4,048	17.8%	86	0.4%	4,227	22,767	18.6%
Oregon	0	1,284	21.9%	0	0.0%	1,359	5,865	23.2%
Ozark	0	926	18.3%	0	0.0%	934	5,057	18.5%
Reynolds	0	833	23.1%	0	0.0%	886	3,610	24.5%
Ripley	0	2,230	28.1%	0	0.0%	2,293	7,924	28.9%
Shannon	0	1,177	24.9%	0	0.0%	1,248	4,735	26.4%
Texas	0	2,939	21.8%	2	0.0%	3,092	13,487	22.9%
Wayne	0	2,002	26.8%	12	0.2%	2,037	7,483	27.2%
Wright	0	2,064	20.1%	6	0.1%	2,091	10,255	20.4%

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

**d. Employment rates for the last 5 years**

The unemployment rate in the South Central Region has declined steadily from 2015-2018. In the first nine months of 2019, the unemployment rate has increased slightly in all counties. The most recent numbers indicate an unemployment rate in all counties that is above the statewide average. The highest unemployment rate is in Ozark County (5.8 percent) and the lowest in Reynolds County (3.7 percent).

Unemployment by County - South Central Region					
Year	2015	2016	2017	2018	2019 thru Sept
Missouri	5.0	4.6	3.8	3.2	3.4
Butler	6.2	5.7	4.5	4.0	5.1
Carter	7.4	7.0	5.8	5.0	5.2
Douglas	6.8	6.1	4.6	4.0	5.1
Howell	6.4	6.3	4.7	3.0	3.9
Oregon	6.3	6.1	4.6	3.0	4.0
Ozark	7.9	7.3	5.8	5.0	5.8
Reynolds	7.0	6.5	3.9	3.0	3.7
Ripley	7.9	7.0	5.5	5.0	6.0
Shannon	8.1	7.4	6.1	5.0	5.6
Texas	6.6	6.2	4.9	4.0	4.6
Wayne	5.9	5.4	5.1	4.0	5.1
Wright	6.2	5.9	5.0	4.0	4.9

Source: Local Area Unemployment Statistics

**e. Major layoff events over the past 3 years and any anticipated layoffs**

Over the past three years, the South Central Region has experienced five businesses closing in four different counties that affected 14, 30, 36, 60, and 170 employees for a total of 310 employees. A fifth company Regal Beloit located in West Plains announced a plant closure November, 2019 that

will affect 204 employees. Regal Beloit has been certified under the Trade Act. The layoff of employees is taking place in five different waves with the plant closure scheduled for August 2020. Four other companies located in three different South Central counties have been affected with layoffs of 241 employees. These companies anticipate calling back these employees as business needs dictate.

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

Although the South Central Region has seen recent layoffs in the manufacturing industry it continues to be a strong sector. The diversification of manufacturing continues to expand and local training has been developed to support this growth. There has been a recent increase in the number of small and mid-sized manufacturing companies in the region as well as diversification within the larger more traditional companies.

South Central Region being a rural area can be a big factor affecting our economic condition. Various issues that arise out of this is not only finding child care that is reasonable and affordable but having child care available for those parents who work 2<sup>nd</sup> and 3<sup>rd</sup> shifts. In the most rural of our areas, people have to travel several miles and even to other counties in order to find adequate employment to support their family.

In recent years there has been a trend where hospitals located in rural America have been closing their doors. This is not the case in South Central Region. Expansions have actually occurred with both of the major hospitals Ozarks Medical Center in West Plains and Poplar Bluff Regional Medical Center that service South Central Region. These expansions have included building, clinics, services, and new technology just to name a few. As these and other medical and health care facilities increase their services in the South Central Region, this has affected the work force as well. We are experiencing a shortage of employees in the medical and health care field.

## 7. Labor Market Analysis

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

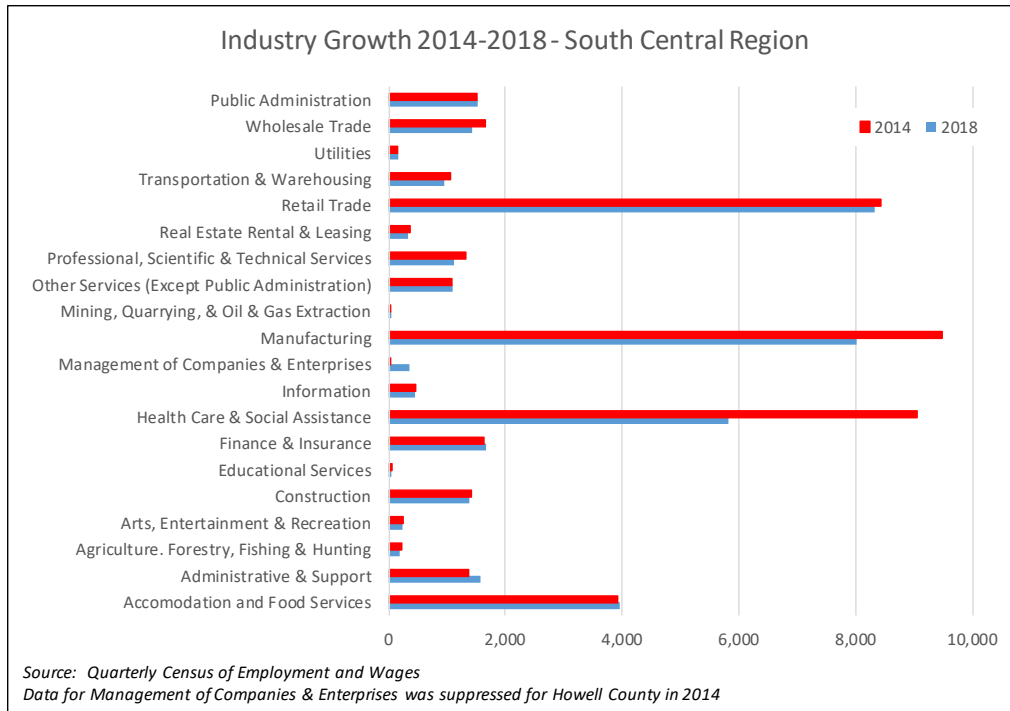
**a. Existing Demand Industry Sectors and Occupations**

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

**Current Industry Demand**

Over time, several of the South Central Region's industries have grown steadily. Over the past 5 years, 4 industry groups have increased employment and experienced a positive growth rate. Those industries are *Administrative and Support* (201 at 14.7 percent), *Accommodation and Food Services* (49 at 1.3 percent), *Mining, Quarrying, and Oil and Gas Extraction* (23 at 74.2 percent), and *Finance and Insurance* (19 at 1.2 percent).

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



**Location Quotient**

Location Quotient (LQ) describes the concentration of an industry in a geographic region in relation to the nation. The national average is 1.0. Industries with an LQ higher than 1.0 indicate a concentration in the area and the need for an above average number of workers to support the businesses.

The South Central Region has 4 industries with LQs higher than 2, *Wood Product Manufacturing* (12.0), *Gasoline Stations* (3.3), *Machinery Manufacturing* (2.5), and *Forestry and Logging* (2.5). Other industries with high LQs are *Social Assistance* (1.8), *Building Materials and Garden Supplies* (1.8), *General Merchandise Stores* (1.7), and *Nursing and Residential Care* (1.6).

2018 South Central Region Location Quotients		
Industry	Employment	Location Quotient
Wood Product Manufacturing	1,839	12.0
Gasoline Stations	1,165	3.3
Machinery Manufacturing	1,061	2.5
Forestry and Logging	50	2.5
Social Assistance	2,644	1.8
Building Materials and Garden Supplies	888	1.8
General Merchandise Stores	1,964	1.7
Nursing and Resident Care	2,041	1.6
Motor Vehicle Parts Dealers	1,129	1.5
Truck Transportation	830	1.5
Food and Beverage Stores	1,476	1.3
Credit Intermediation & Related Activities	1,224	1.2
Fabricated Metal Manufacturing	594	1.1

Source: MERIC, QCEW, 2018 Annual Averages

### Current Occupational Demand

Current occupational demand can be attained through the job ads placed by employers. From July 2018-June 2019, over 3,100 on-line job ads were placed for jobs located in the South Central Region according to Labor Insight/Burning Glass.

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

Now occupations with the highest number of job postings include *Retail Salespersons, Customer Service Representatives, Personal Care Aides, Light Truck or Delivery Services Drivers, and Cashiers*. Occupations with the most job postings in the Next category are *Supervisors of Retail Sales Workers, Licensed Practical and Licensed Vocational Nurses, Merchandise Displayers and Window Trimmers, Sales Representatives, and Insurance Sales Agents*. Later occupations with the highest number of job postings are *Registered Nurses, Physical Therapists, Occupational Therapists, Family and General Practitioners, and Physicians and Surgeons*.

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



Top Job Ads - South Central Region		
Occupation	Job Postings	
<b>NOW - Typically requires high school education or less and short-term training</b>		
Retail Salespersons	152	★
Customer Service Representatives	68	★
Personal Care Aides	53	★
Light Truck or Delivery Services Drivers	38	★
Cashiers	36	★
Maids and Housekeeping Cleaners	27	
Driver/Sales Workers	20	
Combined Food Preparation and Serving Workers	20	★
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	18	★
Laborers and Freight, Stock, and Material Movers, Hand	16	★
<b>NEXT - Typically requires moderate/long-term training or experience or education beyond high school</b>		
First-Line Supervisors of Retail Sales Workers	89	★
Licensed Practical and Licensed Vocational Nurses	78	★
Merchandise Displayers and Window Trimmers	63	
Sales Representatives, Wholesale and Manufacturing	47	
Insurance Sales Agents	42	
Medical and Clinical Laboratory Technicians	28	
Medical Assistants	27	★
Production Workers, All Other	25	
Physical Therapist Assistants	25	
Maintenance and Repair Workers, General	25	★
<b>LATER - typically requires a bachelor's degree or higher education</b>		
Registered Nurses	491	★
Physical Therapists	90	
Occupational Therapists	63	
Family and General Practitioners	63	
Physicians and Surgeons, All Other	61	
Medical and Health Services Managers	49	★
Internists, General	45	
Speech-Language Pathologists	35	
Nurse Practitioners	27	★
Managers, All Other	22	★

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

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

### Missouri Workforce 2019 Survey

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

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

significantly for an additional 8 percent. Twenty-one percent of employers report decreases in employment.

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

**b. Emerging Demand Industry Sectors and Occupations**

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

**Industry Projections**

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

The projections reveal several industries with both high employment numbers and above average growth rates compared to the regional average. The top 5 industries by numeric employment change are *Administrative and Support Services, Social Assistance, Ambulatory Health Care Services, Food and Drinking Places, and Nursing and Residential Care Facilities.*

Industry Projections 2016-2026 - South Central Region					
NAICS Code	Industry Title	Employment		Change	
		Estimated	2026 Projected	# Change	% Change
	Total All Industries	62,645	66,246	3,601	5.75%
561000	Administrative and Support Services	2,040	2,797	757	37.11%
624000	Social Assistance	3,484	4,192	708	20.33%
621000	Ambulatory Health Care Services	3,022	3,630	608	20.14%
722000	Food Services and Drinking Places	4,393	4,786	393	8.95%
623000	Nursing and Residential Care Facilities	2,882	3,208	326	11.32%
541000	Professional, Scientific, and Technical Services	1,367	1,553	186	13.59%
452000	General Merchandise Stores	2,296	2,445	149	6.48%
522000	Credit Intermediation and Related Activities	1,381	1,500	119	8.59%
446000	Health and Personal Care Stores	481	599	118	24.50%
482000	Rail Transportation	588	700	112	18.97%

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

**Occupational Projections**

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

Emerging occupations can be identified through growth openings. The chart below identifies occupations that have the highest number of growth openings and higher than the average growth rate of 5.91 percent for the South Central Region. The total number of openings indicates the projected number of vacancies that businesses will need to fill annually.

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

Growth openings are projected at all education and training levels and are listed by the highest number of growth openings. The highest number of growth openings in Now occupations are *Personal Care Aides, Helpers-Production Workers, Food Preparation and Serving Workers, Janitors and Cleaners, and Retail Salespersons*. The largest growth in Next occupations is in the occupations of *Nursing Assistants, Billing and Posting Clerks, Medical Assistants, Supervisors of Retail Sales Workers, and Licensed Practical and Licensed Vocational Nurses*. Later occupations with the highest growth are *Registered Nurses, Healthcare and Social Workers, General and Operations Managers, Nurse Practitioners, and Loan Officers*. These occupations are consistent with the industries identified as emerging industries.

Highest Growth Openings -South Central Region						
Occupation	% Growth	Average Wage	Annual Openings			
			Exits	Transfers	Growth	Total
<b>NOW- Typically requires high school education or less and short-term training</b>						
Personal Care Aides	31.31%	\$19,972	186	140	63	389
Helpers--Production Workers	43.43%	\$24,228	72	128	48	248
Combined Food Preparation and Serving Workers	15.36%	\$18,562	196	205	32	433
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	10.26%	\$23,653	73	71	11	155
Retail Salespersons	3.63%	\$28,387	130	163	7	300
Laborers and Freight, Stock, and Material Movers, Hand	5.70%	\$25,315	48	83	5	137
Light Truck or Delivery Services Drivers	7.73%	\$40,108	26	38	5	68
Receptionists and Information Clerks	9.57%	\$23,423	26	28	4	57
Stock Clerks and Order Fillers	4.78%	\$23,865	40	52	3	95
Landscaping and Groundskeeping Workers	7.38%	\$22,050	20	31	3	55
<b>NEXT - Typically requires moderate to long-term training or experience or education beyond high school</b>						
Nursing Assistants	10.81%	\$22,593	90	75	15	180
Billing and Posting Clerks	15.05%	\$28,417	29	38	10	77
Medical Assistants	23.86%	\$28,940	17	24	8	50
First-Line Supervisors of Retail Sales Workers	7.41%	\$37,312	39	72	8	118
Licensed Practical and Licensed Vocational Nurses	7.70%	\$34,505	30	29	6	65
Pharmacy Technicians	22.39%	\$30,409	10	13	6	29
Medical Secretaries	15.90%	\$27,791	22	21	6	49
Maintenance and Repair Workers, General	6.40%	\$34,181	32	43	5	79
Insurance Sales Agents	18.60%	\$44,637	10	13	4	26
Machinists	18.14%	\$27,265	8	15	4	27
<b>LATER - Typically requires a bachelor's degree or higher education</b>						
Registered Nurses	11.91%	\$54,250	41	31	16	88
Healthcare Social Workers	19.70%	\$32,046	10	18	5	34
General and Operations Managers	6.51%	\$76,226	15	43	5	62
Nurse Practitioners	28.79%	\$106,725	3	4	4	11
Loan Officers	19.67%	\$61,631	5	11	4	20
Child, Family, and School Social Workers	9.79%	\$35,158	12	22	3	37
Physical Therapists	24.77%	\$88,982	2	3	3	8
Medical and Health Services Managers	17.45%	\$96,294	4	8	3	15
Accountants and Auditors	10.00%	\$55,488	7	14	2	23
Pharmacists	13.21%	\$133,959	4	3	2	9

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

**a. 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.

### Real-Time Labor Market Data

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

Four industries that have experienced growth over the last five years were identified in the Economic Analysis section of the Plan. These industries are listed below with the specialized skills, certifications, and software and programming requested most by employers in job ads. Information is added in all regions as Information Technology workers are required by all industries in the state. Less than 5 Certifications and Software/Programming skills were listed in job ads for some industries.

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

Employer Skill Needs - South Central Region			
Industry	Specialized Skills	Certifications	Software and Programming
Administrative & support	Customer Service	Driver’s License	Customer Relationship Management (CRM)
	Sales	First Aid Cpr Aed	Linux
	Life Insurance Sales	Six Sigma Black Belt Certification	Microsoft Azure
	Sales System	American Society For Quality (ASQ) Certification	Platform as a Service (PaaS)
	Customer Contact	Air Brake Certified	Speech Recognition
Accommodation and Food Service	Cleaning	Driver’s License	None Specified
	Cooking	ServSafe	
	Basic Mathematics	Food Handler Certification	
	Food Preparation	Food Service Certification	
	Customer Service	First Aid Cpr Aed	
Mining, Quarrying, & Oil & Gas Extraction	Regulatory Compliance	None Specified	Active Server Pages (ASP)
	Resource Conservation		
	Personal Protective Equipment (PPE)		
	Business Management		
	Contract Administration		
Finance & Insurance	Customer Service	Driver’s License	
	Sales	Insurance License	Microsoft Operating Systems
	Customer Contact	Insurance Agent Certification	SAP
	Business Development	Series 7	Microsoft Project
	Life Insurance Sales	Nurse Practitioner	Microsoft Sharepoint
Information Technology	Sales	Driver’s License	Scrum
	Customer Service	Hazard Analysis and Critical Control Point (HACCP) Certification	Microsoft Sharepoint
	Product Sales		Python
	Merchandising		Linux
	Outside Sales		MySQL

Source: Labor Insight/Burning Glass, 2018 job ads

## 8. Workforce Analysis

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

<sup>1</sup> 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.

<sup>2</sup> Veterans, unemployed workers, and youth, and others that the State may identify.

**a. Employment and Unemployment Analysis**

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

**Population Data**

The U.S. Census Bureau estimates that Missouri’s population grew to over 6.1 million, up by 0.3 percent in 2018 from the previous year. In the South Central Region over the past year, the population decreased in all counties over the 5 year period. The highest population loss was in Ripley County, decreasing by nearly 600 residents from 2013 to 2018.

<b>Missouri Population Change by County</b>				
<b>County</b>	<b>1 Year Change 2017-2018</b>		<b>5 year change 2013-2018</b>	
	<b>Percentage</b>	<b>Number</b>	<b>Percentage</b>	<b>Number</b>
Missouri	0.3%	17,840	1.4%	85,794
Butler	0.1%	30	-0.8%	-326
Carter	-1.8%	-113	-4.5%	-285
Douglas	0.8%	101	-0.5%	-64
Howell	0.0%	-8	-0.4%	-171
Oregon	-0.1%	-6	-3.5%	-387
Ozark	-2.0%	-186	-5.0%	-474
Reynolds	-0.2%	-14	-3.2%	-205
Ripley	-1.2%	-168	-4.2%	-585
Shannon	-0.6%	-50	-1.2%	-103
Texas	-0.4%	-114	-0.4%	-103
Wayne	-1.4%	-183	-2.5%	-340
Wright	0.2%	39	-0.2%	-29

Source: US Census, Population Estimates

**Demographics**

In some ways, South Central Region’s population is similar to Missouri’s population. In most of the region’s counties, the percentage of the population in the age group 24 years or less is comparable to the state average of 32.5 percent. The population age 55 and over, however, is above the state average of 28.9 percent in all counties. The county with the highest percentage of residents age 55 and over is Ozark County with 44.2 percent in this age group.

The male/female gender split is close to the state average in all counties. In Missouri, 9.7 percent of citizens are civilian veterans. In all counties of the South Central Region, the percentage of veterans is above the above the state average. The county with the highest percentage of veterans in the region is Texas County (12.9 percent).

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

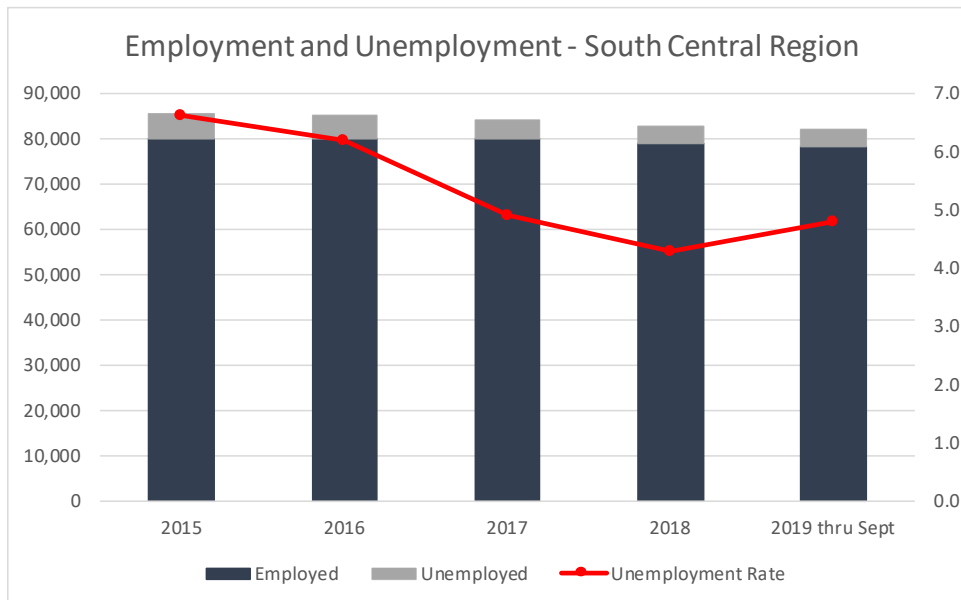
County	Total Population				Gender		Veteran Civilian Veterans	Race							
	Under 24 years	Age 25-34	Age 35-54	Age 55+	Male	Female		White	Black or African American	American Indian and Alaska Native	Asian	Native Hawaiian and Other Pacific Islander	Some other race	Two or more races	Hispanic or Latino
Missouri	32.5%	13.3%	25.3%	28.9%	49.1%	50.9%	9.7%	79.8%	11.5%	0.4%	1.8%	0.1%	0.1%	2.2%	4.0%
Butler	31.5%	12.1%	24.8%	31.6%	48%	52%	10.7%	89.0%	5.4%	0.5%	0.7%	0.0%	0.0%	2.4%	2.0%
Carter	32.1%	10.1%	24.7%	33.1%	48%	52%	10.5%	94.6%	0.0%	0.8%	0.0%	0.0%	0.0%	2.3%	2.3%
Douglas	28.0%	9.7%	22.9%	39.4%	50%	50%	11.0%	98.0%	0.1%	0.1%	0.1%	0.0%	0.0%	0.3%	1.4%
Howell	32.4%	11.7%	24.1%	31.7%	49%	51%	10.8%	94.5%	0.3%	0.3%	0.5%	0.0%	0.0%	2.4%	2.1%
Oregon	29.4%	9.1%	23.4%	38.1%	49%	51%	12.3%	94.3%	0.2%	1.0%	0.8%	0.0%	0.1%	1.9%	1.6%
Ozark	25.4%	8.1%	22.2%	44.2%	50%	50%	12.8%	95.7%	0.0%	0.1%	0.3%	0.0%	0.0%	2.2%	1.7%
Reynolds	27.2%	10.0%	25.4%	37.4%	51%	49%	11.7%	94.4%	1.8%	0.7%	0.1%	0.2%	0.0%	1.4%	1.4%
Ripley	30.3%	11.3%	24.8%	33.6%	50%	50%	10.6%	95.3%	0.2%	0.4%	0.0%	0.4%	0.1%	2.3%	1.3%
Shannon	29.6%	11.1%	23.2%	36.1%	49%	51%	11.5%	94.2%	0.1%	1.4%	0.0%	0.0%	0.0%	2.4%	1.8%
Texas	30.5%	11.1%	24.4%	34.0%	52%	48%	12.9%	91.2%	2.0%	2.2%	0.2%	0.0%	0.0%	2.4%	2.0%
Wayne	28.1%	9.8%	24.5%	37.6%	49%	51%	11.9%	95.3%	0.6%	0.4%	0.1%	0.0%	0.0%	2.0%	1.6%
Wright	32.2%	10.1%	24.1%	33.6%	49%	51%	11.0%	95.3%	0.6%	0.2%	0.5%	0.0%	0.5%	1.2%	1.7%

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

### Employment and Unemployment

The number of South Central Region residents in the labor force has decreased steady over the past 5 years from over 85,000 to nearly 82,000. The number of persons employed has also decreased steadily since 2015 from over 79,700 to just over 78,000.

The unemployment rate in 2015 was 6.6 percent, and fell to a low of 4.3 percent in 2018. The unemployment rate for 2019 thru September is 4.8 percent.



### Labor Force Participation

The Labor Force Participation Rate is the number of people available for work as a percentage of the total population. Using American Community Survey 5 year data through 2017, Missouri’s Labor Participation Rate is 63.2 percent. In comparison, the rate for the South Central Region is lower at 51.4 percent. The county with the highest Labor force Participation Rate in the Central Region is Butler County (55.1 percent) and the lowest is Ozark County (43.6 percent).

**b. Labor Market Trends**

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

**Top Growing Occupations**

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

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

Missouri adds value to the standard projections template by including the ACT Workkeys Assessment Levels typically required for success in each of the 800+ occupations. Since most of Missouri's counties participate in the Certified Work Ready Communities program, the levels help those researching careers find good options based on their personal assessment.

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

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








The table below displays the top 5 jobs by the number of projected openings for the 10 year projection period through 2026 in the Now, Next and Later categories for the region. The flame beside some of the occupations represents "hot jobs" determined by the number of job ads placed by employers.


Top occupations by the total number of openings in the Now category are *Food Preparation and Serving Workers* (4,328), *Cashiers* (3,961), *Personal Care Aides* (3,886), *Retail Salespersons* (2,997), and *Helpers, Production Workers* (2,477). The reason for a high number of openings is turnover within these occupations.

Occupations with the highest number of openings in the Next category are *Nursing Assistants* (1,801), *Heavy and Tractor-Trailer Truck Drivers* (1,318), *Retail Sales Supervisors* (1,183), *Restaurant Cooks* (17,162), *Bookkeeping, Accounting, and Auditing Clerks* (752), and *Teacher Assistants* (690). Two of the top five occupations by the number of projected openings also saw a high number of job ads.

Later occupations with the highest number of openings are *Elementary School Teachers* (1,164), *Registered Nurses* (882), *General and Operations Managers* (619), *Child, Family, and School Social Workers* (373), and *Middle School Teachers* (358). One of the jobs listed in this category are also in high demand in the region according to the job ads.

Many high demand occupations correspond directly with the high growth industry groups, such as *Food Services/Drinking Places*, *Health Care* and *Retail*. Other high demand occupations cross many industry groups, like *Cashiers*, *Bookkeeping and Accounting Clerks*, *General and Operations Managers*, and *Accountants and Auditors*.

South Central Region Long-Term Occupational Projections							
Occupation	2016	2026	Growth Openings	Exists	Transfers	Total Openings	Median Wages
	Estimated Employment	Projected Employment					
<b>NOW</b>							
Food Prep. & Serving Workers	2,057	2,373	316	1,961	2,051	<b>4,328</b>	\$18,320 
Cashiers	2,157	2,136	-21	2,015	1,967	<b>3,961</b>	\$18,925 
Personal Care Aides	2,012	2,642	630	1,857	1,399	<b>3,886</b>	\$19,453 
Retail Salespersons	2,013	2,086	73	1,298	1,626	<b>2,997</b>	\$24,053 
Helpers--Production Workers	1,103	1,582	479	720	1,278	<b>2,477</b>	\$21,196
<b>NEXT</b>							
Nursing Assistants	1,406	1,558	152	900	749	<b>1,801</b>	\$19,666 
Heavy and Tractor-Trailer Truck Drivers	1,234	1,247	13	526	779	<b>1,318</b>	\$32,471
Retail Sales Supervisor	1,025	1,101	76	392	715	<b>1,183</b>	\$35,096 
Bookkeeping & Accounting Clerks	702	689	-13	431	334	<b>752</b>	\$28,516
Teacher Assistants	693	689	-4	379	315	<b>690</b>	\$19,873
<b>LATER</b>							
Elementary School Teachers	1,716	1,688	-28	562	630	<b>1,164</b>	\$37,324
Registered Nurses	1,352	1,513	161	410	311	<b>882</b>	\$53,041 
General and Operations Managers	691	736	45	148	426	<b>619</b>	\$64,999
Child, Family, and School Social Workers	327	359	32	123	218	<b>373</b>	\$35,381
Middle School Teachers	529	520	-9	173	194	<b>358</b>	\$39,438

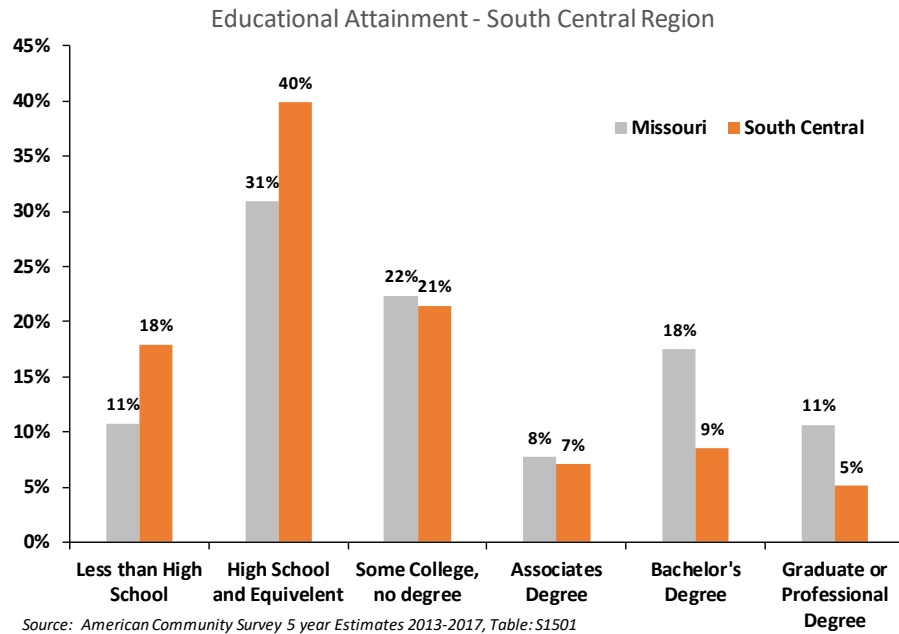
 denotes occupations in the top ten for 2018 on-line job ads in the region and within the Now-Next-Later classification.  
Source: MERIC Occupational Projections 2016-2026

### c. Education and Skills Levels of the Workforce Analysis

#### Educational Attainment

Educational attainment is a measure of the highest level of education obtained by individuals age 25 and up, or the population generally in the workforce. In the South Central Region, the educational attainment rates for individuals are lower than the state average in the categories of some college but no degree, associate’s degrees, bachelor’s degrees, and graduate or professional degrees. The rates are higher than the state average for those with less than a high school diploma and high school and equivalent.



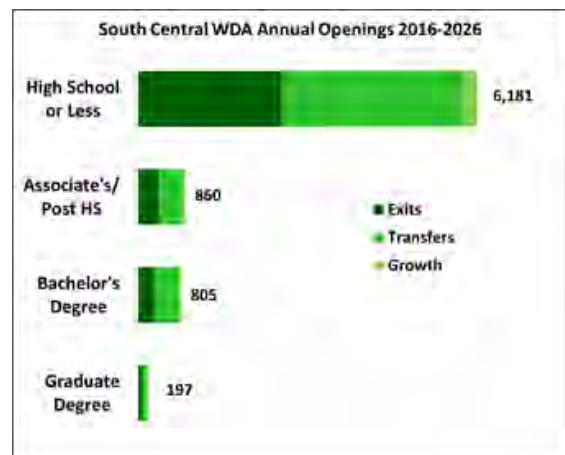
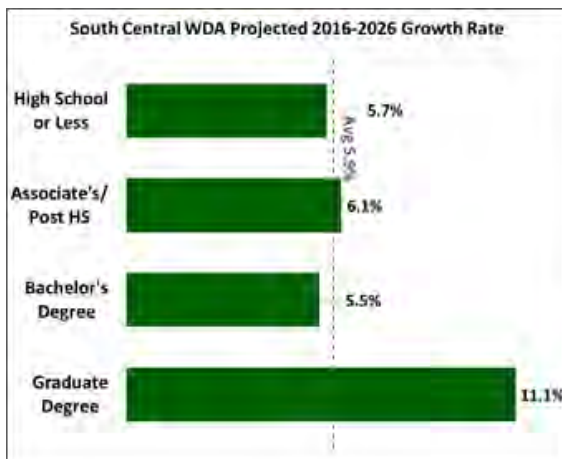


### Occupational Projections

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

The growth rate of an occupation measures the percentage of jobs added by an occupation between the base year and projected year. Occupations requiring a graduate or associate’s degree are projected to grow at a faster rate than the South Central WDA average. The occupation groups that are projected to grow the fastest are *Personal Care and Service, Healthcare Support, and Computer and Mathematical*.

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



**d. Skills Gaps**

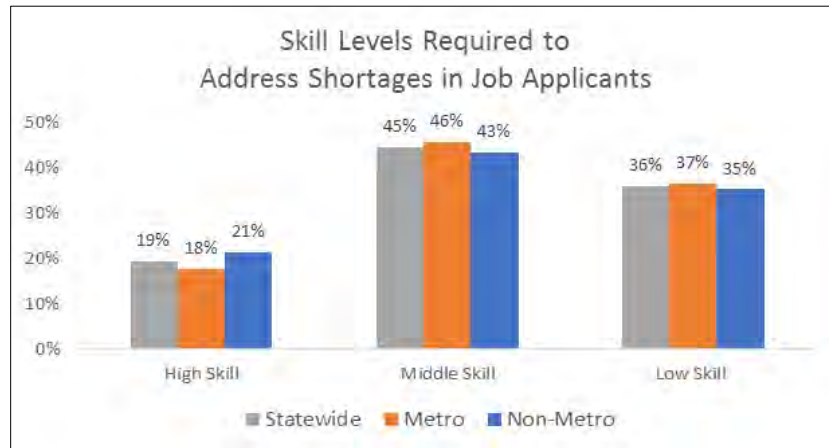
Describe apparent “skills gaps” in the local area. How are the “skills gaps” determined?

**Missouri Workforce 2019 Survey**

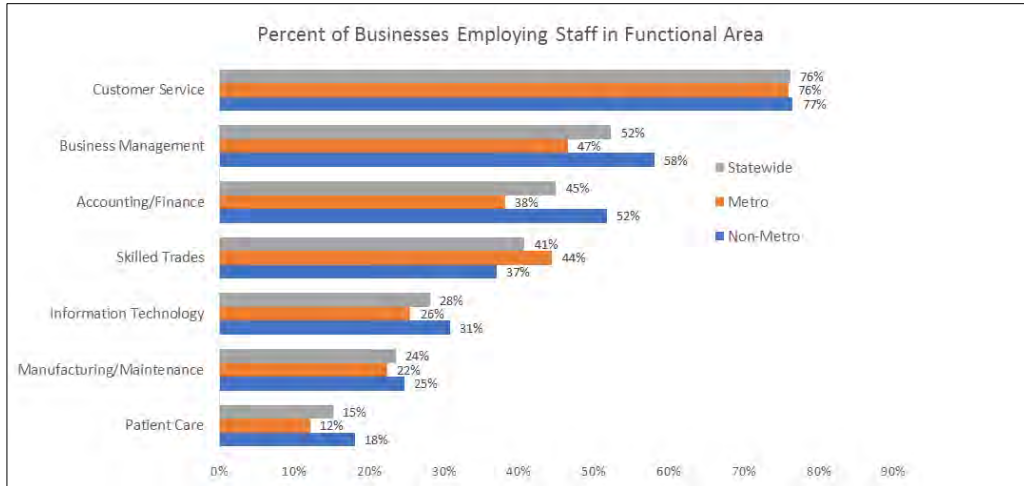
In April through June of 2019, over 1,600 Missouri companies were surveyed to gauge the state of Missouri’s workforce from the employers’ point of view. Companies were randomly selected from a categorized list of Missouri Businesses queried from the Reference USA employer database. Employers surveyed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

One of the survey questions asked employers about any planned changes in employment levels during the next 12 months. While 49 percent anticipate employment remaining the same as previous years, 33 percent plan to increase employment. This statistic is significant as we begin to understand employer skill needs and gaps, as well as barriers to expanding employment.

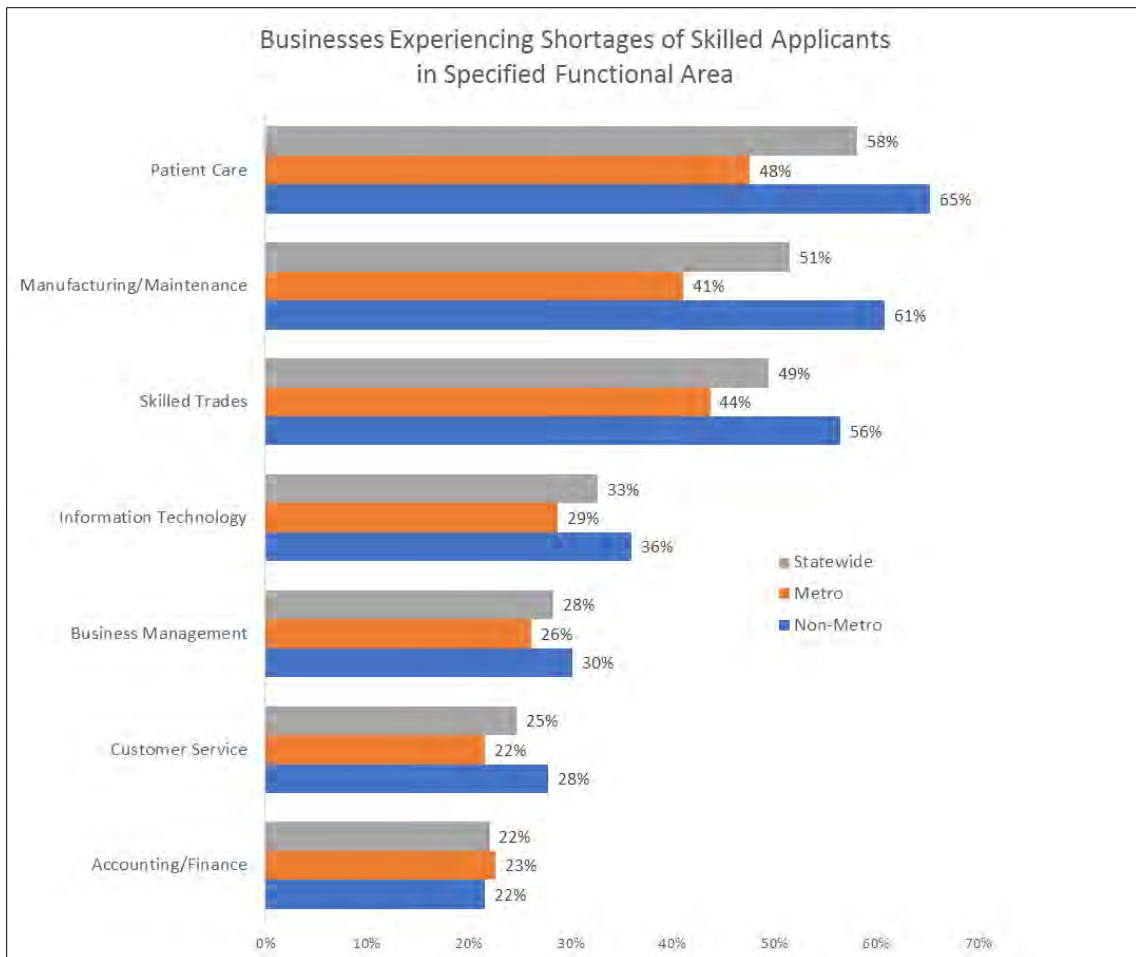
Twenty-eight percent of employers responded that they are experiencing a shortage of skilled applicants, and the responses were similar in the metro and non-metro areas. Most of the shortages were in middle-skill jobs, or jobs that require education and/or training beyond a high school diploma but do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



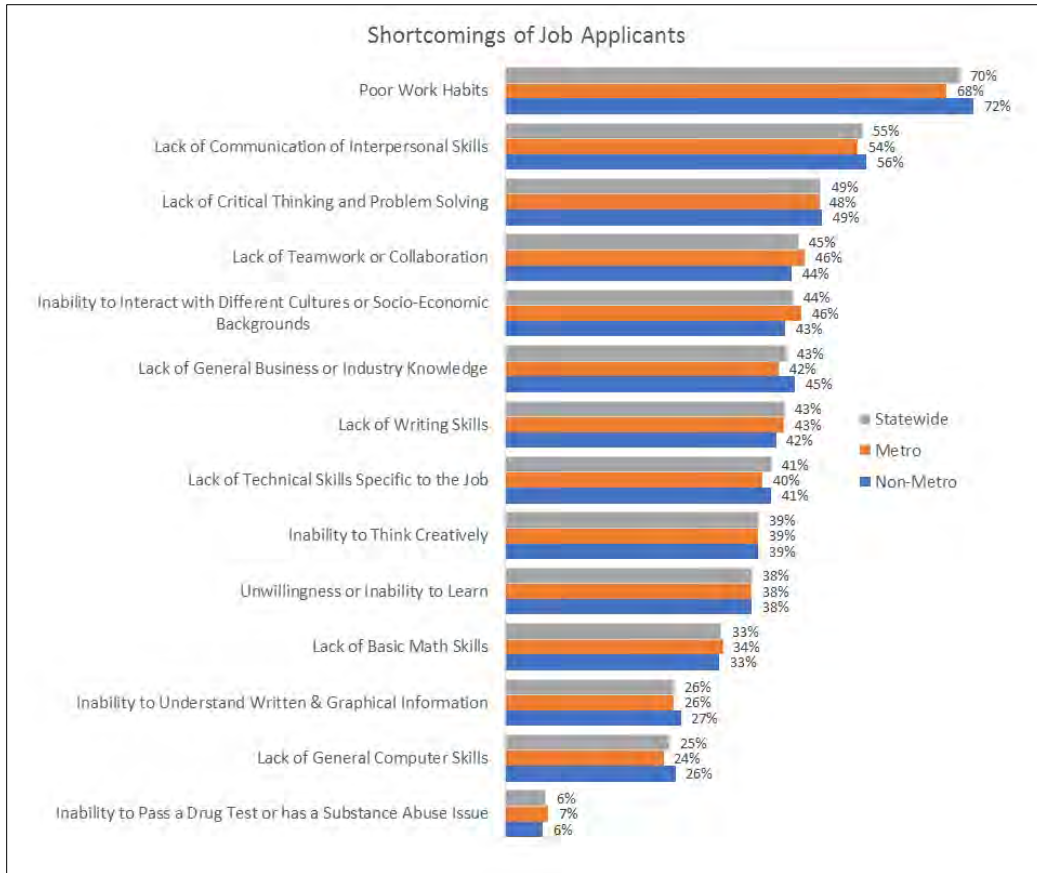
Companies employ workers in a variety of occupations, or functional areas. The companies were asked about employment within those functional areas of their businesses as a means of understanding the types of jobs Missouri employers have working in their businesses.



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



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

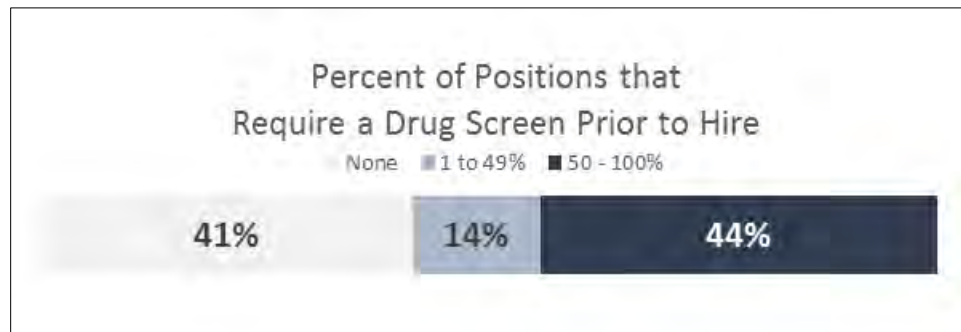


Individuals who are justice-involved or have difficulty passing a drug screen or background check often have a more difficult time finding employment. With low unemployment and high job opening rates, many employers are considering traditionally overlooked groups of potential employees.

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



Forty-one percent of employers statewide report they do not require a drug screen prior to hire for any of their positions, while another 14 percent require the screen for up to half of their positions. The results are similar for metro and non-metro areas.



**9. Workforce Development, Education, and Training Activities Analysis**

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

**a. The Strengths and Weaknesses of Workforce Development Activities**

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

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

**Strengths:**

- The WDB has focused on partnerships over the past several years. One major strength is the relationships with similar organizations, serving similar participants. WDB leads efforts in information sharing, being able to utilize other services from other partners for a full “wrap around” service and the sharing of our available resources. We rely on the wisdom from partners and employers to meet the demands of occupational needs and guide our customers for a successful career path.
- 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, helps our customers customize a plan through more informed education and employment decisions.
- The region has two comprehensive Missouri Job Centers (CJC) located in the two largest communities of the region. These Centers are positioned to effectively serve the eastern and western halves of the region. In addition, there are multiple affiliate sites available for customers in our smaller communities.
- The South Central Region provides a local presence to our business communities, not only within Job Center locations, but outreach efforts. The Job Center staff meet with businesses to share our services and provide assistance with hiring events, job postings, etc.

**Weaknesses:**

- The WDB recognizes the need for greater visibility of programs and services with our elected officials, local employers and the community in general. WDB Staff recognize the need for improved communication and outreach/marketing to the public.
- Employers have indicated that finding workers, even with college degrees, with adequate basic skills is a challenge. Often the lack of basic effective competencies such as communication skills, work ethic, discipline, critical thinking or interpersonal skills are needed.
- Information sharing among partners is difficult. There is currently no universal release of information making a team based case management approach difficult. Within the Centers there are multiple redundancies due to State and Partner systems not being able to “talk” to each other.
- Today’s jobs require more highly-skilled workers. Workplace skills are essential in all industries to advance in the fast-paced economy and to improve efficiency within our region. Technology is changing at a rapid speed; this impacts even the employed and key skill deficiencies among the unemployed and underemployed population.

**b. Local Workforce Development Capacity**

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

There are opportunities available to the customer through the Job Centers. Staff assist them in recognizing their skills and where they have weaknesses. Assistance is available to increase existing skills, market their skills and work on areas of weakness to create “smart” goal strategies. Skills assessments help to clarify the next steps needed in an individual’s job search. Assessments help identify their need for training or skill improvement to achieve goals that are realistic and can be accomplished successfully. WorkKeys testing, along with Job Center workshops provide opportunities for enhancement of resume preparation, interviewing skills, networking, retaining employment, and more. All of this assists the customer in standing out as a job applicant, and in being a better employee. Earning a National Career Readiness Certification (NCRC) using the ACT skills certification system is an opportunity to take skills our customers have demonstrated to a national level. Our partners are working to ensure customers have a smooth referral process and access to valuable resources. Working together with our partners is the best way to assist our customers in their journey to a self-sufficient career pathway.

## OPERATIONAL ELEMENTS

### Local Structure

#### 10. Local Workforce Development Area (LWDA) Profile

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

#### Geographical Workforce Development Area (LWDA) with Major Communities

The South Central Region consists of twelve counties in southern Missouri: Butler, Carter, Douglas, Howell, Oregon, Ozark, Reynolds, Ripley, Shannon, Texas, Wayne and Wright. It is one of the largest geographical regions in the state and is sparsely populated with the exception of two Micropolitan Statistical Areas: Poplar Bluff in Butler County and West Plains in Howell County.



### Major Employers

- Air Medical Group Holdings (West Plains)
- Ajinomoto Windsor (Piedmont)
- Armstrong Wood Products (West Plains)
- Briggs & Stratton (Poplar Bluff)
- Caterpillar (Pomona)
- Leonardo DRS Land Systems:(West Plains)
- Gates (Poplar Bluff)
- Hutchens Industries (Mansfield)
- Mid Continent Nail Corporation (Poplar Bluff)
- Nortek (Poplar Bluff)
- Revere Plastics: (Poplar Bluff)
- SUSA (Poplar Bluff)
- Western Dairy Transport: (Cabool)

<http://www.missouripartnership.com/Sites-Incentives-Data/Regions/South-Central-Region>

### Training and Educational Institutions

For a comprehensive list of the eligible training providers certified for the Workforce Innovation and Opportunity Act please refer to the Missouri Eligible Training Provider System. In brief, the region’s training and educational institutions include: Greater Ozarks Center for Advanced Technology (GOCAT), Missouri State University-West Plains, Three Rivers Community College, South Central Career Center and Poplar Bluff Technical Career Center.

South Central Region	High School Diploma	Some College or Associate's Degree	Bachelor's Degree	Graduate or Professional Degree	Total Population 25 years and over
Butler County	10,626	9,188	2,899	1,775	29,343
Carter County	1,523	1,323	345	179	4,245
Douglas County	4,347	2,493	601	306	9,636
Howell County	10,410	8,661	2,359	1,819	27,123
Oregon County	3,199	1,604	597	376	7,611
Ozark County	3,210	1,737	522	424	6,952
Reynolds County	1,879	1,224	322	130	4,628
Ripley County	3,827	2,599	722	426	9,629
Shannon County	2,579	1,361	556	273	5,822
Texas County	7,341	4,894	1,718	745	17,866
Wayne County	3,484	2,602	832	329	9,617
Wright County	5,427	3,084	866	595	12,401
<b>Region Total</b>	<b>57,852</b>	<b>40,770</b>	<b>12,339</b>	<b>7,377</b>	<b>144,873</b>

Source: U.S. Census Bureau, American Community Survey, 5 year estimates, 2017. Educational Attainment for the population 25 years and over.



## Population

The 2018 population statistics for the region along with the projection for the 2030 population are shown below. Five counties are projected to have a population decrease while the other seven counties are projected to see increases. Overall the population of South Central Region is expected maintain its population with only a marginal increase anticipated.

South Central Region	Population 2018	Population Projection 2030	Population Projected +/-Change
Butler County	42,639	41,491	-1,148
Carter County	6,054	5,837	-217
Douglas County	13,373	13,934	561
Howell County	40,076	43,414	3,338
Oregon County	10,541	10,558	17
Ozark County	9,017	8,457	-560
Reynolds County	6,254	6,285	31
Ripley County	13,401	14,008	607
Shannon County	8,189	9,693	1,504
Texas County	25,571	22,169	-3,402
Wayne County	13,122	11,200	-1,922
Wright County	18,378	19,963	1,585
<b>Region Total</b>	<b>206,615</b>	<b>207,009</b>	<b>394</b>

Sources: U.S. Department of Labor, Bureau of Labor Statistics, U.S. Census Bureau, and MERIC

## Diversity of the Population

The male (49.5%) and female (50.5%) population in the South Central Region is just +/- 0.4% off from Missouri's male (49.1%) and female (50.9%) population. The comparison of the different race populations in the South Central Region in comparison with Missouri is as follows (The first % is South Central Region with the second % being Missouri.): Black or African American is 0.9% compared to 11.5%; American Indian and Alaska Native is 0.7% compared to 0.4%; Asian is 0.3% compared to 1.8%; Native Hawaiian and Other Pacific Islander is 0.1% compared to 0.1%; Some other race is 0.1% compared to 0.1%; Two or more races is 1.9% compared to 2.2%; Hispanic or Latino is 1.7% compared to 4.0%.

The above South Central Region percentages were derived using the information from the chart below. The Missouri percentages were not used in the formula. The twelve South Central Region counties were used to determine the correct percentage for the eight race population columns. Each race category column was added and then the total was divided by twelve. Once all eight averages were computed, they were added together and it totaled 100%.

County	South Central Region				Male	Female	Total Population							
	Under 24 years	Age 25-34	Age 35-54	Age 55+			White	Black or African American	American Indian and Alaska Native	Asian	Native Hawaiian and Other Pacific Islander	Some other race	Two or more races	Hispanic or Latino
Missouri	32.5%	13.3%	25.3%	28.9%	49.1%	50.9%	79.8%	11.5%	0.4%	1.8%	0.1%	0.1%	2.2%	4.0%
Butler	31.5%	12.1%	24.8%	31.6%	48%	52%	89.0%	5.4%	0.5%	0.7%	0.0%	0.0%	2.4%	2.0%
Carter	32.1%	10.1%	24.7%	33.1%	48%	52%	94.6%	0.0%	0.8%	0.0%	0.0%	0.0%	2.3%	2.3%
Douglas	28.0%	9.7%	22.9%	39.4%	50%	50%	98.0%	0.1%	0.1%	0.1%	0.0%	0.0%	0.3%	1.4%
Howell	32.4%	11.7%	24.1%	31.7%	49%	51%	94.5%	0.3%	0.3%	0.5%	0.0%	0.0%	2.4%	2.1%
Oregon	29.4%	9.1%	23.4%	38.1%	49%	51%	94.3%	0.2%	1.0%	0.8%	0.0%	0.1%	1.9%	1.6%
Ozark	25.4%	8.1%	22.2%	44.2%	50%	50%	95.7%	0.0%	0.1%	0.3%	0.0%	0.0%	2.2%	1.7%
Reynolds	27.2%	10.0%	25.4%	37.4%	51%	49%	94.4%	1.8%	0.7%	0.1%	0.2%	0.0%	1.4%	1.4%
Ripley	30.3%	11.3%	24.8%	33.6%	50%	50%	95.3%	0.2%	0.4%	0.0%	0.4%	0.1%	2.3%	1.3%
Shannon	29.6%	11.1%	23.2%	36.1%	49%	51%	94.2%	0.1%	1.4%	0.0%	0.0%	0.0%	2.4%	1.8%
Texas	30.5%	11.1%	24.4%	34.0%	52%	48%	91.2%	2.0%	2.2%	0.2%	0.0%	0.0%	2.4%	2.0%
Wayne	28.1%	9.8%	24.5%	37.6%	49%	51%	95.3%	0.6%	0.4%	0.1%	0.0%	0.0%	2.0%	1.6%
Wright	32.2%	10.1%	24.1%	33.6%	49%	51%	95.3%	0.6%	0.2%	0.5%	0.0%	0.5%	1.2%	1.7%

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

**Relevant Growth Trends**

The South Central Region has in recent years seen a steady growth in population as was reflected in our last plan. That population growth trend has plateaued. Even though the projections show we have counties that will see some growth in population, other counties will see decreases which is projected to give our region’s population a very minimal increase of 394.

**11. Local Facility and Information**

- a. Identify the local comprehensive One-Stop Center(s), including current mailing and street addresses, telephone and fax numbers and list them in **Attachment 1** to the Plan.
- b. Identify the local affiliate sites, including current mailing and street addresses, telephone and fax numbers and list them in **Attachment 1** to the Plan.
- c. Identify the local specialized sites, including current mailing and street addresses, telephone and fax numbers and list them in **Attachment 1** to the Plan.
- d. If your LWDA has any other additional service sites and the LWDA refers to them as anything other than comprehensive, affiliate or specialized centers, please list the service sites by the title your LWDA uses and describe the services provided in **Attachment 1**. Also, list the one-stop partners providing services at those locations.

See **Attachment 1**

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

### a. One-Stop Partners

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

See **Attachment 2**

### b. Memorandums of Understanding (MOU)

Include a copy of each MOU between the Board and each of the One-Stop partners (or one “umbrella” MOU for the same purpose) concerning the operation of the One-Stop Delivery System in the LWDA. The MOU must be up-to-date, signed and dated. Include the MOU(s) as Attachment 3. Missouri Job Centers must ensure that equal access to employment and training services are provided to the farm workers and agricultural employers in their LWDAs. See **OWD Issuance 01-2019 One-Stop Center Memoranda of Understanding and Infrastructure Funding Agreements for Local Workforce Development Boards.**

See **Attachment 3**

### c. Cost Sharing Agreement/Infrastructure Funding Agreement (IFA)

Include as part of the MOU in Attachment 3 the Infrastructure Funding Agreement (IFA) and negotiated cost-sharing worksheet/workbook for each Missouri Job Center that includes the line items, dollar amounts and percentage rates for One-stop partners, OWD and the Board. Indicate the number of FTEs present and the amount of space (sq. footage) utilized by the partner. See **OWD Issuance 01-2019 One-Stop Center Memoranda of Understanding and Infrastructure Funding Agreements for Local Workforce Development Boards.**

See **Attachment 3**

## 13. Sub-State Monitoring Plan

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

See **Attachment 4**

## 14. Local Workforce Development System

Describe the workforce development system in the LWDA.

- a. Identify the programs that are included in that system and how the Board will work with the entities carrying out core programs and other workforce development programs.

For initial local approval of an Eligible Training Provider (ETP) program the following conditions must be satisfied:

- All eligibility criteria required by OWD to be listed as an Eligible Training Provider must be complete and approved by the state including the ability for the Eligible Training Provider to:
  - Demonstrate they have been in business teaching a program for at least 12 months;
  - Show documentation that they are certified by the appropriate governing body; and

- Maintain a website including the program descriptions, tuition, fees, and supplies.
- Eligible Training Providers must agree to comply with all provisions listed in the Eligible Training Provider System Training Provider Applicant – Assurances Agreement.
- The program must be listed as approved on the Missouri Eligible Training Provider List. The program must be approved, not just the provider.
- The training program must be an in-demand occupation for the South Central Region and classified with a Career Outlook grade of B or above. In-Demand occupations can be found in MERIC publication.
- The Eligible Training Provider must meet all local policy qualifications for approval in the South Central Region.

When the above criterion has been met, the Compliance Manager at the WDB will select the Training Provider as locally approved in the Eligible Training Provider website interface so the program can be selected in the data system. The South Central Compliance Manager maintains the access to locally approve or deny training programs within the state. These programs are reviewed and approved/denied on an as needed basis.

- b. Describe how the Board plans to support alignment to provide services, including programs of study authorized under the *Strengthening Career and Technical Education for the 21st Century Act of 2018* formerly the Carl D Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.).

Throughout our regional workforce system our partnerships, leadership teams, and Job Center staff all have an emphasis on “in-demand” industry sectors and occupations which include a spectrum of credentials available to the customers served. Industry-recognized credentials, certificates, or associate degrees ensure funding remains focused on the customer’s successful growth in their career. This also includes work-based learning, career exploration, and secondary-postsecondary connections to improve growth of the local region.

- c. Describe how the Local WDB will coordinate workforce investment activities carried out in the local area with rapid response activities.

The WDB utilizes the South Central Workforce Coordinator in our area for various needed information. The South Central Workforce Coordinator is contacted at the first evidence or word that a lay-off is even being contemplated by any employer in our area. The South Central Workforce Coordinator will notify other area coordinators if their area could be affected. The South Central Workforce Coordinator first will utilize all elements of resources to prevent the layoff such as (but not limited to) Shared Work—Layoff Alternative. When the South Central Workforce Coordinator has determined with the employer that no other measures can be employed to avoid laying off workers, and then Employment Transition Team (ETT) services are provided and is available at no cost to businesses and affected workers. As part of the ETT, a Regional/ South Central Workforce Coordinator and local workforce system staff are available to provide guidance to the employer and reemployment services for the affected employees. ETT staff will provide information services, including:

- Conducting employee assistance meetings
- Providing Trade Act and other training program information for lay-offs affected by foreign trade
- Presenting Unemployment Insurance information
- Connecting employees with current job openings

- Assisting with employer layoff obligations including providing information concerning legal requirements under the federal Worker Adjustment and Retraining Notification (WARN) Act.
- d. Describe how the Board will ensure the expenditure of funds for training providers are selected from both the Eligible Training Provider List/System approved for use by the State of Missouri as well as approved from the State list by the local workforce development board.

For initial local approval of an Eligible Training Provider (ETP) program the following conditions must be satisfied:

- All eligibility criteria required by OWD to be listed as an Eligible Training Provider must be complete and approved by the state including the ability for the Eligible Training Provider to:
  - Demonstrate they have been in business teaching a program for at least 12 months;
  - Show documentation that they are certified by the appropriate governing body; and
  - Maintain a website including the program descriptions, tuition, fees, and supplies.
- Eligible Training Providers must agree to comply with all provisions listed in the Eligible Training Provider System Training Provider Applicant – Assurances Agreement.
- The program must be listed as approved on the Missouri Eligible Training Provider List. The program must be approved, not just the provider.
- The training program must be an in-demand occupation for the South Central Region and classified with a Career Outlook grade of B or above. In-Demand occupations can be found in MERIC publication.
- The Eligible Training Provider must meet all local policy qualifications for approval in the South Central Region.

When the above criterion has been met, the Compliance Manager at the WDB will select the Training Provider as locally approved in the Eligible Training Provider website interface so the program can be selected in the data system. The South Central Compliance Manager maintains the access to locally approve or deny training programs within the state. These programs are reviewed and approved/denied on an as needed basis.

## 15. Alignment and Data Integration

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

Seamless Service and Intake Integration will be accomplished by utilizing a common intake/referral form with all partner agencies. Procedures and forms are still being developed and will be detailed in the Partner MOU currently under development (Est. completion is June 2020). Plans are to include a common Intake/Referral Form with a Release of Information statement to aid in discussions of client issues among partner agencies. The Missouri Job Centers will function as the central hubs for service referrals when they are needed. Set procedures and timelines for making appointments with referred clients and follow-up procedures will be established. This will ensure referrals are handled in a prompt manner and that referring agencies follow-up for any additional requirements. In addition, all Partner Agencies must be able to be accessed within the Job Centers, either through on-site/cross-trained staff or through direct linkage. Training will be accomplished to ensure all staff are familiar with programs for Partner Agencies to aid in effectively referring and assisting clients.

- b. Describe the MOU/IFA/Cost Sharing Process.

Meetings are ongoing with our partners at this time to determine this process.

- c. Describe the process for data integration. How are the one-stop centers implementing and transitioning to an integrated, technology enabled intake system for programs carried out under WIOA and by one-stop partners?

For the Service/Intake Integration, we are looking at a standardized intake/referral form that all agencies will use and have set standards for making appointments and doing follow-ups on the referrals. We will have a standard intake sheet used by all partners during their initial interview with clients, this then doubles as their referral form.

## 16. Accessibility

Describe how entities within the one-stop delivery system, including one-stop operators and one-stop partners will comply with WIOA section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the physical and programmatic accessibility of facilities, programs and service, technology, and materials for individuals with disabilities including providing staff training and support for addressing the needs of individuals with disabilities. (See OWD Issuance 12-2017 and the State of Missouri Non-discrimination Plan at [https://jobs.mo.gov/sites/jobs/files/ndp\\_2019\\_summary\\_all\\_sections\\_and\\_elements\\_final\\_copy\\_with\\_bookmarks.pdf](https://jobs.mo.gov/sites/jobs/files/ndp_2019_summary_all_sections_and_elements_final_copy_with_bookmarks.pdf) )

Each Comprehensive Job Center is required to maintain specific Assistive Technology including: Window Eyes Screen Reader, Zoom Text, Big Keys I-X Keyboard, Trackball Mouse, Phone Amplifier, and Ubi Duo (Face to Face Communication), TTY, and Relay Service. Annual reviews of ADA equipment in our offices, ensuring proper function and training in the use of the equipment, are ways we attempt to increase the value of our services to individuals with a disability. The State of Missouri contracts to provide interpretive (ASL) services at all locations upon request. Specifics and a staff desk aid for these services are found at: <https://jobs.mo.gov/dwdeo>

In addition, a partnership with the Missouri Rehabilitation Services for the Blind, allows Missouri to provide each Job Center with the EO Notice in Braille and "large print" formats for the individual customers with low vision or who are blind.

In compliance with Federal requirements of the Americans with Disabilities Act (ADA), it is policy that Missouri Job Center team members must not directly or indirectly deny a qualified individual with a disability the opportunity to participate in or benefit from the aid, benefits, services or training on the basis of disability. Additionally, steering individuals with disabilities to a certain occupation, partner agency, or training program based solely on their disability is not allowed and considered illegal. Staff members may consider the individual circumstances, needs, and assessment results to assist the customer with finding a career path that matches with their employment goals and leads to self-sufficiency.

Reasonable accommodations will be made in services and procedures when necessary. Programs must be operated so that they are readily accessible to and usable by the individuals with disabilities in the most integrated setting. Communications with persons with disabilities must be as effective as communications with other individuals without a disability.

Reasonable accommodations will be made in policies, practices or procedures when modifications are necessary to avoid discrimination on the basis of disability, unless making the modifications would fundamentally alter the nature of the service, program or activity.

Staff members have been encouraged to seek out resolutions for any reasonable accommodations that do not result in a funding cost and to act upon those requests immediately without the need of supervisor approval. Any request that would result in a funding cost should be requested in writing and sent to the South Central Workforce Investment Board Executive Director.

Staff are trained on a continuous basis on Equal Opportunity related topics including and addressing the needs of individuals with disabilities. One Stop Centers in the local area are encouraged to reach out and attend meetings with other area resources and other agencies for opportunities to inform employees of multiple agencies about the resources in the area.

## 17. Assessment of One-Stop Program and Partners

- a. Describe how the Board will ensure the continuous improvement of eligible providers of services through the system and ensure that such providers meet the employment needs of local employers and participants.

The WDB ensures continuous improvement of eligible providers of services by working closely with these agencies and organizations on a regular and continuing basis. Services like On-the-Job Training and/or Work Experience require Case Manager interaction throughout the employment period. The Case Manager visits the site for Mid-point and End-point monitoring as well as bi-weekly to collect the participant Timesheets for their payroll. Working with repeat employers allows us to assist with meeting the states Repeat Customer Performance Measure and allows us to build relationships with the employers so that we have an open line of communication for any issues that could arise. Eligible Training Providers are expected to meet the Governor's criteria for preliminary performance information per program, which includes: Institutional Credential Attainment Rate, Employment Six and Twelve Months after Exit, and Median Earning Six Months after Exit. In the South Central Region we have determined that if the state finds these expected performance levels to be acceptable, the South Central Region will deem them as acceptable as well. The South Central Region will also honor any waiver for Performance levels by an institution if it has been approved by the state.

All participants put through a fundable training or employment service must have the Training Appropriateness Questions answered in the Case Management System. These questions include linking the job placement and/or training program with the employment opportunities in the local area. Each service is a little different in considering what meets the definition for linking the employment opportunities in the local area and could have some extenuating circumstances that would allow for an approval outside of the In-Demand need as reported by MERIC.

- b. Describe the actions the LWDB will take toward becoming or remaining a high-performance WDB.

The South Central Region will take action to remain a high-performance WDB. As felt across the state, WIOA funding changes mandates that the South Central Board continues to work on refining processes, building partnerships, and reviewing consolidations as necessary - to ensure that we can continue on a path of growth for the South Central Region. Actions to specifically improve local WIOA Performance Rates include but are not limited to:

- Continuous monitoring reviews being completed by the case manager, program staff, and compliance department. These monitoring target the case management entries for validity.
- Review of 100% of all new enrollments - The South Central Region Compliance Manager reviews 100% of all program enrollments during two rounds of the Sub-State Monitoring to ensure eligibility, service activities, case note entries, and other policy guidelines are in compliance.
- The South Central Compliance Manager tracks negative performance outcomes for the region through the MoPerforms Database System. This system allows us to see who is and will be coming up in performance measures and allows us to investigate accounts showing a negative outcome to ensure all necessary information was put into the system. Monitoring the performance outcomes on at least a quarterly basis has allowed us to change some participants from negative status to a positive status and so far, allows us to meet all negotiated performance levels.

## Local Administration

### 18. Chief Elected Official (CEO)

Please identify the CEO. List the name, title, address, phone number and email address. Place it on a cover sheet in **Attachment 5**.

See **Attachment 5**

### 19. CEO Consortium Agreement and Bylaws

If the LWDA includes more than one unit of local government, the Chief Elected Officials (CEO) may develop a CEO agreement; however, it is not mandatory under WIOA law. If the LWDA is including a CEO agreement, please specify the respective roles of the individual CEOs and include the **CEO Consortium Agreement as Attachment 5 including any CEO Bylaws** that are in effect.

See **Attachment 5**

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

### 20. Local Workforce Development Board (LWDB) Membership

Please list the LWDB members in **Attachment 6**. Identify the members of the Board, the organization or business they represent, and the category (i.e., business, labor, adult education and literacy, vocational rehabilitation, Wagner-Peyser/OWD, higher education, economic development, TANF, Other) The LWDB Certification Form may be used. See **OWD Issuance 10-2018 Local Workforce Development Board Membership Requirements and Recertification Procedures under the Workforce Innovation and Opportunity Act**.

**a. LWDB Standing Committees**

List of all **standing committees** on a separate page in **Attachment 6**.

**b. LWDB Certification Letter (2019)**

Include in **Attachment 6** a copy of the current **LWDB certification letter**

See **Attachment 6**



## 21. LWDB Bylaws

The Board must review its by-laws annually and complete the “Local Workforce Development Board’s ATTESTATION FOR REVIEW OF BY-LAWS” form included near the end of this document. Include the Board’s current by-laws and the completed attestation form (copy is included in this guidance) as **Attachment 7** to the Plan.

See **Attachment 7**

## 22. Conflict of Interest Policy

Include the **Conflict of Interest Policy as Attachment 8** for Board members, staff, and contracted staff to follow. This should be the full COI policy that they sign, not just an attestation. See **OWD Issuance 19-2016 Ethical Requirements for Chief Elected Officials and Local Workforce Development Boards**.

See **Attachment 8**

## Local Planning & Fiscal Oversight

### 23. Local Fiscal Agent

Identify the **Local Fiscal Agent**. Include contact information. Include the information as **Attachment 9**. See **OWD Issuance 22-2015 Policy on Designation of a Local Fiscal Agent by the Chief Elected Official**.

See **Attachment 9**

### 24. Competitive Procurement

Describe the competitive (procurement) process used to award the grants and contracts in the LWDA for activities carried out under Title I of WIOA, including the process to procure training services for Youth and any that are made as exceptions to the ITA process. Include the information on the following processes: advertisement/notification to prospective bidders, time period bidders have to respond to the solicitation, evaluation and award/non-award notification. This may include those pages from the Board’s procurement guidelines that describe the competitive-procurement process and the process to procure Youth training providers. Include the **Financial Procurement Policy as Attachment 10**.

See **Attachment 10**

### 25. Duplicative Costs and Services

#### a. Eliminating Duplicative Administrative Costs

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

Quarterly benchmark score cards will be used to determine whether sub-recipients are staying on task with meeting the designated benchmarks that are designed to increase participant rates in the South Central Region which in turn will increase the training investment. Sub-recipients are required to attend a quarterly meeting where these benchmark score cards will be reviewed and discussed. These benchmark score cards will then be shared with the Executive Committee and the whole board at the board’s quarterly meetings.

**b. Eliminating Duplicative Services**

Identify how the Board ensures that services are not duplicated.

Operating as a team with the sub-recipients and having the quarterly meetings will enable there to be an open dialog where plans can also be made to insure that duplication or services are being avoided through processes that are developed and followed.

Sub-recipients are aware that WIOA is the last resort for funding. They work with the participants to determine what other funding sources are available to them, i.e. CSBG, Skill-Up, grants, scholarships, etc. Working with other partners also helps the sub-recipients to avoid duplicate administrative services.

**26. Planning Budget Summaries (PBSs)**

Include the Planning Budget Summaries for Program Year 2020 and Fiscal Year 2021 in **Attachment 11** to the Plan. (Instruction for this planning item will be sent after the PY 2020 locally negotiated performance goals are finalized.)

See **Attachment 11**

**27. Complaint and Grievance Policy / EEO Policy**

Establish and define the local policy and procedure for Complaint and Grievance Implementation of the Nondiscrimination and Equal Opportunity Provisions of WIOA. Both policies should be incorporated into the MOU and disseminated throughout the LWDA for all workforce development professionals to understand and implement. This should adhere to federal and state complaint and grievance guidance and policy. Include either a statement that the Board will follow the state policy or develop a local policy and include a copy as **Attachment 12** to the Plan. (See the State of Missouri Non-discrimination Plan. [https://jobs.mo.gov/sites/jobs/files/ndp\\_2019\\_summary\\_all\\_sections\\_and\\_elements\\_final\\_copy\\_with\\_bookmarks.pdf](https://jobs.mo.gov/sites/jobs/files/ndp_2019_summary_all_sections_and_elements_final_copy_with_bookmarks.pdf) )

See **Attachment 12**

**28. Planning Process and Partners**

The expectation is that the Board will involve business, organized labor, local public officials, community-based organizations, WIOA service providers, and other stakeholders in the development and review of this Plan. Describe the local plan development process, including how input for the Local Plan was obtained by all the partners involved in the MOU. Also, see **Attachment 33 - Statement of Assurances**.

See **Attachment 33**

**29. Performance Negotiations**

Identify the local levels of performance negotiated with the Governor and CEO to be used to measure the performance of the Board and to be used by the Board for measuring the performance of the Local Fiscal Agent (where appropriate), eligible providers, and the One-Stop Delivery System in the LWDA.

Program Year 2018 and 2019 Performance Negotiations.

Performance Negotiations for Program Year 2020 and 2021 have not yet begun.

	Adult	Dislocated Worker	Youth	Wagner Peyser
Employment Rate Q2	67.7%	72.5%	72.5%	67%
Employment Rate Q4	66.4%	70.2%	68%	70.8%
Median Earning	\$5,100	\$5,800	N/A	\$4,844
Credential Attainment	46.5%	51%	67.2%	N/A

**30. Public Comment**

Describe the process used by the Board to provide an opportunity for public comment, including comment by representatives of businesses and labor organizations, and input into the development of the Plan, prior to submission of the Plan. Provide an affidavit of proof of this public announcement for comment. See **Attachment 33 - Statement of Assurances**

As there is no full Board Meeting before the deadline to have the plan submitted to the state, the plan is shared with the Executive Committee and required partners via a link to our website. They will have the opportunity to review and prepare any questions they have to be sent to the Executive Director. Once all questions have been answered, the Executive Committee votes to approve or disapprove. When the plan has been approved, the plan including all attachments will be posted on WDB website, for 30 days. After WDB has approved the plan and it's posted on our website, Executive Director will send out an announcement to our partners, chambers, staff, and WDB members to notify them of the public comment period.

See **Attachment 33**

**31. Assurances**

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

See **Attachment 33**

## POLICIES

### Local Policies and Requirements

#### 32. Supportive Services Policy

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

See **Attachment 13**

#### 33. Adult - Priority of Service

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

See **Attachment 14**

#### 34. Adult / Dislocated Worker - Training Expenditure Rate / Local Criteria for Training Recipients

Provide your Board's proposed training expenditure rates for both the Adult and Dislocated Worker regular formula fund allocations. In addition, describe the local process for determining who will receive training. Please include the **Training Expenditure Rates and Criteria Policy for Adults and Dislocated Workers as Attachment 15**.

See **Attachment 15**

#### 35. Youth – Eligibility

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

See **Attachment 16**

#### 36. Youth- Out of School Youth (OSY)

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

The WDB has defined needs additional assistance for youth who are low income and meet one of the following criteria:

##### Out of School Youth:

- Has failed to secure a job within the past thirty days after employment search. Documentation shall consist of a detailed job search log; or
- Is employed part-time (less than 30 hours per week) and has been unable to obtain full-time employment within the past three months after employment search. Documentation shall

consist of at least two or more recent pay stubs within the last thirty days and a detailed job search log; or

- Defined as not being able to hold a job for longer than a couple months, job-hopping, little work experience, or no previous work history. This would be determined by the objective assessment and also shown through the resume.
- Did not achieve the National Career Readiness Certificate (NCRC). Documentation that the individual did not obtain at least the Bronze NCRC will be required.
  - Defined as basic skills that prepare an individual for any job; these can include but are not limited to: Communication Skills, Listening Skills, Understanding & Following Directions, Dependability, Time Management, Comprehension Skills, Teamwork, Problem-solving, Lack of Technology Skills, Adaptability, Organizational Skills, etc. To qualify with this category under the Needs Additional Assistance Barrier, a youth must lack 6 or more of these skills as determined with the Objective Assessment with a plan to address these needs in the Individual Employment Plan.

When skills are lacking it is difficult for youth to obtain and retain employment. Lack of experience may not only pertain to a specific job but a lack of essential skills as well. These circumstances are difficult due to economic times and counties with considerable rural communities providing few employment and educational opportunities. Youth also find themselves competing with more mature and experienced workers for the same opportunities.

Often youth are lacking guidance and direction to pursue or succeed in completing education, securing employment or holding employment. WIOA youth services are provided by the local service provider with a multitude of available WIOA services. Previous efforts for youth who meet this criterion must be documented to assess and verify their need.

The signed WIOA Attestation will verify the employment component.

The Objective Assessment will be used to determine lack of work history or employability skills.

### **37. Youth- In School Youth (ISY)**

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

The South Central Region WDB does not have a policy establishing eligibility criteria for In-School Youth that require additional assistance to complete an educational program or to secure and hold employment. If a program operator has a need to serve an in school youth that only needs additional assistance, WIB approval is required. There is a set limit of 5% of youth per program year.

### **38. Youth- 14 Data Elements**

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

14 Required Elements	Who Provides Service	Describe Services Provided
1. Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery.	AEL Partners, Local Schools/Institutions youth are attending, WDB Youth Case Managers, Tutor if needed	All staff provide individual tutoring, supervised on-line HSE and in 3 locations our Case Management staff are also certified AEL instructors providing AEL/HSE in our offices. Staff works with HS counselors to re-engage youth in HS when possible.
2. Alternative secondary school offerings or dropout recovery services.	AEL Partners, Local Schools/Institutions youth are attending, WDB Youth Case Managers	We do not operate Alternative Ed.; however, we work with AEL/HSE staff to provide those services in our region. We work with all the established Alt. Ed programs. Staff works with HS counselors to re-engage youth in HS when possible.
3. Work Experience	WDB Youth Case Managers using local employers	Twenty percent of WIOA budget goes towards paid work experiences. We operate a Scholars@Work program that employs youth the work of studying for their HSE. Additionally, youth can participate as appropriate in unpaid work experience and job shadowing as well as paid and unpaid internships and OJT.
4. Occupational Skills	Approved local providers and ETPS providers	After completing a series of career exploration exercises we assist all youth in applying for available financial aid. If the program of study is non-Pell eligible then we can look at paying for short-term training expenses. Often, we provide supportive services to assist youth in getting started with schooling. We pay expenses like application and testing fees, deposits, etc. Periodic visits to area Higher Education and Vocational Ed campuses including Job Corp are arranged as the need arises.
5. Education-Workforce preparation, specific to occupation cluster	WDB Youth Case Managers working with various employer worksites/local schools/	We assist in all education-based programs for the youth. If the program of study is non-Pell

	institutions for work experience and job shadowing	eligible then program may be used to pay for some short-term training expenses. Youth will be referred to WIOA Adult services as appropriate. Most often we provide supportive services to assist the youth in getting started with schooling. We pay expenses like, application and testing fees, deposits, etc. Occupational education for recognized post-secondary credentials aligned with in-demand industry will follow in the same manner as any other educational training program.
6. Leadership Development	Local community action agencies (OAI & SCMCAA), local clubs in community and schools, online courses	Case Management staff provides leadership development through exposure to postsecondary education, community projects, etc. Workshops are also offered throughout the year to youth on a rotating basis that can include topics such as empowerment strategies, financial and credit management, buying or renting homes, social networking, the value of volunteering, community services, and top jobs.
7. Supportive Services	Local community action agencies (OAI & SCMCAA), local community resources	It is the responsibility of the Case Manager to coordinate these services with applicable community agencies. See attached supportive service and Incentive policy. Incentive money is earned through earning credentials, training and skill gains.
8. Adult Mentoring WDB	WDB Youth Case Managers, Community Resource Council	All workplace placements require youth be assigned an adult workplace mentor to work directly with the youth focusing on appropriate workplace habits and behaviors. Mentoring activities may include: Job shadowing and guidance provided by an adult to assist the youth to increase his/her academic performance; goal-setting; support meetings to increase youth motivation; career

		exploration assistance; world ethics and social skills improvement.
9. Follow-up Services	Local community action agencies (OAI & SCMCAA), local community resources	Follow-up services are offered for at least twelve months after exit. This may include Regular contact with a participant’s employer, including assistance in addressing work-related problems that arise; assistance in securing better paying jobs, career development and further education; work-related peer support groups; mentoring; tracking the progress and earnings of participants in employment after training; and credential attainment post-program.
10. Comprehensive Guidance & Counseling	SCMCAA using Robyn Collins  OAI refer and attempt with scheduling of appointment to local behavioral health counselors and programs	Case management staff provide a large amount of individual, group guidance and counseling related to career exploration, personal counseling, counseling, financial counseling, and goal setting as needed.
11. Financial Literacy Education	OAI – Alison. Com, FDIC website and Udemy  SCMCAA – University Extension/online course EDEMY	Case Management staff provides training through Financial Literacy module and outside training from financial resources to create budgets, initiate checking and savings accounts and learn how to effectively manage spending, credit and debt, teach the significance of credit reports and scores to include identity theft awareness and training. Additionally, The Missouri Extension office is working in partnership with local Job Centers to offer financial workshops, and we promote this to our youth population when available.
12. Entrepreneurial Skills Training	OAI – Research through OzSBI  SCMCAA – University Extension/online courses	Case Management provides training including a DVD presentation titled, “Entrepreneurship: Be Your Own Boss” to teach the basics of starting and operating a small



		business. Case Managers will track and offer Entrepreneurial training opportunities as they become available.
13. Services Provided for Labor Market and Employment Information	MERIC website, O’Net, and local area research	Case management provides training throughout the modules provided in the Work Readiness workshops as well as workshops provided by other outside resources such as the Missouri Job Center and the Missouri Extension Center, etc.
14. Transition to Post-Secondary Education and Training	WDB Youth Case Managers, local schools, AEL	Case Management provides extensive career development activities during work readiness, including reviewing and selecting an appropriate school, and applying for student aid. One on one guidance and counseling as well as leadership development workshops are incorporated in the training provided. Youth will be given the opportunity to participate in the workshop that will help them identify their learning style and identify reasons for staying in school.

**39. Youth- Incentive Payment Policy**

Describe the LWDA’s youth incentive payment policy. Youth incentives must be tied to recognition of achievement related to work experiences, training, or education. Please include the **Youth Incentive Payment Policy as Attachment 17.**

**39. Youth- Incentive Payment Policy**

Describe the LWDA’s youth incentive payment policy. Youth incentives must be tied to recognition of achievement related to work experiences, training, or education. Please include the **Youth Incentive Payment Policy as Attachment 17.**

See Attachment 17

**40. Veterans – Priority of Service**

Describe how veteran’s priority, as required by Public Law 107-288, will be incorporated into all programs. Please include the **Veterans Priority of Service Policy as Attachment 18.** See **OWD Issuance 10-2016 Priority of Service for Veterans and Eligible Spouses.**

See Attachment 18

**41. Basic Skills Assessment (Testing) Policy**

Describe the basic skills assessments for the LWDA. Include the **Basic Skills Assessments (Testing) Policy as Attachment 19**. See [OWD Issuance 14-2016 Determining Basic Skills Deficiencies for Workforce Innovation and Opportunity Act Applicants/Participants](#).

See [Attachment 19](#)

#### 42. Individual Training Accounts (ITAs)

Include a description of how training services outlined in WIOA sec. 134 will be provided through the use of individual training accounts, including, if contracts for training services will be used, how the use of such contracts will be coordinated with the use of individual training accounts, and how the Local WDB will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided. Identify the funding limit for ITAs. Please include the **Individual Training Account (ITA) Policy as Attachment 20**. Also include the **Eligibility Policy for Individualized Career Services in Attachment 20**.

See [Attachment 20](#)

#### 43. Individuals with Disabilities

Describe how the Board will ensure that the full array of One-Stop services is available and fully accessible to all individuals with disabilities. In particular, identify those resources that are available to assist in the provision of these services. Include the **Accessibility Policy for Persons with Disabilities as Attachment 21**. See [OWD Issuance 12-2017 Minimum Standards for Assistive Technologies in Missouri Job Centers](#).

See [Attachment 21](#)

#### 44. Limited English Proficiency (LEP) – One-stop Services

Describe how the Board will ensure that the full array of One-Stop services is available to all individuals with limited English proficiency. In particular, identify those resources that are available to assist in the provision of these services. Include the **Accessibility Policy for Persons with Limited English Proficiency as Attachment 22**. See [OWD Issuance 06-2014 Access to Meaningful Services for Individuals with Limited English Proficiency \(LEP\) Policy](#).

See [Attachment 22](#)

#### 45. Co-enrollment

Describe how the Board promotes integration of services through co-enrollment processes. Please include your **Integration of Services Policy (Co-enrollment Policy) as Attachment 23**. See [OWD Issuance 03-2019 Co-enrollment and Provision of Services by Workforce Staff Policy](#).

See [Attachment 23](#)

#### 46. Title II: Adult Education and Literacy (AEL)

Provide a description of how the Board will coordinate workforce development activities with the Missouri Department of Elementary and Secondary Education (DESE) Title II provider(s) of AEL in the LWDA. Include a description of the alignment-review process for DESE Title II applications as required by WIOA section 108(b)(13). Please include the **Adult Education and Literacy Policy (AEL Policy) as**

**Attachment 24.** See OWD Issuance 26-2015 Adult Education Classes to Prepare Workforce Customers to Achieve a High School Equivalency.

See **Attachment 24**

#### **47. Title IV: Vocational Rehabilitation / Rehabilitation Services for the Blind (VR/RSB)**

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

See **Attachment 25**

#### **48. Registered Apprenticeship / ETPS**

Describe how the Board will identify and reach out to the Registered Apprenticeship training program sponsors within its LWDA. Boards must verify that the program is a Registered Apprenticeship sponsor with the DOL Office of Apprenticeship. Eligible Training Provider System guidance requires that Registered Apprenticeship training programs be contained in the state's system. Describe the strategy the LWDA will use for addressing the apprenticeship program and monitoring progress. See OWD Issuance 21-2017 Statewide On-the-Job Training Policy and Guidelines. Please include the **Youth Apprenticeships Policy as Attachment 26.**

See **Attachment 26**

#### **49. Eligible Training Provider System (ETPS)**

A description of how the Board will ensure the continuous improvement of eligible providers of services through the system and ensure that such providers meet the employment needs of local employers and participants. Include the local workforce development board policy on selecting training providers from the State approved list for use by the local board; and include **Eligible Training Provider List (ETPL) Policy Attachment 27.** See OWD Issuance 11-2018 Local Eligible Training Provider Selection Policy.

See **Attachment 27**

#### **50. Follow-up Policy**

Follow-Up Career Services must be available to all Adult program and Dislocated Worker program participants for as long as 12 months after the first day of unsubsidized employment. Provide a description of the local strategy for follow-up services. See OWD Issuance 31-2017 Workforce Innovation and Opportunity Act Follow-Up Career Services.

The following describes the South Central Region Follow-Up Services Policy that covers Adult program and Dislocated Worker program participants:

Follow-Up Career Services must be available to all Adult program and Dislocated Worker program participants for as long as 12 months after the first day of unsubsidized employment.

Examples of WIOA Adult and Dislocated Follow-Up Career services include:

- Career planning and counseling;
- Assistance with work-related problems;

- Peer support groups;
- Referrals; and
- Information regarding educational opportunities

Follow-up Career Services alone are not a qualifying service for the receipt of Supportive Services for WIOA Adults and Dislocated Workers. That is, an individual who is only receiving Follow-Up Career Services may not receive Supportive Services.

Staff must document the WIOA Follow-Up Career Services in the statewide electronic case management system by posting the appropriate activity or service and entering an accompanying Case Note.

The purpose of Follow-up Career Services is to ensure that the participant is able to retain employment, to obtain wage increases, and to advance in a career. While Local WDBs must make follow-up services available to employed participants, not every Adult program or Dislocated Worker program participant will need or want these services.

## PROGRAM ELEMENTS

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

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

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

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

## Service Delivery

### 51. One-Stop Service Delivery

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

Utilizing MERIC information, WorkKeys scores, and other assessments, the Job Center staff recognizes in-demand occupations and provides opportunities for consumer-choice training accordingly. The State determines eligibility of training providers and WDB adheres to that. Job Center Workshops, MoScores, and ACT Career Ready assists staff in guiding customer to make informed choices.

## Adult and Dislocated Workers

### 52. Title I - Employment and Training Products and Services

Provide a description and assessment of the type and availability of all Adult and Dislocated Worker employment and training activities in the LWDA. Please include how the Board uses products and services, such as workshops, assessment products (Key Train, WorkKeys /National Career Readiness

Certificate [NCRC], etc.) and jobseeker products (such as Résumé Builder, etc.), to engage customers and assist with their re-employment efforts.

AD and DW re-employment services will be accomplished through immediately engaging clients through career and training level services as eligibility, appropriateness, and funding allows. It is the goal of each Missouri Job Center staff to ensure customers leave the Job Center a better job applicant than when they walked in. To this end, staff-assisted services will be emphasized and Missouri Job Center services will be continuously promoted. 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.

### **53. Unemployment Insurance Claimant Services (UI)**

Describe the strategies and services that will be used in the local area to strengthen linkages between the one-stop delivery system and unemployment insurance programs. Provide a description of how Unemployment Insurance claimants will be provided reemployment services. Include how Worker Profiling and Re-employment Services (WPRS) will be delivered on a weekly basis between the Office of Workforce Development and partner staff.

Assistance with Unemployment Insurance is an important Missouri Job Center service to many of the visitors that come to a Center. When a customer comes to the Job Center for job search, the following will be checked:

- Job Center staff will explain how to apply for unemployment and give the customer information on unemployment.
- If a customer needs significant assistance OWD staff assist the customer filling their claim on the UIInteract website.
- When a customer has questions about their unemployment they will be referred to the UI telephone bank to talk to a Regional Claims Center staff person.
- The RJS and RESEA activity (s) focus on identifying customers receiving UI benefits that may be expected to exhaust these benefits without skill development and job search assistance. This activity also has several direct linkages to UI services, since participation for identified customers is mandatory and UI benefits can be jeopardized if participation does not occur. As such, this activity will be managed by OWD staff to ensure that these critical UI linkages are maintained.
- Request RJS and RESEA Selection: The UI automated system will select worker profilers to be scheduled through the Missouri Job Center. In this letter, these customers will be informed of the specific services that they will receive from Missouri Job Center as part of the RJS and RESEA activity (s) as well as the specific date and time that they must attend an information session at the Missouri Job Center.
- RJS and RESEA enrollments: All customers that enroll in the program will have the following information entered into the MoJobs system (if it is not already entered): (1) their demographics, and (2) a career service. During enrollment customers will be given information that is required by the RJS and RESEA programs as well as job search advice and direction. Of critical importance,

however, these customers will also be highly encouraged to participate in the services offered within the Missouri Job

- Center and these services will be described in some detail.

#### **54. On-the-Job Training (OJT)**

Describe the Board's on-going strategies for promoting and increasing the number of participants in work-based learning and On-the-Job Training (OJT). Provide a summary of the results.

The WDB has a strong network of ties in its community. The Job Center staff works with employers, community agencies and education institutions in order to promote the comprehensive programs that are available and enhances the region's economic stability and prosperity with focusing on the demands and needs of the region. They tackle the regular disparities in the local market by assisting businesses and jobseekers alike. The goal is to connect the jobseeker with employment opportunities and employers with a skilled labor force. The WDB team has networked with local employers to identify the skill demands for the local region. The WDB Team, WDB staff and the Missouri Job Center Staff work together as one unit, collaborating with each other to identify current underlying issues in the local workforce. The staff focuses on community outreach to local business and to the citizens. The goal is to provide the programs to the people and businesses it serves. The Job Center staff evaluates the skills, knowledge and barriers of the job seekers while coordinating with local employers to collaborate on the obstacles and hurdles they face when hiring employees. By working in a partnership, the WDB is working towards developing the talent pipeline that is in demand while creating a bright career path for individuals/families.

#### **55. Credential Attainment / WorkKeys Assessment**

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

WorkKeys Assessments are promoted to the job seeker as a valuable credential to be utilized in their job search and as an identifier of their abilities. WorkKeys is promoted to employers as a tool to assist in identifying foundational skills needed. Job Center staff encourages employers to include NCRC preferred when posting job orders. Introducing WorkKeys to students 18 and over, by proctoring on-site, allows for an increase in training achievements. WorkKeys are highly encouraged but due to some accommodation limitations through ACT requirements, WorkKeys cannot be required. Utilizing WorkKeys in this fashion is the first step to identifying abilities and interests that lead to a fulfilling career pathway for our customers.

Once a career pathway is recognized, the Job Center staff, and partners, jointly assists in the attainment of needed credentials, degrees or training.

Upon enrollment, every participant signs a Release of Information that allows us to contact the schools to get information on attendance and progress as well as the authorization to release required documents that needed for performance related documentation.

Partnerships with AEL, Career & Technology Centers, as well as Community Colleges allows for referrals, shared proctoring, and space.

#### **56. ETT Services / Layoff Aversion**

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 OWD Issuance 07-2015 Statewide Employment Transition Team Policy. Include as Attachment 28 the DW Employment Transition Team Policy.**

See Attachment 28

### **Youth**

#### **57. Youth Standing Committee Requirements**

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

The South Central WDB has established a Youth Committee. The Youth Committee provides information and assists with planning, operation, and oversight of the provision of services to youth in the South Central region.

#### **58. YSC Composition / Services / Procurement of Providers / Meeting Schedule & Agenda items**

- a. Describe the composition of the Youth Standing Committee (if designated) and its participation in the design of Youth services in the LWDA

The South Central region's Youth Committee contains representation of AEL, local apprenticeship, Department of Social Services, judicial system, and private sector WDB members with interest in serving to make a difference in the youth of our region.

- b. Describe the development of the Plan relating to Youth services

The Youth Committee reviews the services offered, enrollment numbers and activities and performance. Plans are then put into place, with their input, regarding how best to service the WIOA youth population of the South Central region.

- c. Provide an explanation of the YSC role in the procurement of Youth service providers, and recommending eligible Youth providers to the Board, ensuring the 14 elements are a part of the services planned and conducting oversight with respect to eligible Youth providers of Youth activities and the procurement of Youth service providers. **See OWD Issuance 16-2014 WIOA Standing Youth Committees Requirements.**

Request for Proposal (RFP) is reviewed, discussed, possibly revised, and approved by the Youth Committee. The Youth Committee then recommends the RFP to the full board. Notification is produced via email, social media, website, etc. of the request for bids. A pre-bid orientation is required for those who intend to bid. The Youth Committee reviews the received proposals, scores them, and makes a recommendation to the board. Once a provider has been voted on and approved by the full board, the awarded bidder gets a phone call or personal visit within 24 hours from the Executive Director to confirm acceptance of the contract. All other bidders get a letter within 3-5 business days notifying them of the decision. The awarded bidder is published on our website.

- d. Also, provide information regarding the Youth Standing Committee meetings, such as any core agenda items that would be included, and the planned meeting schedule (i.e., the first Tuesday of every quarter, etc.).

The Youth Committee meets quarterly prior to the Board Meeting. Additional meetings may be scheduled should the need arise. The agenda varies, but most often includes any updates related to budgets, enrollments, and performance.

## 59. Youth Activities

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

- a. How the Youth activities in the LWDA are developed to ensure the 14 program elements are available within the LWDA;

All program elements are provided by various individuals, state agencies, community action agencies, organizations, institutions, local schools, WDB Case Managers, etc. as applicable to the element that is being provided. Subcontractors will provide and/or coordinate services for the 14 elements; if coordinating with another entity procurement procedures will be followed and a MOU will be developed identifying the roles of each entity. (See Section 38. Youth – 14 Elements for a list of providers for each element.)

- 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;

-Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery: All staff provide individual tutoring, supervised on-line HSE and in 3 locations our Case Management staff are also certified AEL instructors providing AE/HSE in our offices. Staff work with HS counselors to re-engage youth in HS when possible.

- Alternative secondary school offerings or dropout recovery services: We do not operate Alternative Ed; however we directly provide AEL/HSE services in 3 offices. We work with all the established Alt. Ed programs. Staff work with HS counselors to re-engage youth in HS when possible.

-Work Experience: 20% of WIOA budget goes towards paid work experiences. We also operate a Scholars@Work program, which employs youth the work of studying for their HSE. Additionally, youth can participate, as appropriate, in unpaid work experience and job shadowing as well as paid and unpaid internships and OJT.



-Occupational Skills Training: After completing a series of career exploration activities as a part of our work readiness curriculum, we assist youth in applying for available financial aid. If the chosen program of study is not Pell eligible, we have the option to pay for some short-term training expenses. Most often we provide supportive services to assist the youth in getting started with schooling. We pay expenses such as, application and testing fees. Periodic visits to area Higher Ed and Vocational Ed campuses including Job Corp are arranged as the need arises.

-Education-Workforce preparation, specific to occupation or occupational cluster: We assist in all education based programs for the youth. If the program of study is non-Pell eligible then program may be used to pay for some short-term training expenses. Youth will be referred to WIOA Adult services as appropriate. Most often we provide supportive services to assist the youth in getting started with schooling. We pay expenses such as application and testing fees, deposits etc. Occupational education for recognized post- secondary credentials aligned with in-demand industry will follow in the same manner as any other educational training program.

-Leadership Development: Case Management staff provides leadership development through exposure to postsecondary education, community projects, etc. Workshops are also offered throughout the year to youth on a rotating basis that can include topics such as empowerment strategies, financial and credit management, buying or renting homes, social networking, the value of volunteering, community services, and top jobs.

-Supportive Services and Incentives: It is the responsibility of the Case Manager to coordinate these services with applicable community agencies. See attached supportive service and Incentive policy. Incentive money is earned through earning credentials, training and skill gains.

-Adult mentoring: All workplace placements require youth be assigned an adult workplace mentor to work directly with the youth focusing on appropriate workplace habits and behaviors. Mentoring activities may include: Job shadowing and guidance provided by an adult to assist the youth to increase his/her academic performance; goal-setting; support meetings to increase youth motivation; career exploration assistance; world ethics and social skills improvement.

-Follow-Up Services: Follow-up services are offered for at least twelve months after exit. This may include Regular contact with a participant's employer, including assistance in addressing work-related problems that arise; assistance in securing better paying jobs, career development and further education; work-related peer support groups; mentoring; tracking the progress and earnings of participants in employment after training; and credential attainment post-program.

-Comprehensive Guidance and Counseling: Case Management staff provides a large amount of individual and group guidance and counseling related to career exploration, personal counseling, counseling, financial counseling, and goal setting as needed.

-Financial Literacy Education: Case Management staff provides training through Financial Literacy module and outside training from financial resources to create budgets, initiate checking and savings accounts and learn how to effectively manage spending, credit and debt, teach the significance of credit reports and scores to include identity theft awareness and training. Additionally, the Missouri Extension office is working in partnership with local career centers to offer financial workshops, and we will promote this to our youth population when available.

-Entrepreneurial Skills Training: Case Management provides training including DVD presentation titled, "Entrepreneurship: Be Your Own Boss" to teach the basics of starting and operating a small business. Case Managers will track and offer Entrepreneurial training opportunities as they become available.

-Services Provided for Labor Market and Employment Information: Case Management provides training through the modules provided in Work Readiness workshops as well as workshops provided by other resources such as the Missouri Job Centers, Missouri Extension, etc.

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

Request for Proposal (RFP) is reviewed, discussed, possibly revised, and approved by the Youth Action Network. The Youth Committee then recommends RFP to the full board. Notification is produced via email, social media, website, etc. of the request for bids. A pre-bid orientation is required for those who intend to bid. The Youth Committee reviews the received proposals, scores them, and makes a recommendation to the board. Once a provider has been voted on and approved by the full board, the awarded bidder gets a phone call or personal visit within 24 hours from the Executive Director to confirm acceptance of the contract. All other bidders get a letter within 3-5 business days notifying them of the decision. The awarded bidder is published on our website.

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

WDB staff work at the direction of the WDB Executive Director and the board itself, to verify that the Workforce Innovation and Opportunity Act (WIOA) regulations are being upheld and the subcontractor or service provider are performing according to proposals submitted and contracts signed. WDB staff will monitor a percentage of all new WIOA past career enrollments per program (funding source-AD, DW, Youth) during the first and second quarter of each contract year based on the direction of the WDB Executive Director and the Board. WDB staff will also monitor appropriation programs during program operation to reduce compliance issues. A random technique will be used to identify the selection of files. All forms for eligibility documentation, services rendered, and payments are compared to MoJobs for data entry accuracy.

Process for and findings of the monitoring process are presented to and reviewed by the Youth Committee and then the full board. Participant files are reviewed for WIOA eligibility, priority of services, complaint and grievance procedures, employment plans, need for services past career, On-the-Job Training contracts, training plans, supportive services, assessments provided, outcome attainment, supplemental data and the appropriateness of participant payments. WDB staff also monitors for compliance with WIOA, NGCC, Fair Labor Standards Act, Americans with Disabilities Act, and Child Labor Laws. Process for and findings of the monitoring are presented, reviewed, and approved by the Youth Committee and ultimately the full board.

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

South Central Region has sub-contracted with two providers to provide Youth services in our twelve county region. Ozark Action, Inc. (OAI) is the service provider for youth in the western six counties (Douglas, Howell, Oregon, Ozark, Texas, and Wright) of the region. South Central Missouri Community Action Agency (SMCAA) is the service provider for youth in the eastern six counties (Butler, Carter,

Reynolds, Ripley, Shannon, and Wayne) of the region. Through referrals and partnerships they are able to effectively connect the youth participants to training and employers for the following services:

- Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery
  - Alternative secondary school offerings or dropout recovery services
  - Work Experience
  - Occupational Skills Training
  - Education-Workforce preparation, specific to occupation or occupational cluster
  - Leadership development
  - Supportive services
  - Adult mentoring
  - Follow-up services
  - Comprehensive guidance and counseling
  - Financial Literacy Education
  - Entrepreneurial Skills Training
  - Services provided for labor market and employment information
  - 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;

Each county has an established Case Manager. Permanent offices with set days and hours are in nine counties. The case managers are mobile in the remaining three counties, working from various locations. Workshops, activities, and meetings are conducted year-round. Outreach to schools, and other locations youth frequent, are intensified as summer draws closer to promote WIOA youth services to in and out of school youth year-round. For the past few years case managers have also had the privilege of promoting the Summer Jobs programs, offering summer employment opportunities for eligible youth, both in and out-of-school. Summer Jobs provides short term employment in a field the youth has expressed interest in, to provide the youth with work experience and soft skills. This has been a successful partnership with our local employers and has given much needed summer employment opportunities to rural youth.

- 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.)

Each county has an established Case Manager. Permanent offices with set days and hours are in nine counties. The case managers are mobile in the remaining three counties, working from various locations. Workshops, activities, and meetings are conducted year-round. Outreach to schools, and other locations youth frequent, are intensified as summer draws closer to promote WIOA youth services to in and out of school youth year-round. For the past few years case managers have also had the privilege of promoting the Summer Jobs programs, offering summer employment opportunities for eligible youth, both in and out-of-school. Summer Jobs provides short term employment in a field the youth has expressed interest in, to provide the youth with work experience and soft skills. This has been a successful partnership with our local employers and has given much needed summer employment opportunities to rural youth.

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

The South Central area local agency partners, with many local agencies, address all at-risk youth through referrals and partnerships of committee involvement and community connections. This ensures that all

areas of concern are addressed as available, and includes youth that are most in need. Youth who are subject to the juvenile or adult justice system-after needs are determined, services needed and provided through WIOA are administered. For services needed and not provided under WIOA, youth are referred to appropriate partner agencies.

- Youth who are disabled- after needs are determined, services needed and provided through WIOA are administered. For services needed and not provided under WIOA, Youth are referred to appropriate partner agencies.
  - Youth who are homeless- after needs are determined, services needed and provided through WIOA are administered. For services needed and not provided under WIOA, youth are referred to appropriate partner agencies.
  - Youth who are pregnant or parenting- after needs are determined, services needed and provided through WIOA are administered. For services needed and not provided under WIOA, youth are referred to appropriate partner agencies.
  - Youth who have dropped out of high school- after needs are determined, services needed and provided through WIOA are administered. For services needed and not provided under WIOA, youth are referred to appropriate partner agencies.
- i. The identification of the partnerships and describe the coordination of services with other agencies within the LWDA.

The South Central area local agency partners, with many local agencies, address all at-risk youth through referrals and partnerships of committee involvement and community connections. This ensures that all areas of concern are addressed as available, and includes youth that are most in need. Youth who are subject to the juvenile or adult justice system-after needs are determined, services needed and provided through WIOA are administered. For services needed and not provided under WIOA, youth are referred to appropriate partner agencies.

- Youth who are disabled- after needs are determined, services needed and provided through WIOA are administered. For services needed and not provided under WIOA, Youth are referred to appropriate partner agencies.
- Youth who are homeless- after needs are determined, services needed and provided through WIOA are administered. For services needed and not provided under WIOA, youth are referred to appropriate partner agencies.
- Youth who are pregnant or parenting- after needs are determined, services needed and provided through WIOA are administered. For services needed and not provided under WIOA, youth are referred to appropriate partner agencies.
- Youth who have dropped out of high school- after needs are determined, services needed and provided through WIOA are administered. For services needed and not provided under WIOA, youth are referred to appropriate partner agencies.

#### **60. Innovative Service-Delivery Projects for OSY**

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

The Board oversees the Scholars@Work program, a program that allows part-time employment for out of school youth whose education has been interrupted and who have an adult responsibility. It is employment that demands responsible, focused, hard work. Obtaining their diploma is about 80% for the youth and going to the "next step" is the other 20%. The "next step" part focuses on the daily learning/working out the soft skills employers expect (punctuality and attendance, appropriate appearance, focus, following instructions, personal motivation and attitude, inter-personal communication skills, and personal adaptability); as well as a thoughtful, introspective, comprehensive work readiness course. This program is funded by WIOA Youth and is based on youth allocations.

## **Agricultural Employment Services (AES)**

### **61. Migrant and Seasonal Farmworkers / Agricultural Employment Services**

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

Workforce Development Board of South Central Missouri has a MOU with UMOS/AES in accordance with WIOA section 167 to provide employment and training services to this population. When participants are eligible for WIOA and UMOS, we refer them to the agency for dual enrollment. Allowing the co-enrollment with both agencies allows us to offer a wider variety of services for that participant and allows the braiding of funding for any training and/or employment associated participant cost.

## **Business Services**

### **62. Employer Engagement**

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

There was a need in one of our larger communities when a manufacturing facility announced it would be closing and 200+ employees would be affected. South Central WBD partnered with city officials, community business leaders, educational staff and career center personnel. South Central WBD then collaborated with workforce development state agencies, Job Center staff and WIOA staff to help organize an Employer Town Hall Meeting. During this meeting employers how many individuals would be affected, what the Trade Act, Job Center, WIOA, Apprenticeship, and educational opportunities were available to employers. The main emphasis was the Trade Act but it also included OJT, job posting, LMI, Incumbent Worker program, tax credits, bonding, etc. Because of the great turn out and response from the employers, we will be presenting this opportunity to other communities even if they do not have pending layoffs or closures. When the opportunity presents itself WDB staff also agrees to speak at engagements about services available through Job Centers. Economic Developers are at the table, meeting with companies as well as participating WDB meetings, Sector Strategy exercises, and other projects throughout the region.

### **63. Services to Meet the Workforce Needs of Employers**

Describe how the Board coordinates and provides comprehensive and integrated workforce system services to businesses, including the development and delivery of innovative workforce services and

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

There was a need in one of our larger communities when a manufacturing facility announced it would be closing and 200+ employees would be affected. South Central WBD partnered with city officials, community business leaders, educational staff and career center personnel. South Central WBD then collaborated with workforce development state agencies, Job Center staff and WIOA staff to help organize an Employer Town Hall Meeting. During this meeting employers how many individuals would be affected, what the Trade Act, Job Center, WIOA, Apprenticeship, and educational opportunities were available to employers. The main emphasis was the Trade Act but it also included OJT, job posting, LMI, Incumbent Worker program, tax credits, bonding, etc. Because of the great turn out and response from the employers, we will be presenting this opportunity to other communities even if they do not have pending layoffs or closures. When the opportunity presents itself WDB staff also agrees to speak at engagements about services available through Job Centers. Economic Developers are at the table, meeting with companies as well as participating WDB meetings, Sector Strategy exercises, and other projects throughout the region.

#### **64. Economic Development**

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

The South Central Region sits within two Regional Planning organizations, South Central Ozarks Council of Governments (SCOCOG) and Ozark Foothills Regional Planning Commission (OFRPC). The Regional Planning completed their Comprehensive Economic Development Strategy reports early this year. We have board members that sit on both of the Regional Planning Commissions. They are aware of our Job Center opportunities for business and job seekers. Economic Development leads the regional groups, working to bring growth, grant opportunities and an excellent resource for local information. The WDB staff are available to work directly with businesses in our region, customizing agreements to fit their needs. The WDB works in two-ways: coordinating the disbursement of Job Center information to businesses and in turn relays business needs to the Job Center. The South Central Region offers Incumbent Worker funds, On-Job-Training and Work Experience to our businesses.

The WDB works with local businesses and coordinates the implementation of its Incumbent Worker Training (IWT) program, which provides matching funds up to \$5,000 for those businesses who choose to train and upgrade the skills of its existing employees with the agreement that those so trained will be given raises in the near future. Job Center staff are available to host local Company sponsored Hiring Events to facilitate the recruitment of individuals for those companies participating in the Hiring Event and promote their services available.

#### **65. Sector Strategy Initiative / Career Pathways**

Describe the Board's sector-strategy initiative. Describe how the Board will be collaborating and aligning resources of all partners, public and private, toward developing a talent pipeline, and how that alignment will create meaningful career pathways for workers possessing skill levels serving important regional industries. Indicate how system services will be framed by industry sectors that are data driven, regionally designed, and guided by employers and how these strategies will be sustained. Include the methods the Board will be using to inform and engage key public and private stakeholders in the development of sector-strategies and career pathways.

In the fall of 2019 South Central region was awarded the Missouri Works Together (MoWorks Together) grant. This grant is designed as a collaborative effort to provide temporary disaster-relief employment and career and training services to workers impacted by the opioid crisis. It is also designed to develop a stronger workforce provider professions network better able to address individuals needing substance abuse and counseling services by employing Peer Support Specialists in area behavioral health clinics. This grant allows the WBD to develop a talent pipeline in one of the most needed areas in South Central region – Health Care. The Peer Support Specialists are employed for a year with their wages being paid through the MoWorks Together grant. Once their year with the grant is over, it is our hope that they will become employed with the behavioral agency they have been working with. If this is not the case, they will have a year of experience on their resume that has created a meaningful career pathway for them. The career and training aspect of this grant is designed to result in a certification or degree that will make participants eligible for employment opportunities, particularly careers that provide opioid addiction recovery treatment or other health care careers.

#### 66. Business Services Plan

Boards shall maintain a Business Services Plan, outlining team members, including WIOA core and combined partners, and the marketing and outreach roles and expectations of team members. The Business Services Plan also should outline the team’s purpose, goals, and policies and procedures to ensure seamless delivery of services, avoid duplication, and ensure feedback to the Board’s Job centers. The plan should explain how the services provided by business service staff will be recorded in the client case management system for the calculation of two types of Effectiveness in Serving Employers Measure. (1-number of businesses served and 2-market penetration of businesses in the area). Include the **Business Services Plan as Attachment 29**.

Business Service Plan – Part about Effectiveness in Serving Employers:

There are two Employer Performance Measures for Missouri. These two measures are:

1. Repeat Business Customers - the number of employer establishments that have used core program employer services during the current reporting period (current program year) that also have used core program employer services one or more times during the previous three program years. This can indicate whether employers who receive services from the core programs are satisfied with those services and become repeat customers. It also indicates the ability to develop and maintain strong relationships with employers over time.
1. Employer Penetration Rate - a percentage of employers using services out of all employers in the State. This tracks the percentage of employers who are using the core program services out of all the employers in the State. The number of employer establishments served within a program year will be compared to the aggregate total of State employers. That total will be based on the Bureau of Labor Statistics Quarterly Census of Employment and Wages.

All staff in the South Central Region that provide employer services must accurately record those services in the statewide electronic case management system (Currently MoJobs). To “Record” a service means to select the appropriate activity code for the service(s) provided to each business. Staff must record all applicable services for each employer at the time the service was provided. The OWD has published Issuance 04-2018 which includes the Participant Activity Codes, Durations, and Definitions provides policy guidelines and instructions. The Attachment for the Activity Code Policy lists activities and their definitions that identify those activities as a staff-assisted service to an employer. Staff are

required to use this as a reference to determine which term is the best fit for the services provided to the employer. The Employer Services recorded in the system are monitored by the WDB Compliance Department. Training is provided on an as needed basis based on program requests, issues/concerns, or lack of recorded services.

See **Attachment 29**

## **Innovative Service Delivery Strategies**

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

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

South Central WDB supports the Missouri Re-entry Process ex-offender initiative by closely partnering with Probation & Parole. We have employers in South Central region that specifically request these participants for employment with their business. The Job Centers continue to work with justice involved individuals, exposing them to all services available. Staff encourage assessments, WorkKeys testing, attendance in workshops, education/training and job placement.

### **68. Work-based Learning / Transitional Jobs**

Describe the Board's innovative strategies for promoting and increasing enrollments in the work-based learning programs, such as Registered Apprenticeship, On-the-Job Training (OJT), Work Experience, Internships, Incumbent Worker Training, Transitional Jobs, and Customized Training. Include processes to target and encourage employer participation.

There was a need in one of our larger communities when a manufacturing facility announced it would be closing and 200+ employees would be affected. South Central WDB partnered with city officials, community business leaders, educational staff and career center personnel. South Central WDB then collaborated with workforce development state agencies, Job Center staff and WIOA staff to help organize an Employer Town Hall Meeting. During this meeting employers how many individuals would be affected, what the Trade Act, Job Center, WIOA, Apprenticeship, and educational opportunities were available to employers. The main emphasis was the Trade Act but it also included OJT, job posting, LMI, Incumbent Worker program, tax credits, bonding, etc. Because of the great turn out and response from the employers, we will be presenting this opportunity to other communities even if they do not have pending layoffs or closures. When the opportunity presents itself WDB staff also agrees to speak at engagements about services available through Job Centers. Economic Developers are at the table, meeting with companies as well as participating WDB meetings, Sector Strategy exercises, and other projects throughout the region.

### **69. Certified Work Ready Communities Initiative (CWRC)**

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 South Central Region is made up of twelve counties. Eight of the counties are Certified Work Ready Communities and are maintaining that certification. We have one county, Wright, working toward certification and is currently at 86% and continuing to move forward. The three remaining counties,



Carter, Reynolds and Shannon are completing their applications and documentation to begin the process of becoming a Certified Work Ready Community.

#### Certified Work Ready Communities

- Butler County certified January 2014 and maintaining
- Douglas County certified September 2017 and maintaining
- Howell County certified January 2016 and maintaining
- Oregon Girardeau County certified January 2019 and maintaining
- Ozark County certified August 2018 and maintaining
- Ripley County certified January 2014 and maintaining
- Texas County certified May 2018 and maintaining
- Wayne County certified December 2019 and maintaining

#### Working toward Certification

- Wright County currently at 86%
- Carter County completing application and paperwork
- Reynolds County completing application and paperwork
- Shannon County completing application and paperwork

The South Central WDB continues to encourage the NCRC county committee leads as well as the Job Center Leads to continue providing WorkKeys testing. However, budget and staffing constraints present a challenge to the outreach of this service.

### **70. Trade Adjustment Assistance**

Describe the Board's strategies for ensuring customers are aware of the Trade Adjustment Assistance (TAA) program and are co-enrolled into both WIOA Dislocated Worker and TAA, except in extenuating circumstances? (**Integration of Services or Co-enrollment Policy should be Attachment 23**)

The South Central Workforce Development Region will make every attempt to co-enroll all eligible Trade Act Participants into the WIOA Dislocated Worker Program. Enrolling an individual into every program for which they are eligible is to maximize the options available to them to overcome barriers and successfully obtain self-sufficient employment. The Trade Act Staff Members and WIOA Staff Members in each comprehensive Job Center work together closely with participants that are eligible for both programs to ensure we are meeting co-enrollment requirements and offering the activities necessary to assist the participant with employment and training needs they are eligible to access. Participants enrolled into a program because of the OWD Co-Enrollment Policy are not given any special priority over other program participants. At times, there are extenuating circumstances that would not allow us to co-enroll a participant into both programs. These extenuating circumstances can include but are not limited to:

- If the participant does not live in the South Central Region, we would not enroll them into WIOA DW just because of the Trade Enrollment – Local policy states that because our funding is partially determined by the population of a region, we use the South Central Region funds for participants and businesses that live/located in the South Central Region Counties.
- If the Trade Participant has elected to go to a training program not approved by the Missouri State Eligible Training Provider System.
- If a participant was previously enrolled in the Trade Adjustment Act Program before the Co-Enrollment Policy went into effect on 7/29/2019, they were not co-enrolled unless it was requested/needed for the progress of the individual participant.

- If a participant is deemed ineligible for the WIOA DW Program based on information added to the Case Management System Application. (MoJobs WIOA Application)

Please see OWD Issuance 03-2019 FAQ for more information and OWD responses to extenuating circumstance concerns.

### 71. Missouri Community Colleges

Describe how the Board will coordinate with the local community colleges. Please describe in depth the referral process of participants between the Community Colleges and Job Centers. Please include the **MOU (cooperative agreement) between the Board and Community Colleges** if your LWDA has any as **Attachment 30** to the Plan.

New MOUs outlining infrastructure costs sharing and referral systems are currently being created in collaboration with Community College partners while existing MOU creates mutual effort to ensure a strong partnership/referrals continue.

### 72. Incumbent Worker Policy

If the LWDB has an **Incumbent Worker Policy**, please include it as **Attachment 31**. If not please include a statement that the LWDB does not have an Incumbent Worker Policy.

See **Attachment 31**

## Strategies for Faith-based and Community-based Organizations

### 73. Faith-based Strategies

Describe those activities to be undertaken to:

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

Through the MoWorks Together grant, we are reaching out to community organizations such as area Chambers of Commerce, mental health community organizations, and area Drug Task Force organizations. In the South Central Region the Job Center staff, as well as the WDB staff, work on special projects and serve on committees through these community based organizations.

- (2) expand the access of faith-based and community-based organizations' customers to the services offered by the One-Stops in the LWDA.

Strong partnerships are being built through the Job Center Leadership Teams. Most community based organizations and many faith-based organizations are present and collaborating with other members to plan outreach and educate regarding the Workforce Development System in their respective areas.

## REGIONAL PLANS

### Regional Planning Guidance

#### 74. Regional Plans

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

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

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

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

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

#### NOTE:

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

No Regional Plan is required by South Central Region.



# **ATTACHMENT 1**



### ***Comprehensive Missouri Job Center Locations:***

#### **Missouri Job Center-Poplar Bluff**

1903 Northwood Drive, Suite 2

Poplar Bluff, MO 63901

Phone: 573-840-9595

Fax: N/A

Partners physically located in this center:

Adult, Dislocated Worker, Wagner-Peyser, Vocational Rehabilitation, Trade, and UI, Job Corps

#### ***Affiliate Locations***

Carter County- 1009 Main Street, Van Buren, 573-323-0270

Reynolds County- 1145 W Maple, Ellington, 573-663-2855

Shannon County- State Hwy 19, Winona, 573-325-8271

Partners physically located in affiliate locations:

Adult, Dislocated Worker, Youth, RESEA, CSBG, and HUD

#### **Missouri Job Center-West Plains**

3417 Division Drive, Suite 1

West Plains, MO 65775

Phone: 417-256-3158

Fax: N/A

Partners physically located in this center:

Adult, Dislocated Worker, Youth, Wagner-Peyser, Trade, Veterans Services, CSBG, HUD, UI, and MWA

#### ***Affiliate Locations:***

Douglas County- 203 Southeast 2<sup>nd</sup> Ave., Ava, 417-683-5018

Howell County- 710 E. Main St., West Plains, 417-256-6147

Oregon County- 202 Couch Street, Alton, 417-778-7470

Ozark County- 728 Harlin Dr. Suite 4, Gainesville, 417-679-4559

Texas County- 6785 Highway 63 Suite 5, Houston, 417-967-2036

Wright County- 807 N. Main St. Suite 1, Mountain Grove, 417-926-5570

Partners physically located in affiliate locations:

Adult, Dislocated Worker, Youth, RESEA, CSBG, and HUD



## **ATTACHMENT 2**

## SOUTH CENTRAL REGION ONE-STOP PARTNERS

JOB CENTER PARTNERS PHYSICALLY LOCATED AT THE ONE-STOP JOB CENTER UNLESS INDICATED BY ***			
PROGRAM	JOB CENTER SERVICES	POPLAR BLUFF JOB CENTER PARTNER	WEST PLAINS JOB CENTER PARTNER
WIOA Title I Adult, Dislocated Worker, Youth	WIOA provides programs and activities that support job training and related services to unemployed and underemployed individuals. WIOA's programs provide job search, education, and training activities for individuals seeking to gain or improve their employment prospects through a One-Stop delivery system.	Cathy Hicks 1903 Northwood Dr, Suite 2 Poplar Bluff, MO 63901 Phone: 573-840-9595 chicks@scmcaa.org	Sean Mooney 3417 Division Dr, Suite 1 West Plains, MO 65775 Phone: 417-256-6158 smooney@scwib.org
WIOA Title II Adult Education and Literacy (AEL)	AEL program provides assistance that helps adults and youth get the basic skills they need to be productive workers. AEL provides remediation/ preparation for the HiSet testing and provides training for English as a Second Language (ESL).	Joan Wright*** 308 Pennsylvania Ave. West Plains, MO 65775 Phone: 417-255-7744 joanwright@missouristate.edu	Joan Wright*** 308 Pennsylvania Ave. West Plains, MO 65775 Phone: 417-255-7744 joanwright@missouristate.edu
WIOA Title III Wagner-Peyser; Trade Adjustment Assistance Program (TAA); Veteran Services – Office of Workforce Development (OWD)	<b>Wagner-Peyser</b> is also known as Employment Services (ES) focuses on providing a variety of services including job search assistance, job referrals, and placement assistance for job seekers. Additionally, re-employment services are available for unemployment insurance claimants, as well as recruitment services to employers with job openings. Services are delivered in one of the three modes including self-service, facilitated self-help services and staff assisted service delivery approaches. <b>TAA</b> is a federal program that provides aid to workers who lose their jobs or whose hours of work and wages are reduced as a result of increased imports. <b>Veteran Services</b> include Priority of Service, Show-Me Heroes On-the Job Training, Employer Support of the Guard and Reserve, and GI Jobs.	Wanda Wallace 1903 Northwood Dr, Suite 2 Poplar Bluff, MO 63901 Phone: 573-840-9595 wanda.wallace@dhewd.mo.gov	Sheila Cloud 3417 Division Dr, Suite 1 West Plains, MO 65775 Phone: 417-256-6158 Sheila.Cloud@dhewd.mo.gov
WIOA Title IV Vocational Rehabilitation (VR)	VR provides workforce development activities to assist youth and adults with disabilities to prepare for, enter into, engage in, advance in, or retain competitive integrated employment. VR works closely with the Job Center staff to provide and braid services to eligible individuals with disabilities.	Robin Thomas*** 3417 Division Dr, Suite 2 West Plains, MO 65775 Phone: 417-256-8294 Robin.Thomas@vr.dese.mo.gov	Robin Thomas*** 3417 Division Dr, Suite 2 West Plains, MO 65775 Phone: 417-256-8294 Robin.Thomas@vr.dese.mo.gov
Rehabilitation Services for the Blind (RSB)	RSB helps eligible blind and visually impaired persons achieve personal and employment success. Services are provided with the belief that with the right training and resources each blind or visually impaired person will be able to achieve this goal.	Keith Roderick*** Broadway State Office Building 615 Howerton Court Jefferson City, MO 65102 Phone: 573-751-4815 Keith.A.Roderick@dss.mo.gov	Keith Roderick*** Broadway State Office Building 615 Howerton Court Jefferson City, MO 65102 Phone: 573-751-4815 Keith.A.Roderick@dss.mo.gov

Division of Labor Industries Relations (DOLIR)	DOLIF is responsible for administering programs that provide an income for workers to offset the loss of a job because of an injury or layoff, collecting unemployment contributions from employers and paying unemployment benefits to those who lost their job due to no fault of their own.	Division of Labor Standards*** 3315 W. Truman Blvd. Jefferson City, MO 65102 Phone: 573-751-3403 Chris.miller@labor.mo.gov Spencer.clark@labor.mo.gov	Division of Labor Standards*** 3315 W. Truman Blvd. Jefferson City, MO 65102 Phone: 573-751-3403 Chris.miller@labor.mo.gov Spencer.clark@labor.mo.gov
Title V Older Americans Act Senior Community Service Employment Program (SCSEP)	SCSEP is a program to help low-income, unemployed individuals age 55+ find work. SCSEP matches eligible older adult with part-time training assignments for non-profit organizations. Participants build skills and self-confidence, while earning a modest income.	Diane Allen*** 1552 Imperial Center West Plains, MO 65775 Phone: 417-255-1580 Dallen@mersgoodwill.org	Diane Allen*** 1552 Imperial Center West Plains, MO 65775 Phone: 417-255-1580 Dallen@mersgoodwill.org
Carl Perkins Technical Education	Career and technical schools provide both secondary and primary adult services. The career education programs are offered with the purpose of providing youth and adults with programs of high quality, which are realistic in the light of actual or anticipated opportunities for gainful employment.	Charles Kinsey*** Technical Career Center 3203 Oak Grove Rd. Poplar Bluff, MO 63901 Phone: 573-785-2248	Josh Cotter*** South Central Career Center 409 West Thornburgh West Plains, MO 65775 Phone: 417-256-6152 Josh.cotter@scccwp.org
Job Corps	Job Corps is a no-cost education and career technical training program to help young people ages 16-24 improve the quality of their lives through career technical and academic training. Job Corps teaches eligible young people the skills they need to become employable and independent and place them in meaningful jobs or further education.	Job Corps 1903 Northwood Dr, Suite 2 Poplar Bluff, MO 63901 Phone: 573-840-9595	
Native American Programs	N/A	N/A	N/A
Migrant Seasonal Farmworkers – United Migrant Opportunity Services (UMOS)	UMOS provides information on adult and youth programs, housing assistance, and farm workers' forums. The term "migrant farmworker" includes people working temporarily or seasonally in farm fields, orchards, canneries, plant nurseries, fish/seafood packing plants, and more. Guest workers who temporarily live in the US through the federal H2A program to work on farms are also migrant farmworkers.	Jeri Cochran*** United Migrant Opportunity Serv. 812 A Lester Street Kennett, MO 63857 Phone: 417-313-8052 Jeri.cochran@umos.org	Jeri Cochran*** United Migrant Opportunity Serv. 812 A Lester Street Kennett, MO 63857 Phone: 417-313-8052 Jeri.cochran@umos.org
Youth Build	N/A	N/A	N/A
Community Services Block Grant	CSBG programs are administered through our two community action agencies. The programs are designed to combat poverty and provide economic opportunities	Ann Smith*** South Central Missouri Community Action Agency PO Box 6 Winona, MO 65588 Phone: 573-325-4255 atsmith@scmcaa.org	Terry Sanders*** Ozark Action Inc. 710 West Main Street West Plains, MO 65775 Phone: 417-256-6147 tsanders@oaiwp.org



Housing and Urban Development	CSBG programs are administered through our two community action agencies. The agencies will provide assistance to economically disadvantaged individuals and families to reach their highest possible level of success. They offer family intake, assessment and referral, community outreach, emergency assistance, family support and self-help programs.	Ann Smith*** South Central Missouri Community Action Agency PO Box 6 Winona, MO 65588 Phone: 573-325-4255 atsmith@scmcaa.org	Terry Sanders*** Ozark Action Inc. 710 West Main Street West Plains, MO 65775 Phone: 417-256-6147 tsanders@oaiwp.org
Second Chance	N/A	N/A	N/A
Temporary Assistance for Needy Families/JOBS (TANF)	TANF programs provide benefits to families in need with both financial assistance and work opportunities, assisting the family to become self-sufficient. It provides temporary cash benefits and supportive services to the neediest of children and their families in Missouri.	MERS/Goodwill 1903 Northwood Dr, Suite 2 Poplar Bluff, MO 63901 Phone: 573-840-9595	MERS/Goodwill 3417 Division Dr, Suite 1 West Plains, MO 65775 Phone: 417-256-6158
Supplemental Nutrition Assistance Program (SNAP) Employment and Training Services	SNAP food stamp program is an important federal initiative that provides support to families throughout the nation. The program's goal is to supply low-income families and individuals with benefits they can use to purchase groceries each month. By supplying claimants with fund to buy groceries, this initiative aims to help end hunger across the United States.	Missouri Department of Social Services Phone: 1-800-392-1261 Mydss.mo.gov	Missouri Department of Social Services Phone: 1-800-392-1261 Mydss.mo.gov



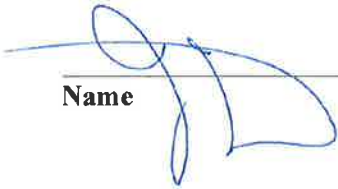
## **ATTACHMENT 3**

By signature hereto, the South Central Workforce Investment Board 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.

---

UMOS, Inc.

Organization/Agency



Name

VP of farmworker and  
Community based Svcs.

Title

6/9/2020

Date

By signature hereto, the South Central Workforce Investment Board 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.

AEI - Missouri State University - West Plains  
Organization/Agency

Jan Wright AEI Director 06/16/00  
Name Title Date



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

**MOU Title:**

**One-Stop Delivery System**

1. Department of Social Services (DSS) is signing the Workforce Innovation and Opportunity Act (WIOA) Memorandum of Understanding (MOU) with the following stipulations:
  - a. All fourteen (14) Workforce Development Boards MOUs must fully comply with the WIOA regulations.
  - b. Local cost sharing negotiations must allow for DSS, including DSS contractors, to provide "in kind" services in lieu of cash payments as applicable.
  - c. WIOA requires one-stop partners to contribute funding to establish and maintain the one-stop delivery system based on each partner's proportionate use of the system and the relative benefits received (WIOA sec. 121(h)(1)(B)(i) and 121(h)(2)(C); 20 CFR 678.420(b), 34 CFR 361.420(b), and 34 CFR 463.420(b)). One-stop partners must use a reasonable cost allocation methodology in determining appropriate partner contributions based on proportionate use and relative benefits received (20 CFR 678.420(b)(2)(i), 34 CFR 361.420(b)(2)(i), and 34 CFR 463.420(b)(2)(i)).
  - d. DSS, its affiliates, successors, assignees, and contractors will continue to adhere to their confidentiality and security policies.
  - e. Termination of the MOUs: Any Partner to these MOUs may withdraw, giving written notice of its intent to withdraw as a Partner. All pertinent terms of the MOUs will continue in effect for the remaining Partners. Any party may cancel the MOU at any time for cause or without cause on a 30-day written notice.
  - f. In the event, there is a conflict of language between the MOU and this Disclosure Statement, the language in this Disclosure Statement shall prevail.
  - g. In the event there is a conflict between law, regulations, and policy governing DSS and the WIOA MOU, then the law, regulations, and policies governing DSS shall prevail.

Patrick Luebbering, Director  
Division of Finance and Administrative Services

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



South Central  
**WORKFORCE**  
*Investment Board*

408 Washington Ave., Suite 210, West Plains, Missouri 65775 ❖ Phone 417-257-2630 ❖ Fax 417-257-2633  
❖ MO Relay 711

**FACILITIES SERVICES AGREEMENT**

**South Central Workforce Investment Board  
And  
Excelsior Springs Job Corps Center**

**THIS AGREEMENT** is entered into between the South Central Workforce Investment Board and Job Corps for property located at 1903 Northwood Drive, Suite 2 Poplar Bluff, MO 63901 and covers the period of February 1, 2020 through September 30, 2020.

This agreement shall serve as a written mechanism by which each party can formalize their respective responsibilities in their desires to promote a public/private partnership in developing and encouraging work opportunities for residents in the Poplar Bluff area. Any changes in this agreement must be mutually agreed to in writing and signed by both parties prior to, or contemporaneous with, the effective date of change.

The parties have agreed that:

**Section 1:**

**The South Central Workforce Investment Board agrees as follows:**

- A. To provide office space for one (1) MWA personnel at 1903 Northwood Drive, Suite 2 Poplar Bluff, MO 63901.
- B. Per a cost share agreement with the Missouri Division of Workforce Development pay for the utilities of heat, air conditioning, water, sewer, light, gas and electricity, phone service, also, provide are janitorial and housekeeping services.
- C. Per a cost share agreement with the Missouri Division of Workforce Development pay for pest control, general garbage and trash removal, snow and ice removal, and general lawn care.
- D. Per a cost share agreement with the Missouri Division of Workforce Development pay for parking spaced located on premises.
- E. Per a cost share agreement with the Missouri Division of Workforce Development pay to provide and install replacements for all florescent and incandescent light bulbs.
- F. To invoice on a monthly basis, Job Corps, for the monthly costs of \$425.00 per staff person.

**Section 2:**

**Job Corps agrees as follows:**

- A. To station one (1) MWA personnel in the space located at 1903 Northwood Drive, Suite 2 Poplar Bluff, MO 63901.
- B. To notify the Division of Workforce Development immediately of any changes in the number of staff located in space located at this site.
- C. To pay monthly costs of \$425.00 per staff person directly to the South Central Workforce Investment Board, 408 Washington Ave, Suite 210 West Plains, MO 65775.
- D. The South Central Workforce Investment Board shall not be responsible personally for the actions or inaction's of the landlord, utilities or third party contractors providing the property and services discussed in subsection A, B, C and D of Section 1, above. Job Corps shall be a third-party beneficiary to any contracts the South Central Workforce Investment Board may have with the said entities.

**Section 3:**

**OTHER CONDITIONS:**

- A. All parties agree to comply with the 1964 Civil Rights Act, as amended; Section 504 of the Rehabilitation Act of 1973; the Age Discrimination Act of 1975; the Omnibus Reconciliation Act of 1981 and the Americans with Disabilities Act of 1990 and all other applicable Federal and State laws which prohibit discrimination in the delivery of services on the basis of race, color, national origin, age, sex, handicap/disability or religious belief. Further, all parties agree to comply with Title VII of the Civil Rights Act of 1964 which prohibits discrimination in employment on the basis of race, color, national origin, age, sex, handicap/disability, and religion belief.
- B. Job Corps shall be responsible for any personal injury or property damage liability, losses, costs or expenses caused by or resulting from the negligent acts or omissions of Job Corps or any of its officers, employees, or representatives, in the performance of this agreement. The South Central Workforce Investment Board shall be responsible for any personal injury or property damage liability, losses, costs or expenses caused by or resulting from the negligent acts or omissions of the South Central Workforce Investment Board, or any of their officers, employees, or subcontractors in the performance of this agreement. The doctrine of comparative fault shall be used to allocate and determine the respective negligence, if any, of the parties hereto. However, these provisions on this agreement are intended solely for the benefits of the parties hereto; nothing in this agreement will be deemed to constitute a waiver of the sovereign immunity of the State of Missouri, the Department of Economic Development, Division of Workforce Development, South Central Workforce Investment Board or Job Corps.

**Section 4:**

**DAMAGES OR LOSS OF PREMISES:**

If the premises are sufficiently damaged or otherwise rendered untenable, the obligation of each party hereunder shall terminate immediately upon receipt of written notice.

Partner of  americanjobcenter network

South Central Workforce Investment Board is an equal opportunity employer/program.  
Auxiliary aids and services are available upon request to individuals with disabilities.

**Section 5:  
NOTICES:**

- A. Termination of this agreement may occur, with or without cause, prior to the date agreed upon by the parties herein in the following manner:
1. In the event funds from local, state, and federal sources are not obtained and continued at an aggregate level sufficient to allow for the purchase of the indicated quantity of purchased services the obligations of each party hereunder shall thereupon be terminated immediately upon receipt of written notice.
  2. Either party at any time may, with cause related to adequacy of performance, terminate this agreement immediately by written notice.
  3. Either party at any time may, without cause, upon thirty (30) days written notice, may terminate this agreement.
- B. Any written notice of agreement termination shall be sent by certified mail, first class, postage paid, to the following addresses, and notice shall be effective upon deposit in the mail.
- C. Job Corps is liable for the payment of monthly costs of all costs incurred prior to termination without regard to the reason for termination.
- D. Service Agreement should be signed and returned within 30 days of receipt.


Donna Jo Parrott  
South Central Workforce Investment Board  
408 Washington Ave, Suite 210  
West Plains, MO 65775

Paulette Lewis  
Excelsior Springs Job Corps Center  
107 St. Louis Avenue  
Excelsior Springs, MO 64024

WITNESS THE HANDS of the parties hereto:

  
Donna Jo Parrott, Executive Director  
South Central Workforce Investment Board

1-22-2020

  
Paulette Lewis, Center Director  
Excelsior Springs Job Corps Center

1-21-2020

Partner of  network

South Central Workforce Investment Board is an equal opportunity employer/program.  
Auxiliary aids and services are available upon request to individuals with disabilities.



By signature hereto, the South Central Workforce Investment Board 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.

---

*Pepco Bluff Technical Career Center*  
**Organization/Agency**

*[Signature]*      *Director*      *6-17-2020*  
**Name**                      **Title**                      **Date**

By signature hereto, the South Central Workforce Investment Board 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.

South Central Career Center  
Organization/Agency  
Jim Laughe  
Jim Laughe - Director -  
Name Title Date  
6-18-2020



South Central  
**WORKFORCE**  
Investment Board

608 Washington Ave., Suite 210, West Plains, Missouri 65775 \* Phone 417-257-2630 \* Fax 417-257-2633  
\* MO Relay 711

**FACILITIES SERVICES AGREEMENT**

**South Central Workforce Investment Board  
And  
MERS Goodwill (Missouri Work Assistant Program)**

**THIS AGREEMENT** is entered into between the South Central Workforce Investment Board and MERS Goodwill for property located at 1903 Northwood Drive, Suite 2 Poplar Bluff, MO 63901 and covers the period of October 1, 2019 through September 30, 2020.

This agreement shall serve as a written mechanism by which each party can formalize their respective responsibilities in their desires to promote a public/private partnership in developing and encouraging work opportunities for residents in the Poplar Bluff area. Any changes in this agreement must be mutually agreed to in writing and signed by both parties prior to, or contemporaneous with, the effective date of change.

The parties have agreed that:

**Section 1:**

The South Central Workforce Investment Board agrees as follows:

- A. To provide office space for two (2) MWA personnel at 1903 Northwood Drive, Suite 2 Poplar Bluff, MO 63901.
- B. Per a cost share agreement with the Missouri Division of Workforce Development pay for the utilities of heat, air conditioning, water, sewer, light, gas and electricity, phone service, also, provide are janitorial and housekeeping services.
- C. Per a cost share agreement with the Missouri Division of Workforce Development pay for pest control, general garbage and trash removal, snow and ice removal, and general lawn care.
- D. Per a cost share agreement with the Missouri Division of Workforce Development pay for parking spaces located on premises
- E. Per a cost share agreement with the Missouri Division of Workforce Development pay to provide and install replacements for all fluorescent and incandescent light bulbs.
- F. To invoice on a monthly basis, MERS Goodwill, for the monthly costs of \$425.00 per staff person.

**Section 2:**

MERS/Goodwill agrees as follows:

- A. To station two (2) MWA personnel in the space located at 1903 Northwood Drive, Suite 2 Poplar Bluff, MO 63901.

- B. To notify the Division of Workforce Development immediately of any changes in the number of staff located in space located at this site.
- C. To pay monthly costs of \$425.00 per staff person directly to the South Central Workforce Investment Board, 408 Washington Ave. Suite 210 West Plains, MO 65775.
- D. The South Central Workforce Investment Board shall not be responsible personally for the actions or inaction's of the landlord, utilities or third party contractors providing the property and services discussed in subsection A, B, C and D of Section 1, above. MERS Goodwill shall be a third-party beneficiary to any contracts the South Central Workforce Investment Board may have with the said entities.

**Section 3:**

**OTHER CONDITIONS:**

- A. All parties agree to comply with the 1964 Civil Rights Act, as amended; Section 504 of the Rehabilitation Act of 1973; the Age Discrimination Act of 1975; the Omnibus Reconciliation Act of 1981 and the Americans with Disabilities Act of 1990 and all other applicable Federal and State laws which prohibit discrimination in the delivery of services on the basis of race, color, national origin, age, sex, handicap/disability or religious belief. Further, all parties agree to comply with Title VII of the Civil Rights Act of 1964 which prohibits discrimination in employment on the basis of race, color, national origin, age, sex, handicap/disability, and religion belief.
- B. MERS Goodwill shall be responsible for any personal injury or property damage liability, losses, costs or expenses caused by or resulting from the negligent acts or omissions of MERS Goodwill or any of its officers, employees, or representatives, in the performance of this agreement. The South Central Workforce Investment Board shall be responsible for any personal injury or property damage liability, losses, costs or expenses caused by or resulting from the negligent acts or omissions of the South Central Workforce Investment Board, or any of their officers, employees, or subcontractors in the performance of this agreement. The doctrine of comparative fault shall be used to allocate and determine the respective negligence, if any, of the parties hereto. However, these provisions on this agreement are intended solely for the benefits of the parties hereto; nothing in this agreement will be deemed to constitute a waiver of the sovereign immunity of the State of Missouri, the Department of Economic Development, Division of Workforce Development, South Central Workforce Investment Board or MERS Goodwill.

**Section 4:**

**DAMAGES OR LOSS OF PREMISES:**

If the premises are sufficiently damaged or otherwise rendered untenable, the obligation of each party hereunder shall terminate immediately upon receipt of written notice.

**Section 5:**

**NOTICES:**

- A. Termination of this agreement may occur, with or without cause, prior to the date agreed upon by the parties herein in the following manner:
  1. In the event funds from local, state, and federal sources are not obtained and continued at an aggregate level sufficient to allow for the purchase of the indicated quantity of purchased

services the obligations of each party hereunder shall thereupon be terminated immediately upon receipt of written notice.

- 2. Either party at any time may, with cause related to adequacy of performance, terminate this agreement immediately by written notice.
- 3. Either party at any time may, without cause, upon thirty (30) days written notice, may terminate this agreement.
- B. Any written notice of agreement termination shall be sent by certified mail, first class, postage paid, to the following addresses, and notice shall be effective upon deposit in the mail.

Vanae Emerick  
South Central Workforce Investment Board  
408 Washington Ave, Suite 210  
West Plains, MO 65775

Mark Arens  
MERS Goodwill  
1727 Locust Street  
St. Louis, MO 63103

- C. MERS Goodwill is liable for the payment of monthly costs of all costs incurred prior to termination without regard to the reason for termination.
- D. Service Agreement should be signed and returned within 30 days of receipt.

WITNESS THE HANDS of the parties hereto:

  
\_\_\_\_\_  
Vanae Emerick, Executive Director  
South Central Workforce Investment Board

  
\_\_\_\_\_  
Mark Arens, Executive Vice President  
MERS Goodwill



South Central  
**WORKFORCE**  
Investment Board

408 Washington Ave., Suite 210, West Plains, Missouri 65775 ✦ Phone 417-257-2630 ✦ Fax 417-257-2633  
✦ MO Relay 711

**FACILITIES SERVICES AGREEMENT**

**South Central Workforce Investment Board  
And  
MERS Goodwill (Missouri Work Assistant Program)**

**THIS AGREEMENT** is entered into between the South Central Workforce Investment Board and MERS Goodwill for property located at 3417 Division Drive, Suite 1 West Plains, MO 65775 and covers the period of October 1, 2019 through September 30, 2020.

This agreement shall serve as a written mechanism by which each party can formalize their respective responsibilities in their desires to promote a public/private partnership in developing and encouraging work opportunities for residents in the West Plains area. Any changes in this agreement must be mutually agreed to in writing and signed by both parties prior to, or contemporaneous with, the effective date of change.

The parties have agreed that:

**Section 1:**

**The South Central Workforce Investment Board agrees as follows:**

- A. To provide office space for two (2) MWA personnel at 3417 Division Drive, Suite 1 West Plains, MO 65775.
- B. Per a cost share agreement with the Missouri Division of Workforce Development pay for the utilities of heat, air conditioning, water, sewer, light, gas and electricity, phone service, also, provide are janitorial and housekeeping services.
- C. Per a cost share agreement with the Missouri Division of Workforce Development pay for pest control, general garbage and trash removal, snow and ice removal, and general lawn care.
- D. Per a cost share agreement with the Missouri Division of Workforce Development pay for parking spaces located on premises.
- E. Per a cost share agreement with the Missouri Division of Workforce Development pay to provide and install replacements for all fluorescent and incandescent light bulbs.
- F. To invoice on a monthly basis, MERS Goodwill, for the monthly costs of \$365.00 per staff person.

**Section 2:**

**MERS/Goodwill agrees as follows:**

- A. To station two (2) MWA personnel in the space located at 3417 Division Drive, Suite 1 West Plains, MO 65775.

- B. To notify the Division of Workforce Development immediately of any changes in the number of staff located in space located at this site.
- C. To pay monthly costs of \$365.00 per staff person directly to the South Central Workforce Investment Board, 408 Washington Ave, Suite 210 West Plains, MO 65775.
- D. The South Central Workforce Investment Board shall not be responsible personally for the actions or inaction's of the landlord, utilities or third party contractors providing the property and services discussed in subsection A, B, C and D of Section 1, above. MERS Goodwill shall be a third-party beneficiary to any contracts the South Central Workforce Investment Board may have with the said entities.

**Section 3:**

**OTHER CONDITIONS:**

- A. All parties agree to comply with the 1964 Civil Rights Act, as amended; Section 504 of the Rehabilitation Act of 1973; the Age Discrimination Act of 1975; the Omnibus Reconciliation Act of 1981 and the Americans with Disabilities Act of 1990 and all other applicable Federal and State laws which prohibit discrimination in the delivery of services on the basis of race, color, national origin, age, sex, handicap/disability or religious belief. Further, all parties agree to comply with Title VII of the Civil Rights Act of 1964 which prohibits discrimination in employment on the basis of race, color, national origin, age, sex, handicap/disability, and religion belief.
- B. MERS Goodwill shall be responsible for any personal injury or property damage liability, losses, costs or expenses caused by or resulting from the negligent acts or omissions of MERS Goodwill or any of its officers, employees, or representatives, in the performance of this agreement. The South Central Workforce Investment Board shall be responsible for any personal injury or property damage liability, losses, costs or expenses caused by or resulting from the negligent acts or omissions of the South Central Workforce Investment Board, or any of their officers, employees, or subcontractors in the performance of this agreement. The doctrine of comparative fault shall be used to allocate and determine the respective negligence, if any, of the parties hereto. However, these provisions on this agreement are intended solely for the benefits of the parties hereto; nothing in this agreement will be deemed to constitute a waiver of the sovereign immunity of the State of Missouri, the Department of Economic Development, Division of Workforce Development, South Central Workforce Investment Board or MERS Goodwill.

**Section 4:**

**DAMAGES OR LOSS OF PREMISES:**

If the premises are sufficiently damaged or otherwise rendered untenable, the obligation of each party hereunder shall terminate immediately upon receipt of written notice

**Section 5:**

**NOTICES:**

- A. Termination of this agreement may occur, with or without cause, prior to the date agreed upon by the parties herein in the following manner:
  1. In the event funds from local, state, and federal sources are not obtained and continued at an aggregate level sufficient to allow for the purchase of the indicated quantity of purchased

services the obligations of each party hereunder shall thereupon be terminated immediately upon receipt of written notice.

✓ Either party at any time may, with cause related to adequacy of performance, terminate this agreement immediately by written notice.

§ Either party at any time may, without cause, upon thirty (30) days written notice, may terminate this agreement.

B. Any written notice of agreement termination shall be sent by certified mail, first class, postage paid, to the following addresses, and notice shall be effective upon deposit in the mail.


Vanae Emerick  
South Central Workforce Investment Board  
408 Washington Ave, Suite 210  
West Plains, MO 65775

Mark Arens  
MERS Goodwill  
1727 Locust Street  
St. Louis, MO 63103

C. MERS Goodwill is liable for the payment of monthly costs of all costs incurred prior to termination without regard to the reason for termination.

D. Service Agreement should be signed and returned within 30 days of receipt.

WITNESS THE HANDS of the parties hereto:

  
Vanae Emerick, Executive Director  
South Central Workforce Investment Board

  
Mark Arens, Executive Vice President  
MERS Goodwill



Poplar Bluff Comprehensive Job Center

	One-Stop Partner	Contact	Infra-structure	Job Center Operating	Lease Holder	On-Site Co-located Staff FTE	Off-Site Staff FTE	Total Partner FTE's	Cash, In-Kind, Thrd Party	Comments/Contribution Explanation
1	WIOA Title I Adult - WBD	Donna Parrott/Donna Smith	Y	Y	Y - OA	1		1	Cash	Leanna C. , Rebecca M
2	WIOA Title I DW - WDB	Donna Parrott/Donna Smith	Y	Y	Y - OA	1		1	Cash	Leanna C. , Rebecca M
3	WIOA Title I Youth - WDB	Donna Parrott/Donna Smith	Y	Y	Y - OA	1		1	Cash	Yth staff Samantha J
4	WIOA Title I Job Corps	Paulette Lewis	Y			1		1	Cash	1 staff daily
5	WIOA Title I Youthbuild - YA	Services Not Available in Region								
6	WIOA Native American	Services Not Available in Region								
7	WIOA Migrant/Seasonal - UMOS	Jeri Cochran	Y				0.05	0.05	State	State Level negotiation
8	Wagner-Peyser Act - OWD	Dylan Minor/Lisa Elrod	Y	Y	Y - OA	3		3	Cash	Sally G., Judy W., Sally T.
9	Title II - AEL	Joan Wright	Y				0.05	0.05	Cash	8 hrs/month
10	VR - DESE	Janet Childers	Y				0.05	0.05	Cash	8 hrs/month
	VR/Rehab. Services for the Blind	Keith Roderick	Y				0.05	0.05	In-Kind	Accessibility Assessments
11	Title V/SCSEP - SER-National	Diane Allen	Y					0.05	Cash	8 hrs/month
12	Perkins Career/Tech- TCC	Charles Kinsey	Y				0.05	0.05	Cash	8 hrs/month
13	Trade - OWD	Dylan Minor/Lisa Elrod	Y	Y	Y - OA	1		1	Cash	Wanda Wallace
14	Veterans - OWD	Dylan Minor/Lisa Elrod	Y	Y	Y - OA	1		1	Cash	Position Vacant
15	CSBG - SCMCAA	Ann Smith	Y				0.05	0.05	Cash	8 hrs/month
16	HUD Employment & Trng.	Services Not Available in Region								
17	Division Emp. Security - UI	Exempt from Negotiating Costs								
18	Offenders - Second Chance	Services Not Available in Region								
19	TANF/MWA - MERS Goodwill	Jody James	Y			2		2	Cash	2 staff daily
	Totals					11.00	0.3	11.35		

Poplar Bluff Comprehensive Job Center

Partner Allocations by FTE													
PARTNER	AD/DW	Youth	WP/Trade/Vets	AEL	VR/RSBlind	MWA	Job Corp	CSBG	Migrant UMOS	Title V SER	Perkins MCC	CSBG	Total
FTE	2.00	1.00	5.00	0.05	0.100	2.00	1.00	0.05	0.05	0.05	0.05	0.05	11.35
%	17.62%	8.81%	44.05%	0.44%	0.88%	17.62%	8.81%	0.44%	0.44%	0.44%	0.44%	0.44%	1.00

Poplar Bluff Comprehensive Job Center

Allocation of Costs to Partner													
Infrastructure Cost Line-Item (Annual)	AD/DW	Youth	WP/Trade/Vets	AEL	VR/VR RBS	MWA	Job Corp	Migrant UMOS	CSBG	Title V SER	Perkins TCC	Total Budget	
Methodology Used: Percent of FTE's	17.62%	8.81%	44.05%	0.44%	0.88%	17.62%	8.81%	0.44%	0.44%	0.44%	0.44%	100%	
<b>Facility Costs</b>													
Lease/Rent/Utilities	\$ 9,744.49	\$ 4,872.25	\$ 24,361.23	\$ 243.61	\$ 487.22	\$ 9,744.49	\$ 4,872.25	\$ 243.61	\$ 243.61	\$ 243.61	\$ 243.61	\$ 55,300.00	
<b>Technology Costs</b>													
High-Speed Internet	\$ 465.20	\$ 232.60	\$ 1,163.00	\$ 11.63	\$ 23.26	\$ 465.20	\$ 232.60	\$ 11.63	\$ 11.63	\$ 11.63	\$ 11.63	\$ 2,640.00	
Telecommunications (Landlines only)	\$ 740.09	\$ 370.04	\$ 1,850.22	\$ 18.50	\$ 37.00	\$ 740.09	\$ 370.04	\$ 18.50	\$ 18.50	\$ 18.50	\$ 18.50	\$ 4,200.00	
Equipment (Copiers)	\$ 422.91	\$ 211.45	\$ 1,057.27	\$ 10.57	\$ 21.15	\$ 422.91	\$ 211.45	\$ 10.57	\$ 10.57	\$ 10.57	\$ 10.57	\$ 2,400.00	
<b>Common Identifier Marketing Costs:</b>													
Job Center Signage												\$ -	
<b>TOTAL INFRASTRUCTURE COSTS</b>	\$ 11,372.69	\$ 5,686.34	\$ 28,431.72	\$ 284.32	\$ 568.63	\$ 11,372.69	\$ 5,686.34	\$ 284.32	\$ 284.32	\$ 284.32	\$ 284.32	\$ 64,540.00	
Less Cash Contribution												\$ -	
Less Non-Cash Contribution					\$262.36			\$262.36				\$ 524.72	
Less Third-Party In-Kind Contributions												\$ -	
Total Contributions	\$ -	\$ -	\$ -	\$ -	\$ 262.36	\$ -	\$ -	\$ 262.36	\$ -	\$ -	\$ -	\$ 524.72	
Balance	\$ 11,372.69	\$ 5,686.34	\$ 28,431.72	\$ 284.32	\$ 306.27	\$ 11,372.69	\$ 5,686.34	\$ 21.96	\$ 284.32	\$ 284.32	\$ 284.32	\$ 64,015.28	

### West Plains Comprehensive Job Center

	One-Stop Partner	Contact	Infra-structure	Job Center Operating	Lease Holder	On-Site Co-located Staff FTE	Off-Site Staff FTE	Total Partner FTE's	Cash, In-Kind, Third Party	Comments/Contribution Explanation
1	WIOA Title I Adult - WBD	Donna Parrott/Donna Smith	Y	Y	Y - OA	0.5		0.5	Cash	Teri E.
2	WIOA Title I DW - WDB	Donna Parrott/Donna Smith	Y	Y	Y - OA	0.5		0.5	Cash	Vacant
3	WIOA Title I Youth - WDB	Donna Parrott/Donna Smith	Y	Y	Y - OA	1		1	Cash	Yth staff Cindy C. M-W, Tammie W. Th-F
4	WIOA Title I Job Corps	Services Not Available in this porition of Region								
5	WIOA Title I Youthbuild - YA	Services Not Available in Region								
6	WIOA Native American	Services Not Available in Region								
7	WIOA Migrant/Seasonal - UMOS	Jeri Cochran	Y				0.05	0.05	State	State Level negotiation
8	Wagner-Peyser Act - OWD	Dylan Minor/Lisa Elrod	Y	Y	Y - OA	1.5		1.5	Cash	Sheila C., part-time vacant
9	Title II - AEL	Joan Wright	Y				0.05	0.05	Cash	8 hrs/month
10	VR - DESE	Robin Thomas	Y				0.05	0.05	Cash	8 hrs/month
	VR/Rehab. Services for the Blind	Keith Roderick	Y				0.05	0.05	In-Kind	Accessibility Assessments
11	Title V/SCSEP - SER-National	Diane Allen	Y					0.05	Cash	8 hrs/month
12	Perkins Career/Tech- SCCC	Jim Laughary	Y				0.05	0.05	In-Kind	Signage, Banners, Printing
13	Trade - OWD	Dylan Minor/Lisa Elrod	Y	Y	Y - OA	1		1	Cash	Hilliary Shumock
14	Veterans - OWD	Dylan Minor/Lisa Elrod	Y	Y	Y - OA	1		1	Cash	Steven McCann
15	CSBG - OAI	Terry Sanders	Y				0.05	0.05	Cash	8 hrs/month
16	HUD Employment & Trng.	Services Not Available in Region								
17	Division Emp. Security - UI	Exempt from Negotiating Costs								
18	Offenders - Second Chance	Services Not Available in Region								
19	TANF/MWA - MERS Goodwill	Jody James	Y			2		2	Cash	2 staff daily
	<b>Totals</b>					7.50	0.3	7.85		

### West Plains Comprehensive Job Center

Partner Allocations by FTE												
PARTNER	AD/DW	Youth	WP/Trade/Vets	AEL	VR/RSBlind	MWA	CSBG	Migrant UMOS	Title V SER	Perkins MCC	CSBG	Total
FTE	1.00	1.00	3.50	0.05	0.100	2.00	0.05	0.05	0.05	0.05	0.05	7.85
%	12.74%	12.74%	44.59%	0.64%	1.27%	25.48%	0.64%	0.64%	0.64%	0.64%	0.64%	1.00

### West Plains Comprehensive Job Center

Infrastructure Cost Line-Item (Annual)	Allocation of Costs to Partner											
	AD/DW	Youth	WP/Trade/Vets	AEL	VR/VR RBS	MWA	Migrant UMOS	Title V SER	Perkins SCCC	CSBG	Total Budget	
Methodology Used: Percent of FTE's	12.74%	12.74%	44.59%	0.64%	1.27%	25.48%	0.64%	0.64%	0.64%	0.64%	100%	
<b>Facility Costs</b>												
Lease/Rent/Utilities	\$ 6,114.65	\$ 6,114.65	\$ 21,401.27	\$ 305.73	\$ 611.46	\$ 12,229.30	\$ 305.73	\$ 305.73	\$ 305.73	\$ 305.73	\$ 48,000.00	
<b>Technology Costs</b>											\$ -	
High-Speed Internet	\$ 152.87	\$ 152.87	\$ 535.03	\$ 7.64	\$ 15.29	\$ 305.73	\$ 7.64	\$ 7.64	\$ 7.64	\$ 7.64	\$ 1,200.00	
Telecommunications (Landlines only)	\$ 662.42	\$ 662.42	\$ 2,318.47	\$ 33.12	\$ 66.24	\$ 1,324.84	\$ 33.12	\$ 33.12	\$ 33.12	\$ 33.12	\$ 5,200.00	
Equipment (Copiers)	\$ 458.60	\$ 458.60	\$ 1,605.10	\$ 22.93	\$ 45.86	\$ 917.20	\$ 22.93	\$ 22.93	\$ 22.93	\$ 22.93	\$ 3,600.00	
<b>Common Identifier Marketing Costs:</b>											\$ -	
Job Center Signage											\$ -	
<b>TOTAL INFRASTRUCTURE COSTS</b>	\$ 7,388.54	\$ 7,388.54	\$ 25,859.87	\$ 369.43	\$ 738.85	\$ 14,777.07	\$ 369.43	\$ 369.43	\$ 369.43	\$ 369.43	\$ 58,000.00	
Less Cash Contribution											\$ -	
Less Non-Cash Contribution					\$369.43		\$369.43		\$369.43		\$ 1,108.29	
Less Third-Party In-Kind Contributions											\$ -	
Total Contributions	\$ -	\$ -	\$ -	\$ -	\$ 369.43	\$ -	\$ 369.43	\$ -	\$ 369.43	\$ -	\$ 1,108.29	
Balance	\$ 7,388.54	\$ 7,388.54	\$ 25,859.87	\$ 369.43	\$ 369.42	\$ 14,777.07	\$ (0.00)	\$ 369.43	\$ (0.00)	\$ 369.43	\$ 56,891.71	



## **ATTACHMENT 4**



**Issuance No:** 01-2020  
**Effective Date:** July 1, 2020  
**Subject:** Sub-State Monitoring Plan

This local policy is developed in accordance with DWD Issuance 16-2015 *Sub-State Monitoring Policy* designated under the Workforce Innovation and Opportunity Act (WIOA). South Central Workforce Investment Board (SCWIB) will monitor all sub-recipients, subcontractors, and contractors at least one time per year. Program monitoring may be conducted more often as needed to assure compliance with all rules and regulations.

WIOA Section 107(d)(8) [20 U.S.C. 3122(d)(8)] mandates **program oversight** responsibilities that, in partnership with the Chief Elected Official (CEO), are inherent functions of the Local Workforce Investment Board (Board) serving an Area:

*The local board, in partnership with the chief elected official for the local area, shall—*  
*(A)(i) conduct oversight for local youth workforce innovation activities authorized under section 129(c), local employment and training activities authorized under subsections (c) and (d) of section 134, and the one-stop delivery system in the local area; and*  
*(ii) ensure the appropriate use and management of the funds provided under subtitle B2 for the activities and system described in clause (i); and*  
*(B) for workforce development activities, ensure the appropriate use, management, and investment of funds to maximize performance outcomes under section 116.3*

Subparagraphs A(ii) and B above are WIOA expansions of local oversight responsibilities beyond the previous requirements under the Workforce Investment Act of 1998 that are retained in subparagraph A(i) above.

Further, U.S. Department of Labor (USDOL) regulations, at 20 CFR 683.410(a) as proposed, require:

- (a) Each recipient and sub recipient of funds under title I of WIOA and under Wagner-Peyser must conduct regular oversight and monitoring of its WIOA and Wagner-Peyser program(s) and those of its sub recipients and contractors as required under title I of WIOA and Wagner-Peyser, as well as under 2 CFR part 200, including 2 CFR 200.327, 200.328, 200.330, 200.331, and Department exceptions at 2 CFR part 2900, in order to:*
- (1) Determine that expenditures have been made against the proper cost categories and within the cost limitations specified in the Act and the regulations in this part;*
  - (2) Determine whether there is compliance with other provisions of the Act and the WIOA regulations and other applicable laws and regulations;*
  - (3) Assure compliance with 2 CFR part 200; and*
  - (4) Determine compliance with the nondiscrimination, disability, and equal opportunity requirements of sec. 188 of WIOA, including the Assistive Technology Act of 1998 (29 U.S.C. 3003).*

The Workforce Innovation and Opportunity Act (WIOA) mandates that the Boards, in partnership with the Chief Elected Officials (CEO), have responsibility for program oversight [referenced in WIOA section 107(d)(8)]. Monitors must submit an annual report each Program Year so the Boards and CEOs can make appropriate judgments.

The Division of Workforce Development (DWD) requires annual monitoring reports to the Boards and CEOs regarding **compliance** with the terms and conditions of each contractual scope of work. Monitors also must provide subcontractor and Area **performance** reviews to the Boards and CEOs on an annual basis.

The SCWIB EO Officer shall conduct monitoring procedures for all program compliance, during the grant period, to assure accountability and transparency of expenditures. The South Central region does not serve as the one-stop operator, therefore a conflict of interest in monitoring itself does not apply.

A comprehensive review of WIOA Adult, Dislocated Worker and Youth Programs, including new Youth requirements in WIOA such as OSY 75% expenditures, 20% work-based learning with educational component, 5% limit on IS enrolled "Requires additional assistance: barrier, 5% over income exception, and new eligibility criteria and barriers.

In addition to WIOA Formula Programs, reviews will be completed on any stand-alone summer youth programs and any other special initiatives, such as DWGs, to ensure these programs are also administered in accordance with contractual scopes of work. EO monitoring will be completed in conjunction with program monitoring as to avoid duplication of job duties.

### **Responsible Representative**

The SCWIB Compliance Manager will perform the oversight functions. Financial Monitoring Review will be conducted by the Fiscal and Human Resource Specialist. Both positions are employed directly by the board and have complete independence from the sub-contractors and report directly to the SCWIB Executive Director.

### **Accountability**

An annual fiscal and program report on the findings or lack of findings will be submitted in April of the program year. This will allow the board and the local elected officials the opportunity to make appropriate judgements on the programs for the program year that starts in July.

### **Compliance and Performance**

Annual reports to the board will include information on the compliance with the terms and conditions of each scope of work and performance measures related to each program and sub-section of the region. The report will also provide information on the adequacy of the assessments, the planning of activities and services, coordination with One-Stop-System partners and customer outcomes.

### **Compatibility**

This policy will be reviewed annually to assure compliance with WIOA regulations and DWD policies.

**Quality Assurance** Area monitoring will include an examination of compliance issues cited in prior federal, state and local reviews. Written notice will state whether corrective measures taken to address those issues have proven effective.

### **Initial Review of New Programs**

- An initial monitoring will be conducted within two weeks of the beginning program date and receipt of a new program scope of work, including stand-alone summer youth programs or other special initiatives.

### **Prior to Monitoring:**

- Examine Scope of Work for each program in preparation of review
- Preview of previous Federal, State and local reviews and corrective measures taken to address those issues.

### **Notification of Review**

The program operator shall be notified of the intended dates of scheduled monitoring prior to the date of the visit whenever possible. The SW WIB reserves the right to conduct unscheduled monitoring reviews at any time.

### **Methodology**

Boards must use random-sampling techniques in participant file reviews to test **eligibility in every funding stream for which they have a contract with OWD.**

## Universe Sample Size

Staff will use a random technique to pull files in every funding stream.

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

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

In cases when the universe is less than 69, 100% of the files will be reviewed.

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

## Monitoring Report

The monitoring team shall produce a written monitoring report for each program operator, which will outline at a minimum:

- the activities which were monitored;
- the systems which were monitored;
- individual participant files which were found to contain errors;
- worksites and training sites which were visited;
- monitoring findings; and
- recommended corrective action

## Response to Monitoring Reports

The Program operator responses will be reviewed and a final report will be prepared outlining any questions, comments or further recommendations the SCWIB staff may have. Annual reports and performance reviews will be submitted the Board and CLEO. The Board may want to consider this information when reviewing eligibility for and recommending the selection of Title I Program Operators, One-Stop Operators and operators of other programs assigned to the Board. Any findings will result in required corrective action plans submitted to the Administrative Entity within 30 days after the program operator receives the written report.

## Corrective Action

Any findings from the written monitoring report will result in required corrective action plans submitted to the Operations Manager/EO Officer within 30 days after receipt of the written monitoring report. The findings along with the corrective action plan will be submitted to the Director who will present to the Board.

## Program Monitoring will include:

A statistically valid sample of Adult and Dislocated Worker participants enrolled in any of the following services:

A statistically valid sample of Adult and Dislocated Worker participants enrolled in any of the following services:

- Classroom Training
- On-the-Job Training
  - Training plan and appropriateness of training
  - Compliance with state and federal guidelines,

- Description of skills
  - Work experience/Internship
    - Same as OJT
  - Supportive Services/Needs-related payments
  - Any other service that results in a direct payment being made to, or on behalf of, a participant
- Appropriate signatures on both the contract and training plan
  - Time and attendance records
  - Interview of supervisor and participant

**In addition to:**

- Verification to ensure compliance with the approved Local and State policies, WIOA statutes, and other Federal Laws and regulations including, Fair Labor Standards Act, Child Labor provisions, and the American with Disabilities Act, etc.
  - Documentation of any barriers to employment
  - Documentation of participant eligibility and/or priority for the programs and services received;
  - Orientation of the participant to his/her rights under complaint and grievance procedures;
  - Justification for the provision of Individualized Career Services or Training services;
  - Documentation of participant priority for the program and services received
  - Orientation to services and his/her rights under complaint and grievance procedures
  - Data validation
- Appropriate documentation used to verify employment and attainment of degree, diploma or certificate
  - Service Notes - Justify services, explain customers' situation and do not contain inappropriate information - per DWD Issuance 09-2015.
  - Adequacy of assessment
  - WIOA Program Activities and Services/funding source
  - Coordination with One-stop partners to meet comprehensive needs of customers
  - Customer Outcomes
  - Individual Employment Plan (when applicable) or Individual Service Strategy
  - Individual Training Plans,
  - Appropriateness of Services
  - Method of Assessment and results
  - Educational status and highest grade completed, Reading and math levels
  - The quality of services delivered and continuous improvement.

## EO Review

- Hiring practices, promotion, practices, outreach and intake procedures in compliance with the Equal Employment Opportunities and Americans with Disabilities Acts.
- Monitoring and investigating the recipient's activities, and the activities of the entities that receive WIOA Title I funds from the recipient, to make sure that the recipient and its sub-recipients are not violating their nondiscrimination and equal opportunity obligations under WIOA Title I and this part;
- Reviewing the recipient's written policies to make sure that those policies are nondiscriminatory;
- Complaint and Grievance process
- The review of records should indicate that compliance with policies and procedures for nondiscrimination and equal opportunity in the development of job training plans are being followed

**Observation of facility:** A complete tour of the Missouri Jobs Centers will be conducted to assess the adequacy of the facility as it relates to the accessibility to the site, activities and programs by persons with disabilities and compliance with Americans with Disabilities Act. Observation that the center is comfortable and is a safe and healthy environment for customers and staff. That sufficient staff, resources, and equipment to deliver WIOA services are present and in proper working order.

## SCWIB Fiscal Monitoring

The SCWIB Fiscal Operations Coordinator, shall review all new requirements under the Uniform Guidance<sup>5</sup> for sub-state monitoring according to federal cost principles and audit requirements. This includes requiring an examination of recipient and sub recipient non-discrimination and conflict-of-interest policies, and mandatory disclosures of all violations of federal criminal law involving fraud, bribery or gratuity violations potentially affecting the federal award.

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

- Audit Resolution/Management Decision
  - Financial Reports
  - Internal Controls
  - Source Documentation
  - Cost Allocation
  - Cash Management
  - Procurement



**If applicable (due to contract):**

- General Ledger/Trial Balance
- Detailed listing of transactions to support expenses reported on the “General Ledger Trial Balance”
- Detailed listing of transactions to support accruals reported
- Check register
- Bank Statements and Reconciliations
- Supportive Services Policy
- Supportive Service and Training documentation to include schedule of obligations
- Detailed listing of transactions to support “Administrative Expense” as reported
- Chart of Accounts
- Organizational Chart
- Copy of personnel and financial policies and procedures manual
- Travel Policy
- Record Retention Policy
- Confidentiality Policy
- Cost allocation
- Copy of current insurance coverage's for employee bonding/ theft and D&O
- A review and interview to ensure that staff is following the proper guide for determining costs applicable to WIOA (OMB Circular) and WIOA procurement guidelines;
- Review of one or more personnel records paid through contracts with



## **ATTACHMENT 5**



## **Chief Elected Official (CEO)**

**The Honorable Zach Williams**  
**Wright County Presiding Commissioner**  
**Wright County Courthouse**  
**P O Box 98**  
**Hartville, MO 65667**  
**417-741-6113**  
[ztwilliams@hotmail.com](mailto:ztwilliams@hotmail.com)

**South Central Workforce Investment Region  
Consortium of Chief Local Elected Officials Agreement**

The South Central Workforce Investment Region Consortium of Chief Local Elected Officials is organized exclusively to comply with the Workforce Innovation and Opportunity Act. The South Central Workforce Investment Region consists of more than one unit of general local government and therefore requires the creation of a consortium of Chief Local Elected Officials.

**MEMBERSHIP**

Membership shall consist of the Presiding Commissioner, the Chief Local Elected Official (CLEO), from each of the twelve counties in the South Central Workforce Investment Region. The counties of Butler, Carter, Douglas, Howell, Oregon, Ozark, Reynolds, Ripley, Shannon, Texas, Wayne and Wright make up the South Central Workforce Investment Region.

**OFFICERS**

The Consortium shall elect from its membership a Chairperson and a Vice-Chairperson. Elections shall be held in January of each year. Officers shall serve for a term of one year or until a successor is elected and may not serve consecutive terms in the same position. Vacancies shall be filled by election for the remainder of the unexpired term. The Chairperson shall preside, or arrange for another member, to preside at each meeting.

**MEETINGS**

Regular meetings shall take place on the fourth Tuesday of January, April, July, and October of each year. All meetings of the Consortium shall comply with the Missouri Sunshine law.

**PARLIMENTARY AUTHORITY**

The rules contained in the current edition of Robert's Rules of Order Newly Revised shall govern the Consortium in all cases to which they are applicable and in which they are not inconsistent with this agreement and any special rules of order the Consortium may adopt.

**ROLES AND RESPONSIBILITIES**

1. The Consortium shall receive nominations, if necessary, and appoint members to the local Workforce Investment Board following the criteria in WIOA Section 107 (b)(2) and any additional State Workforce Issuances or requirements.
2. The Consortium will work in partnership with the Local Board to:
  - a. Develop and submit a local plan
  - b. Conduct oversight for local youth workforce investment activities

- c. Negotiate and reach agreement on local performance accountability measures
- d. Select Operators and Providers
- e. Develop a local budget that is consistent with the local plan

3. The Consortium is liable for any misuse of the Workforce Innovation and Opportunity Act funds allocated to the South Central Workforce Investment Region. In the event of a disallowed cost the liability would be distributed equally among the membership.

**TERMS OF AGREEMENT**

This Agreement shall be effective when signed by each member of the Consortium. This Agreement shall expire when there is any change in membership at which time a new Agreement shall be required. Any amendments to this Agreement must be approved by each member of the Consortium.



Butler County – The Honorable Vince Lampe



Carter County – The Honorable Ronald Keeney

Douglas County – The Honorable Lance Stillings

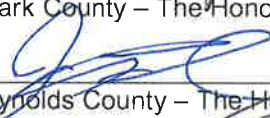


Howell County – The Honorable Mark Collins

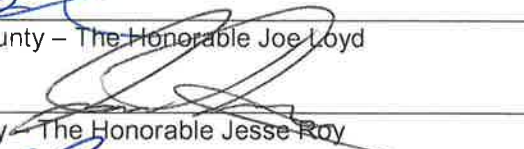
Oregon County – The Honorable Patrick Ledgerwood



Ozark County – The Honorable John Turner



Reynolds County – The Honorable Joe Loyd



Ripley County – The Honorable Jesse Roy



Shannon County – The Honorable Jeff Cowen



Texas County – The Honorable Scott Long

Wayne County – The Honorable Brian Polk



Wright County – The Honorable Zach Williams



## **ATTACHMENT 6**

**Local Workforce Development Board Standing Committees:**

Executive Committee

One-Stop Committee

Youth Committee

Committee for Inclusion

July 1, 2019

Zach Williams  
Presiding Commissioner  
Wright County Courthouse  
Post Office Box 98  
Hartville, Missouri 65667

Garland Barton, Chair  
South Central Workforce Development Board  
DRS Technologies, Inc.  
416 Washington Avenue  
West Plains, Missouri 65775

Dear Commissioner Williams and Mr. Barton:

I am pleased to inform you that the member list submitted for the South Central Workforce Development Board, received June 14, 2019, meets local Workforce Development Board requirements for recertification. The following South Central Workforce Development Board membership list is approved.

Board Members:

Joan Wright	Kenny Loury	Steve Halter	Ryan Hampton
Johnny Martell	William "BJ" Wear	Garland Barton	Roger Fleeman
Dennis Lancaster	Bryan Adcock	Mary Sheid	Chris Oravec
Jody James	Jim McFarland	Warren Bland	Kerrie L. Zubrod
Robin Thomas	Lisa Adent	Mike Eanis	Danetta Rogers
Jennifer Taylor	Becky Brooks	Melinda Hathcoat	

Please inform us of changes to your Board membership as soon as possible following a change so that we may keep our database current. Should you have questions or comments on this process, please feel free to contact Debra Lee at (573) 751-7823 or [debra.lee@dwd.mo.gov](mailto:debra.lee@dwd.mo.gov). We look forward to working with you and your Board.

Sincerely,

  
Mandy L. Leathers  
Director

ML/YW/DL/CB

c: Vanae Emerick  
DWD Senior Staff

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

[jobs.mo.gov](http://jobs.mo.gov)

Missouri Division of Workforce Development is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. Missouri Relay Services are available at 711.





Minimum Required Partners = 6		
Adult Education and Literacy	Joan Wright	<a href="mailto:joanwright@missouristate.edu">joanwright@missouristate.edu</a>
conomic Development	Cody Dalton	<a href="mailto:cdalton@scocog.org">cdalton@scocog.org</a>
Higher Education	Dennis Lancaster	<a href="mailto:dennislancaster@missouristate.edu">dennislancaster@missouristate.edu</a>
Temporary Assistance for Needy Families (TANF)	Diana Ball	<a href="mailto:Diana.Ball@dss.mo.gov">Diana.Ball@dss.mo.gov</a>
Vocational Rehabilitation	Robin Thomas	<a href="mailto:Robin.Thomas@vr.dese.mo.gov">Robin.Thomas@vr.dese.mo.gov</a>
Wagner Peyser	Jennifer Taylor	<a href="mailto:Jennifer.taylor@dhewd.mo.gov">Jennifer.taylor@dhewd.mo.gov</a>

Labor Representatives ≥ 20%		
Labor	Kenny Loury	<a href="mailto:ontracbeagles@gmail.com">ontracbeagles@gmail.com</a>
Labor/Apprenticeship	William "B.J." Wear	<a href="mailto:Bwear751@gmail.com">Bwear751@gmail.com</a>
Community Based Organization	Lisa Aden	<a href="mailto:lisaaden@gmail.com">lisaaden@gmail.com</a>
Community Based Organization	Jody James	<a href="mailto:jjames@mersgoodwill.org">jjames@mersgoodwill.org</a>

Business Representatives ≥ 51%		
Butler	Becky Brooks	<a href="mailto:becky@mclanetransport.com">becky@mclanetransport.com</a>
utler	Steve Halter	<a href="mailto:shalter@poplarbluffchamber.org">shalter@poplarbluffchamber.org</a>
Butler	Ryan Hampton	<a href="mailto:rhampton@mcswusa.com">rhampton@mcswusa.com</a>
Howell	Vacant	
Howell	Mary Schrag	<a href="mailto:msheid@ptsconline.com">msheid@ptsconline.com</a>
Ozark	Kerry Zubrod	<a href="mailto:kzubrod@cbozarks.com">kzubrod@cbozarks.com</a>
Reynolds	Melinda Hathcoat	<a href="mailto:melinda@bakerproducts.net">melinda@bakerproducts.net</a>
Ripley	Warren Bland	<a href="mailto:tc2478@gmail.com">tc2478@gmail.com</a>
Shannon	Mike Ennis	<a href="mailto:emi.mennis@centurytel.net">emi.mennis@centurytel.net</a>
Texas	Chris Oravec	<a href="mailto:Chris_oravec@Irind.com">Chris_oravec@Irind.com</a>
Wright	Danetta Rodgers	<a href="mailto:drodgers@progressiveozarkbank.com">drodgers@progressiveozarkbank.com</a>



## **ATTACHMENT 7**

# **SOUTH CENTRAL WORKFORCE INVESTMENT BOARD BYLAWS**

## **ARTICLE I: NAME**

The Board shall be known as the South Central Workforce Investment Board, also doing business as the South Central Workforce Development Board.

The Board shall maintain its principal office in West Plains, Missouri.

## **ARTICLE II: PURPOSE OF THE BOARD**

The purpose of the WIB is to provide for the governance of workforce development activities for programs ascribed to it under the Act and for development of policy, administration, operation and activities of the Act, in agreement with the Council of Chief Local Elected Officials (CCLEO) in the South Central Region.

The Board is empowered to organize itself, elect officers, adopt bylaws and so all those things authorized by the Act and other State and Federal statutes and where the law requires in partnership with the CCLEO.

## **ARTICLE III: ORGANIZATION OF THE BOARD**

**Section 1.** The Board shall be composed of members as outlined in the Workforce Innovation and Opportunities Act along with any related state issuance.

- A. A majority of the members of each local board shall be representatives of business in the local area with a minimum of two members who represent small business as defined by the United States small business administration; and
  - i. Are owners of businesses, chief executives or operating officers of businesses, or other business executives or employers with optimum policymaking or hiring authority; and
  - ii. Represent businesses, or organizations representing businesses described in this clause, that provide employment opportunities that, at a minimum, include high-quality work-relevant training and development in in-demand industry sectors or occupations in the local area; and
  - iii. Are appointed from among individuals, nominated by local business organizations and business trade associations.
- B. Not less than 20 percent of the members of each local board shall be representatives of the workforce within the local area, who-
  - i. Shall include representatives of labor organizations for a local area in which employees are represented by labor organizations who have been nominated by local labor federations or (for a local area in which no employees are represented by such organizations) other representatives of employees; and
  - ii. Shall include a representative who shall be a member of a labor organization or a training director from a joint labor-management apprenticeship program, or if no such joint program exist in the area, such a representative of an apprenticeship program in the area, if such a program exists; and
  - iii. May include representatives of community based organizations that have demonstrated experience and expertise in addressing the employment that serve veterans or that provide or support competitive integrated employment for individuals with disabilities; and
  - iv. May include representatives of organizations that have demonstrated experience and expertise in addressing the employment, training, or education needs of eligible youth, including representatives of organizations that serve out-of-school youth.

- C. Each local board shall include representatives of entities administering education and training activities in the local area, who-
  - i. Shall include a representative of eligible providers administering adult education and literacy activities under title II; and
  - ii. Shall include a representative of institutions of higher education providing workforce investment activities (including community colleges); and
  - iii. May include representatives of local education agencies, and of community-based organizations with demonstrated experience and expertise in addressing the education or training needs of individuals with barriers to employment.
- D. Each local board shall include representatives of government and economic and community development entities serving the local area, who-
  - i. Shall include a representative of economic and community development entities; and
  - ii. Shall include a representative from the State employment service office under the Wagner-Peyser Act serving the local area; and
  - iii. Shall include a representative of the programs carried out under title I of the Rehabilitation Act of 1973 serving the local area; and
  - iv. Shall include an appropriate representative of the programs carried out under temporary assistance for needy families; and
  - v. May include representatives of agencies or entities administering programs serving the local area relating to transportation housing, and public assistance; and
  - vi. May include representatives of philanthropic organizations serving the local area.
- E. Each local board may include such other individuals or representatives of entities as the chief elected officials in the local area may determine to be appropriate.

## **Section 2.** Selection, Nomination, and Appointment of Members

All Board members shall be nominated and appointed as stated in the South Central Workforce Investment Region Consortium of Chief Local Elected Officials Agreement. Any board vacancies will be reported at each Consortium of Chief Local Elected Officials meeting.

## **Section 3.** Re-appointment, Removal and Resignation

- i. Approximately one-half of the members of the Board shall be appointed (or re-appointed) each year. Subsequent appointments will be for two (2) year periods. The CCLEO will submit a slate of appointees for (re)appointment at the April Board meeting each year. Should a vacancy occur during a term of office, appointments will be made for the duration of that term.
- ii. Failure by any member to attend three (3) consecutive regular meetings will warrant a vote by the Board to declare that member's place vacant.
- iii. Any member may resign at any time by giving written notice to the Chair of the Board and board Executive Director. Any such resignation shall take effect at the time specified in the member's written notice and unless the resigning member otherwise specifies, the Board's acceptance of the member's resignation shall not be necessary to make it effective.

## **Section 4.** Conflicts of Interest

A member of a local board, or a member of a standing committee, may not-

- 1) Vote on a matter under consideration by the local board-
  - a. Regarding the provision of services by such member (or by an entity that such member represents); or

- b. That would provide direct financial benefit to such member or the immediate family of such member; or
- 2) Engage in any other activity determined by the Governor to constitute a conflict of interest as specified in the State plan.

#### **Section 5. Confidentiality Policy**

All members of the Board and committee volunteers appointed by the Board shall abide by the Division of Workforce Development (DWD) Confidentiality Policy, DWD Issuance 2008-01, and shall successfully complete the DWD confidentiality training.

**Section 6.** Each member of the Board shall have one vote on all matters voted upon, and all members may vote on any question, except as restricted in Article III, Section 4 of this document. Any member may name, with prior written notice to the Workforce Investment Board, an individual to carry that member's proxy vote at subsequent meetings. The named proxy cannot be a current WIB member. Private sector proxies must come from the business as the board member naming the proxy. Public sector proxies must come from the same agency as the board member naming the proxy. A slate of designated proxies must be submitted to the CLEO for approval in April of each year.

### **ARTICLE IV: OFFICERS**

**Section 1.** The officers of the Board, to be chosen by the members, shall be a Chairperson, Vice-Chairperson, Secretary and Treasurer. The Chairperson and Vice-Chairperson must be from the Private Sector members of the Board. The Secretary and Treasurer may be any member of the Board.

**Section 2.** In addition, there shall be such assistant officers and staff positions as the Board shall, from time to time deem necessary to carry out the responsibilities of the Board.

**Section 3.** All officers shall be elected by the Board having received fifty percent or more of the votes cast and shall serve for a term of one year, or in the event of resignation(s), until their successors are elected and shall have qualified. There shall be no limit on the number of consecutive terms that an officer may serve. Officer nominations shall be made from the floor.

**Section 4.** Any officer elected by the members of the Board may be removed by the affirmative vote of a two-thirds (2/3) majority of the members present and voting at any regular or special meeting of the Board.

**Section 5.** Any vacancy occurring in any office shall be filled for the un-expired term thereof by the members in the same manner as any election of officers.

**Section 6.** The Chairperson shall preside at all meetings of the Board. He or she shall execute all instruments for and on behalf of the Board.

**Section 7.** The Vice-Chairperson shall, in the absence of the Chairperson, perform the duties and exercise the powers of the Chairperson.

**Section 8.** The Secretary shall review all recorded minutes of the Board which are prepared by board staff. The Secretary shall also record the minutes in all closed session meetings of the Board.

**Section 9.** The Treasurer shall review regular board financial reports prepared by the board staff and may review other periodic financial documents as necessary to satisfy the board that finances are within budget and that the financial system and expenditures are in compliance with applicable regulations.

## ARTICLE V: MEETINGS

**Section 1.** All meetings of the Board and its Committees shall be held in accordance with the Missouri Sunshine Law and subsequent revisions thereto.

**Section 2.** Regular meetings shall take place on the fourth Tuesday of January, April, July and October of each year unless otherwise ordered by the Board.

**Section 3.** Special meetings of the Board may also be called by the Chairperson at such time and place, and for such purposes as the Chairperson shall designate. In addition, special meetings of the Board may be called upon the written request of one-third of the Board, filed with the Board Secretary. Such requests shall include the time, place and purpose of the meeting. The business conducted at any special meeting shall be limited to the stated purpose of that meeting.

**Section 4.** Written notice of regular and special meetings of the Board shall be distributed to each member by email at least five calendar days prior to the date of the meeting. The notice shall include a copy of the agenda for the meeting. Notice may be waived in writing by a member. Agendas will also be posted on the board website.

**Section 5.** A quorum for the transaction of business at any regular or other meeting shall consist of at least 50% of the current membership. Every decision of a majority of the members present and voting at any meeting at which there is a quorum shall be valid as the binding act of the Board.

**Section 6.** The minutes of each meeting shall be prepared and distributed to the Board members at least five days prior to the next meeting. The minutes of each meeting and any correction thereof, duly adopted, shall be signed by the Secretary.

## ARTICLE VI: COMMITTEES

**Section 1.** The Executive Committee shall serve as the oversight committee of all standing and ad-hoc committees and advise on all matters related to the board personnel and the local plan. The Executive Committee shall act on behalf of the full board in cases of emergency matters arising between regularly scheduled meetings, and provide recommendations and advice to the Board on all matters within the jurisdiction of the Procedural Rules or when a delay in acting on a matter would be detrimental to the Local Workforce Investment System. The Executive Committee shall consist of the Chairperson, Vice-Chairperson, Secretary and Treasurer together with the Chairpersons of the Youth Committee, the One Stop Committee, and the Service to Customers with Barriers and Disabilities and the Chair and Vice-Chair of the CCLEO, who shall serve ex-officio.

**Section 2.** There shall be a Youth Committee responsible to provide information and to assist with planning, operational, and other issues relating to the provision of services to youth. The Youth Committee must be chaired by a board member; and include at least two non-board members and include at least two members representing community based organizations with a demonstrated record of success in serving youth.

**Section 3.** There shall be a One-Stop Service Delivery Committee to provide information and assist with operational and other issues relating to the One-Stop Delivery system. The One-Stop Service Delivery Committee must be chaired by a board member; and include at least two non-board members and may include representatives of the One-Stop partners.

**Section 4.** There shall be a Service to Customers with Barriers and Disabilities Committee to provide information and to assist with operational and other issues relating to the Provision of Services to Individuals with Disabilities, including issues relating to compliance regarding providing programmatic and physical access to the services, programs, and activities of the One-Stop Delivery system, as well as appropriate training for staff on providing supports for or

accommodations to, and finding employment opportunities for, individuals with disabilities. The Service to Customers with Barriers and Disabilities Committee must be chaired by a board member; and include at least two non-board members.

**Section 5.** There shall be a Proposal Evaluation Committee, responsible to advise on the development of Requests for Proposals evaluate proposals and recommend service providers to the board. There shall be six members of the committee to include one representative from the following committees: Executive Committee, Youth Committee, One Stop Service Delivery Committee, Service to Customers with Barriers and Disabilities Committee, and two non-board members. The Proposal Evaluation Committee must be chaired by a board member.

**Section 6.** There shall be such other committees as the Chairperson of the Board, with the approval of the membership, shall from time to time designate.

**Section 7.** The members of any said committee shall be appointed by the Chairperson with the approval of the membership.

**Section 8.** To the extent feasible and practical the geography of the workforce investment area shall be represented in committee composition.

**Section 9.** Any representation of a committee constitutes a quorum of that committee except in the instances in which the Executive Committee is acting in place of the Board at which time there should be a majority required for a quorum.

**Section 10.** All committee recommendations shall be submitted to the Board in written form for review. Recommendations to the Board should also include any pertinent background information when necessary.

**Section 11.** All board members must be a member of and participate in at least one standing committee.

#### **ARTICLE VIII: AUDIT**

The fiscal records under the auspices of the Board and CCLEO shall be audited annually under the 2014 Omni Super Circular or under such other requirements of government circulars and auditing standards as might apply.

#### **ARTICLE IX: AMENDMENTS**

The Bylaws of the Board may be amended by the 2/3 majority vote of the members present and voting at any regular meeting of the Board, or at any special meeting thereof at which a quorum is present, provided that the proposed amendments have been properly announced and have been provided to the members at least ten days in advance of the meeting.

#### **ARTICLE X: PARLIAMENTARY AUTHORITY**

Meetings of the Board shall be conducted according to procedures contained in Robert's Rules of Order, Revised, unless such procedures are in conflict with the Board's Bylaws, in which case the Board's Bylaws shall prevail.

Approved July 28, 2015

**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: South Central Region

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

 7/23/19  
Bryan Adcock Date

 7-23-19  
Lisa Aden Date


\_\_\_\_\_  
Garland G. Barton Date

\_\_\_\_\_  
Warren Bland Date

\_\_\_\_\_  
Becky Brooks Date

\_\_\_\_\_  
Mike Ennis Date


\_\_\_\_\_  
Roger Fleeman Date

 7-23-19  
Steve Halter Date

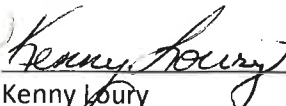
 7-23-19  
Ryan Hampton Date

\_\_\_\_\_  
Melinda Hathcoat Date

\_\_\_\_\_  
Jody James Date

 7-23-19  
Shula Barton Date

\_\_\_\_\_  
Dennis Lancaster Date

 7-23-2019  
Kenny Lory Date

\_\_\_\_\_  
Jim McFarland Date

 7-23-2019  
Johnny Murrell Date

 7-23-19  
Chris Oravec Date

 7/23/19  
Danetta Rodgers Date

 7/23/19  
Mary Sheid Date

 07/23/2019  
Jennifer Taylor Date

 7-23-19  
Robin Thomas Date

 7-23-19  
William "BJ" Wear Date

\_\_\_\_\_  
Joan Wright Date

 7-23-19  
Kerie L. Zubrod Date

 7-23-19  
Susan Dwyer Date





## **ATTACHMENT 8**

**South Central Workforce Investment Board  
CONFLICT OF INTEREST**

The following conflict of interest governs the performance of persons involved in the award and administration of contracts and sub-grants awarded to and contracted through the South Central Workforce Investment Board (SCWIB) including board members.

GENERAL STATEMENT

Board members awarding and administering public monies must be concerned about standard of conduct in carrying out their responsibilities. Every reasonable course of action must be taken in order to maintain the integrity of expenditure of public funds and to avoid any favoritism and questionable or improper conduct.

Those governed by this policy are required to act in good faith and in a manner he or she reasonably believed to be in, the best interests of the board which must always be foremost and superior to one's personal or financial interests. Information obtained by virtue of public service to the board cannot be used for personal, family, or associated business interest gains. The board relies on the public's trust in carrying out its mission.

The policies expressed in this document must not replace or otherwise supplant specific state or federal law governing these matters, but rather must be considered in conjunction with such laws.

MATERIAL FINANCIAL OR OTHER INTERESTS

No individual subject to this policy in a decision-making capacity may participate in the selection or award of a contract or subcontract supported by board funds if a conflict of interest, real or apparent, would be involved. Such a conflict would arise when:

- the individual
- any member of the individual's family (or step-family), either by blood or marriage, which includes the employee's spouse, children, grandchildren, nephews, nieces, brothers, sisters, parents, grandparents, uncles, and aunts,
- the individual's business partner,
- any organization which employs, or is about to employ, any of the above,

has a material financial or other interest in the firm or organization selected for the award. For the purpose of this policy, a material financial or other interest is defined as "any ownership singularly or collectively, directly or indirectly, of ten percent or more of any business entity, or of any understood interest, or the receipt, singularly or collectively, of a salary, gratuity, or other compensation or remuneration. Those subject to this policy must publicly declare and make known to the SCWIB Chairperson all potential conflicts of interests prior to the awarding of funds by contracts or subcontracts or addenda to contracts or subcontracts.

Board members having a potential real or apparent conflict of interest, in any contract or subcontract or addendum awarded by the board must (i) absent themselves physically from the committee or board meeting during the discussion and voting process in which their perceived real or apparent conflict of interest could influence decision making, and (ii) abstain from voting on all such issues. All such absences and abstentions will be noted in the meeting minutes. The meeting chairperson shall have the right and responsibility to require such members to absent themselves from the meeting.

"Vended" purchases from those governed by this policy as defined above using public funds administered through the board are discouraged. Such purchases may be made, but only after competitively advertising the purchase in the manner directed by the board's procurement procedures.

BOARD MEMBER COMPENSATION

Board members shall receive no compensation for their services on the board; however members will be reimbursed for their direct expenses incurred while participating in board and/or committee activities in accordance with board policies. Indirect expenses, including lost wages, are not compensated or reimbursed. Board members are not allowed to accept honorarium for speaking engagements on behalf of the board if offered.

#### PERSONAL BENEFITS

Those subject to this policy are not allowed to accept gifts, gratuities, services, favors, loans, fee, compensation, or anything of monetary value, from persons or organizations doing business with the board unless such personal benefits are of an obvious nominal value (\$25 or less), and the benefits are considered normal and otherwise acceptable in the course of conducting business.

#### POLITICAL ACTIVITIES

Those subject to this policy are prohibited from using official authority to represent the board or its subcontractors in partisan political activities, which includes influence for purpose of interfering with or affecting the result of an election or nomination for office. Further, the use of the board's or its subcontractor's name, property, or facilities in connection with any partisan political activity is prohibited. This policy does not prohibit those governed by the policy from being a candidate for elective office.

#### IMPLEMENTATION

The Board Chair may appoint an Ad-Hoc Ethics Task Force at his/her discretion. The Ad-Hoc Ethics Task Force would have the expressed responsibility to hear and review allegations of violations of any part of this policy. They will recommend corrective action to the full board.

The Ad-Hoc Ethics Task Force would educate the board and staff about conflict of interest and take an active role in preventing it from occurring. The Ad-Hoc Ethics Task Force would develop procedures, which will include appeals procedures, for receiving and resolving complaints of perceived or alleged violations. All recommendations of the Ad-Hoc Ethics Task Force would be acted upon by the full board.

- WIOA prohibits a member of the board from voting on a matter under consideration by the board when:
- a. the matter concerns the provision of services by the member or by an entity that the member represents;
  - b. the matter would provide direct financial benefit to the member or the immediate family;

- Members of the board are expected to avoid unethical behavior in the course of performing their official duties. The board not only expects its members to avoid impropriety, but also to avoid the appearance of impropriety whether or not any actually exists. Members must avoid:
- a. using their position for private gain or influence;
  - b. giving preferential treatment to any person or entity;
  - c. losing their independence or impartiality in making decisions; or
  - d. acting in any way that might erode public confidence in the integrity of the board.

Board members shall individually abstain from voting on issues and matters that will result in a direct, indirect conflict of interest, or perceived conflict of interest. Abstentions and the general reasons therefore, should be duly recorded in the minutes of the meeting.

Each member of the Board, by signing prior to taking Board seat and then annually, acknowledges that they have read and understand the Code of Conduct and Confidentiality Agreement.

**South Central Workforce Investment Board  
MEMBER AND EMPLOYEE POTENTIAL CONFLICT OF INTEREST DISCLOSURE**

The Code of Conduct adopted by the South Central Workforce Investment Board (SCWIB) as part of these by-laws requires board members and employees to publicly declare and make known to the Board Chairperson all potential conflicts of interest prior to the awarding of funds by contracts or subcontracts or addenda to contracts or subcontracts.

No individual subject to this policy in a decision-making capacity may participate in the selection or award of a contract or subcontract supported by board funds if a conflict of interest, real or apparent, would be involved. Such a conflict would arise when:

- the individual,
- any member of the individual's family (or step-family), either by blood or marriage, which includes the employee's spouse, children, grandchildren, nephews, nieces, brothers, sisters, parents, grandparents, uncles, and aunts,
- the individual's business partner.
- an organization which employs, or is about to employ, any of the above,

has a material financial or other interest in the firm or organization selected for the award. A material financial or other interest is defined as "any ownership singularly or collectively, directly or indirectly, of ten percent or more of any business entity, or the receipt, singularly or collectively, of a salary, gratuity, or other compensation or remuneration.

Board members having a potential real, apparent, or perceived conflict of interest in any contract or subcontract or addendum awarded by the Board must (i) absent themselves physically from the committee or board meeting during the discussion and voting process in which their perceived real or apparent conflict of interest could influence decision making, and (ii) abstain from voting on any and all such issues. All such absences and abstentions will be noted in the meeting minutes. The meeting chairperson shall have the right and responsibility to require such members to absent themselves from the meeting.

"Vended" purchases from those governed by this policy as defined above using public funds administered through the board are discouraged. Such purchases may be made, but only after competitively advertising the purchase in the manner directed by the board's procurement procedures.

**SIGNATURE**

I, in my capacity as a board member or employee of the South Central Workforce Investment Board, hereby publicly declare and make known the following potential conflicts of interests, real, apparent, or perceived, known by me. By signing this statement, I am indicating that I have read and understand the SCWIB's policy as it applies to the conditions described below. Each member of the Board, by signing prior to taking Board seat and then annually, acknowledges that they have read and understand the Conflict of Interest.

The following potential conflicts of interests, real, apparent, or perceived, described as to their nature and conditions, may exist, I hereby attest that this is true as of the date of my signature below. If there are no conflicts of interest, please write "none" in the spaces below.

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Please sign below as acknowledgment that you have read and received this policy, even if there is no potential conflict of interest listed.

Signature \_\_\_\_\_

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



## **ATTACHMENT 9**

## **Local Fiscal Agent:**

South Central Workforce Board  
Donna Smith  
Fiscal Specialist  
408 Washington Ave., Suite 210  
West Plains, MO 65775

Phone: 417-257-2630

E-mail: [dsmith@scwib.org](mailto:dsmith@scwib.org)



## **ATTACHMENT 10**



408 Washington Ave. Suite 210, West Plains, Missouri 65775 ❖ Phone 417-257-2630 ❖ Fax 417-257-2633 ❖ MO Relay 711

## **Local Competitive Procurement Process for Fiscal**

**Issued: 7/10/18**

**Effective: 07/10/2018**

Procurement involves the overarching process of buying goods and services. The process includes, but not limited to, purchase planning, sourcing activities, value analysis and strategic vetting of vendors, vendor selection, negotiations, and the actual purchasing of goods and services. It is important not to equate the procurement process with the “purchasing.”

Purchasing of goods and services is a subset of a broader procurement process, and can best be described as the process involved in ordering goods and services. This segment references the applicable Federal, state and agency requirements governing the procurement of goods and services using DWD administered grants.

The Uniform Guidance, 2 CFR 200.317-200.326, provides procurement standards for all recipients of Federal grants. All Sub-recipients and their sub-recipients must establish procurement policies and procedures that are within the guidelines of 2 CFR 200.317-200.326.

Additionally, all Sub-recipients and their sub-recipients must be guided by the following provisions:

1. The Missouri statutes authorize the Division of Purchasing and Material Management (DPMM) to provide procurement services through a joint purchasing program to political subdivisions and quasi-public governmental bodies. Sub-recipients and their sub-recipients are equally encouraged to use this resource. Additional information, member listing, and a membership form for the Cooperative Procurement Services program can be found at [www.oa.mo.gov/purch](http://www.oa.mo.gov/purch).
2. For purposes of this Manual, ‘purchase’ shall mean acquisition of any goods or services, including selection of service providers or staffing services/agencies. Sub-recipient must, therefore, not utilize simple purchasing procedures to procure services that invoke full procurement procedure.
3. Sub-recipients and their sub-recipients must incorporate the following guidelines into their procurement policy:
  - a. A documented written assessment procedure to determine need. The assessment must include the name of the preparer, the date it was prepared, and evidence of approval by a designated officer – usually a board member.



- b. A documented written procedure to determine resource availability vis-a-vis cost, and who determined resources were available, date of the evaluation, how it was done, and what type of procurement must be followed based on the cost estimate.

**Needs Assessment** – A documented, written assessment shall be made to determine need. This could be as simple as a purchase order request to a research study. This item is required of all procurements, including contract extensions or modifications and proposals. The needs assessment document should indicate who prepared the assessment, when it is done, how it was prepared, and research a logical conclusion. The approval process (if any) should also be supported by either written approval or initials affixed to the assessment.

**Cost Estimate and Evaluation Resources** – A documented, written estimate of the cost shall be done to determine if resources are available to initiate every purchase and to determine which procurement options are appropriate. The written cost estimate should show who prepared it, when, and what sources were used. The evaluation of resources should show who determined that the resources were available, date the evaluation was made, and how it was made.

**Procurement Process** – Based upon the estimated cost the agency shall determine, by written documentation, what procurement options are allowable and select the appropriate option. Procurement options are based on meeting 2 CFR Part 200 minimum requirements plus any more restrictive local requirements.

Splitting purchases for the purpose of circumventing this process is prohibited.

Contract extensions are not required to re-procure if allowed by the original Request for Proposal and contract agreement. Contracts may be extended beyond the original term date under extraordinary circumstances (such as changes in legislation, etc.). Any special extension will be at the discretion of the Workforce Development Board and will not exceed one year in duration. Such extension shall be executed by formal contract amendment. Budgets, as applicable may be increased/decreased as deemed appropriate.

A. Purchase Less than \$3,500.00

This type of purchase may be made from any local vendor without solicitation of bids. The agency is required to utilize the best known price. The purchase order, needs assessment, cost estimate, and invoice are the only documentation required.

B. Purchase of \$3,501.00 up to \$24,999.99

This type of purchase requires three written bids from separate vendors. The agency shall prepare a written description of the item(s) or services(s) and give it to all prospective bidders. Request for Bids shall be sent to an adequate number of offerors exceeding three to ensure receipt of at least three bids. Each written response shall be analyzed to ensure that it meets the description. Those that meet the descriptions are considered bids. "Lowest and Best" may be utilized for awarding services contracts. However, prior to award, all bidders must be aware of the analysis that will be used to establish this award. The person making the analysis shall prepare a written price analysis of each bidder to determine cost reasonableness and the methodology for selection. The written description and all responses shall be retained. Each shall be noted as bids or not bids and the person making that

determination shall sign or initial each response. The written analysis of each bidder and the methodology for selection shall be signed and retained.

C. Purchase of \$25,000.00 or More

This type of purchase requires a formal advertised Competitive Bid Process unless exempted. The following items must be included in that process:

1. **Advertisements** – The need for an item or service must be presented to the public in at least two newspapers of general circulation, which should be selected to provide the best coverage of an area. Additionally, written notification of request for bids shall be made to an adequate number of offerors exceeding three to ensure receipt of three bids. Advertisements are to be documented by a tearsheet (a copy of the actual ad) and certification of publication (a notarized statement confirming publication). All bids of this nature will be listed on the SCWIB website.
2. **Preparation of RFP** – Either a Request for Proposal (RFP) or an Invitation for Bid (IFB) must be prepared to tell prospective bidders what they must know to submit their bids. An RFP is a solicitation procedure and a document that indicates what is to be accomplished and requests the bidder to indicate how it will be accomplished and the cost. A copy of the original RFP or IFB and any amendment thereto shall be retained. A list shall be maintained of who received RFP(s) or IFB(s). The RFP is not used when there is a “standard” associated with the requirement. In using an RFP, the contracting agency may elect to award the contract by using one of several proposal evaluation methods.

Evaluation on a point system (40 points cost, 20 points experience, 20 points expertise, and 20 points plan) or on a priority system (proposals that meet the minimum requirements are ranked “best to worst” and funded until all funds are obligated). This permits consideration of other factors in addition to price.

An IFB is a type of procurement and a document used in a formal competitive bidding process. The documentation contains a precise statement and complete specification of what will be purchased. Because it allows no choice in how the work will be performed, it essentially requests only a cost from the bidder. The IFB is appropriate for use in purchasing services for which there is a known industry/professional or other mandated standard governing the quality and test for acceptability for the work to be performed. The IFB states contractor qualifications, terms, conditions, and task/requirements, allowing only one interpretation. Therefore, each bidder is bidding on exactly the same thing. It is this characteristic that permits bid comparison and contractor selection solely on the basis of price.

3. **Distribute the RFP/IFB** – The RFP or IFB shall be sent to anyone responding to the advertisement. Additionally, the agency shall also send it to know vendors exceeding three in an attempt to get as many bids as possible.
4. **Form an Evaluation Committee** – An evaluation committee must be formed with at least three members. The number of members and the makeup of the committee should be such that there is no appearance of impropriety. The appointment of the evaluation committee shall be done in writing and retained.

5. **Hold a Pre-Bid Conference** – It is advisable to hold a meeting with prospective bidders to answer questions and clarify issues. This conference may disclose the need for written amendments to correct or clarify the original RFP or IFB. A list should be maintained of those attending the pre-bid conference.
6. **Receive and Log Bids** – Bids received shall be time stamped, logged, and placed under lock until the bid opening. Bids received after the closing time should be returned, unopened to the bidder and a note shall be made for any bids returned to be filed with the log. One copy of each bid, including the envelope it was sent in, should be retained with the log of bids received.
7. **Open Bids** – Bids shall not be opened prior to the stated closing time and date. The bids should be opened by at least two people and a note shall be made of those attending the bid opening. The bids are then forwarded to the members of the evaluation committee.
8. **Evaluate the Bids** – Committee members should read all bids before meeting as a group. The committee shall schedule a meeting to evaluate the bids. The first item of business is to determine if each bid is responsive. Responsive bids are those that conform to the essential elements of the solicitation. Non-responsive bids may be omitted from further analysis. A written report deeming each bidder either responsive or non-responsive must be prepared with adequate documentation of the reasoning for any bid deemed non-responsive. All responsive bids must have the following:
  - a. The responsive proposals should be analyzed in accordance with the evaluation criteria.
  - b. The committee must make the contract award(s) decision based upon their evaluation. The committee will either make the award, if empowered to do so, or make a recommendation to the appropriate authority for award. The committee may also recommend that no award be made, if there are reasons why the award is not in the best interest of the program.
  - c. The committee shall prepare a formal report on the award, recommendation for award or lack thereof.
  - d. Competitive-Formal Advertised Competitive Bid Process does not have a minimum number of proposals required; however, should only one be received or deemed responsive, it is imperative that reasonableness of cost and price analysis is completed.
9. **Debarred and Suspended Parties** – No agency or its sub-recipients shall make any sub-grants or permit any contract or sub-contract at any tier to any party that is debarred or suspended or is otherwise excluded from or ineligible for participation in Federal assistance programs.
10. **Award** – Either the committee or the appropriate authority shall issue an award notice to the successful bidder. The appropriate authority may take the committee recommendation; reevaluate the bids based on all applicable requirements included in the procurement system guidelines or throw out all the bids. If the committee recommendation is not taken, the appropriate authority shall prepare a formal report on the award or lack thereof.
11. **Three Bids Unavailable Waiver** – The three bid requirement described above may be waived when the service region has determined that there is only a single feasible source for the supplies and/or services. A single feasible source exists when:

- a. Supplies are proprietary and only available from the manufacturer or a single distributor;
- b. Based on past procurement experience, it is determined that only one distributor services the region in which the supplies are needed; or
- c. Supplies are available at a discount from a single distributor for a limited period of time.

12. **Items Exempt from Competitive Procurement: Sole Source Exemption** – Exempt procurements must follow the requirements in this section of the guide dealing with reasonableness of cost and price analysis, cost reimbursement basis, and debarred and suspended parties. Agencies are required to select the best know price from vendors.

The following items are exempt from competitive procurement:

- a. Magazines
- b. Books
- c. Periodicals
- d. Newspapers
- e. Any form of direct advertising space and time, unless there are multiple businesses in the area able to provide the same services to the same coverage area needed and same demographics.
- f. Conferences – The cost of attending or participating is exempted. The cost of putting together a conference is not exempted.
- g. Training Sessions and Seminars – related to the individual’s profession or program.
- h. Copyrighted materials such as films, film strips, books, pamphlets, video tapes, or audio tapes (computer software is not included in this category). Copyrighted materials are defined as those which are available for purchase from only the publisher owning an exclusive copyright or from a single distributor operating under an exclusive franchise from the publisher.
- i. Update of computer software which the agency already owns.
- j. Repair services and operational supplies from original manufacturer, if such repairs/parts/services/supplies must be performed or obtained by the original manufacturer or by the manufacturer’s authorized service center, because (1) the nature of the repair, service, or supplies are available only from the original manufacturer as a result of a lawful patent, or (2) the technical nature of the repair or service can only be performed by the original manufacturer due to a patent design or technical manufacturing process, or (3) repairs of such equipment would violate the terms of, or part of, the equipment warranty or purchase agreement.
- k. Agencies eligible to acquire equipment from either State or Federal surplus property may do so without any additional procurement practices.
- l. Agencies eligible to buy from state contract awarded by the Division of Purchasing may do so without any additional procurement practices.
- m. Agencies may contract with DWD to provide statewide coordinated services.
- n. Agencies may contract with the State of Missouri, Department of Elementary and Secondary Education (DESE) to provide educational services provided DESE does so at no additional administrative cost.

13. **Purchase Order Exemptions**

The following expenditures are exempt from purchase order requests:

- Local purchases of kitchen supplies.
- Local purchases of meeting supplies.

- Local purchases of miscellaneous supplies ordered directly through the Executive Director.
- Local purchases of office supplies under \$500.

14. **Emergency Purchases** – Emergency purchases for a situation that creates a serious and obvious threat to public health, safety or operation of the agency in executing its legal responsibilities to the public, or property in its legal care or control, as may arise by reason of flood, epidemic, illness, riot, natural disaster, accident, equipment failure, or similar cases will require strict documentation of the existing emergency condition to be filed with the purchase order and invoice.

An emergency purchase can only be allowed when immediate action is necessary to resolve an extraordinary situation and the resolution of the condition receives priority over routine operations and duties of the agency.

The director of the agency, or someone acting in the director’s capacity, must declare an emergency. Non-life-threatening emergencies in excess of \$2,500.00 require telephone concurrence from DWD. A written notification shall follow the telephone concurrence.

15. **Sale of Agency-Owned Equipment** – In the event that agency-owned equipment under \$5,000.00 is replaced or no longer deemed necessary or viable, the said equipment will be put up for sale. Attempts must be made to find the “Fair Market Value” of said item. A full disclosure of said item will be provided to interested bidders. Sealed, unopened bids will be solicited by placing an advertisement in at least one (1) local newspaper and on the C-WIB website for a period of at least one (1) week, not to exceed three (3) weeks. Items will be sold to the highest bidder. Agency-Owned and/or Other-Owned equipment in excess of \$5,000.00 will require the original awarding agency’s permission before disposal and in accordance with their instructions.

16. **Sole Source Purchases; CFR 200.320:**  
Sole source purchases are specialized items geared to meet specific needs of the program. Due to certain conditions, such purchases do not have a marketable competitor who can meet the needs of the purchase. Procurement by noncompetitive proposals is procurement through solicitation of a proposal from only one source and may be used only when one or more of the following circumstances apply:

1. The item is available only from a single source;
2. The public exigency or emergency for the requirement will not permit a delay resulting from competitive solicitation;
3. The Federal awarding agency or pass-through entity expressly authorizes noncompetitive proposals in response to a written request from the non-Federal entity; or
4. After solicitation of a number of sources, competition is determined inadequate.

17. **Contracting with small and minority businesses, women’s business enterprises, and labor surplus area firms.** CFR 200321

- (a) SCWIB must take all necessary affirmative steps to assure that minority businesses, women’s business enterprises, and labor surplus area firms are used when possible.
- (b) Affirmative steps include:

- (1) Placing qualified small and minority businesses and women's business enterprises on solicitation lists;
- (2) Assuring that small and minority businesses, and women's business enterprises are solicited whenever they are potential sources;
- (3) Dividing total requirements, when economically feasible, into smaller tasks or quantities to permit maximum participation by small and minority businesses, and women's business enterprises;
- (4) Establishing delivery schedules, where the requirement permits, which encourage participation by small and minority businesses, and women's business enterprises;
- (5) Using the services and assistance, as appropriate, of such organizations as the Small Business Administration and the Minority Business Development Agency of the Department of Commerce; and
- (6) Requiring the prime contractor, if subcontracts are to be let, to take the affirmative steps listed in paragraphs (1) through (5) of this section

18. **Meeting Policy:**

Meetings held at the WIB office by the County Commissioners, WIB Members, WIB Committees, WIB Staff and/or Sub-Recipient Staff and Partner Staff that a meal is provided. Prior approval by the Executive Director is required for each event. Individuals that deem as non-essential to the purpose of the meeting by the Executive Director will have to be charged to non-WDA funds, provide their own, or reimburse the WIB. Meals will be provided under the following criteria. Meal rates will be based upon the following:

- Breakfast per person = \$10.00 or less
- Lunch per person = \$15.00 or less
- Dinner per person = \$25.00 or less
  
- Breakfast meeting held between 7:00 a.m. - 9:00 a.m.
- Lunch meeting held between 11:00 a.m. - 1:00 p.m.
- Dinner meeting held between 5:00 p.m. - 7:00 p.m.
- All meetings require an agenda and a sign-in sheet.

The WIB also allows the purchase of refreshments in conjunction with activities that recognize retirement, special accomplishments, and work related pre-conference and conference events. This includes the cost of food and non-alcohol drinks. Cost shall be limited to the meeting policy and pre-approved by the Executive Director.

19. Contact: Please Direct Comments or questions regarding this policy to Donna Parrott, Executive Director at 417-257-2630 or email [dparrott@scwib.org](mailto:dparrott@scwib.org)

20. Attachments: None



## **ATTACHMENT 11**

**ADULT Budget PY20/FY21**

	Total Budget	
Adult	<b>\$ 467,696.00</b>	
WIB Admin	\$ 26,765.00	
WIB Indirect	\$ 20,000.00	
		\$ 46,765.00
Program Salary Fringe	\$ 164,500.00	
Other Staffing Cost	\$ 1,100.00	
ITA	\$ 123,000.00	
OJT	\$ 32,000.00	
Incumbent Worker Training	\$ -	
Work Experience	\$ 19,000.00	
Supportive Services	\$ 18,000.00	
Pay for Performance	\$ -	
Travel	\$ 4,300.00	
Supplies	\$ 2,350.00	
Other	\$ 2,400.00	
Indirect Admin	\$ 54,281.00	
		\$ 420,931.00
		<b>\$ 467,696.00</b>



**DISLOCATED WORKER Budget PY20/FY21**

	Total Budget	
DW	<b>\$ 450,939.00</b>	
WIB Admin	\$ 25,090.00	
WIB Indirect	\$ 20,000.00	
		\$ 45,090.00
Program Salary Fringe	\$ 160,000.00	
Other Staffing Cost	\$ 1,025.00	
ITA	\$ 119,500.00	
OJT	\$ 35,000.00	
Incumbent Worker Training	\$ 1,000.00	
Work Experience	\$ 9,500.00	
Supportive Services	\$ 22,000.00	
Pay for Performance	\$ -	
Travel	\$ 3,850.00	
Supplies	\$ 850.00	
Other	\$ 2,000.00	
Indirect Admin	\$ 51,124.00	
		\$ 405,849.00
		<b>\$ 450,939.00</b>

**YOUTH Budget PY20/FY21**

	Total Budget	
Youth	<b>\$ 439,812.00</b>	
Youth In-School		
WIB Admin	\$ 43,980.00	
WIB Indirect	\$ 20,000.00	
		\$ 63,980.00
Occupations Skills Training	\$ 12,000.00	
Work Experience	\$ 43,000.00	
Work Experience Staffing	\$ 6,000.00	
OJT	\$ -	
Supportive Services	\$ 11,000.00	
Performance/Incentive	\$ 2,000.00	
Salary/Fringe	\$ 29,000.00	
Other Staffing Costs	\$ -	
Facilities	\$ 2,600.00	
Supplies	\$ 1,000.00	
Travel	\$ 1,540.00	
Indirect Admin	\$ 6,100.00	
		\$ 114,240.00
Youth Out-School		
Occupations Skills Training	\$ 34,000.00	
Work Experience	\$ 44,000.00	
Work Experience Staffing	\$ 9,000.00	
OJT	\$ 4,000.00	
Supportive Services	\$ 13,000.00	
Performance/Incentive	\$ 7,000.00	
Salary/Fringe	\$ 122,000.00	
Other Staffing Costs	\$ -	
Facilities	\$ 5,200.00	
Supplies	\$ 2,100.00	
Travel	\$ 4,100.00	
Indirect Admin	\$ 37,192.00	
		\$ 281,592.00
		<u>\$ 459,812.00</u>



## **ATTACHMENT 12**



South Central  
**WORKFORCE**  
*Investment Board*

Harassment and Discrimination Policy

The South Central Workforce Investment Board (SCWIB) and its subcontractors are committed to providing a workplace free of unlawful harassment and discrimination for all employees and customers. Employees assuming a management/supervisory role must report all complaints and instances of harassment or discrimination to the SCWIB Equal Opportunity Officer immediately.

All complaints, to include unlawful harassment, discrimination and offensive behavior in general, will be investigated in a timely fashion and will remain confidential to the extent possible.

Employees as well as non-employees are prohibited from harassing or discriminating against staff, customers, and partner employees whether or not the incidents of harassment or discrimination occur on employer premises and whether or not the incidents occur during work hours. Behavior covered by this policy may extend beyond the normal work hours and occur at conferences, meetings, or other extra-curricular events. An incident may be considered harassment or discrimination even if the accused party did not intend to be offensive.

## Definitions

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**Unwelcome Conduct:** The employee did not solicit or invite the conduct and regarded it as undesirable.

**Power-differentiated Working Relationships:** Any work relationship in which one employee supervises or manages (directly or indirectly) another employee OR makes decisions concerning another employee's terms, conditions or privileges of employment.

**Intimate Relationships:** For the purposes of this policy the department will consider intimate relationships to be those that involve dating, sexual activity and/or romantic involvement.

Managers/supervisors participating in this type of relationship with their subordinates or with others where a power-differentiated relationship exists are in violation of this policy. Employees who find themselves involved in situations such as this are responsible for reporting their involvement to their supervisor, manager, or Human Resources.

The appropriate action will be taken to remove the power component from the relationship.



South Central  
**WORKFORCE**  
*Investment Board*

Harassment and Discrimination Policy

## 1. Unlawful Harassment

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Prohibited conduct includes unwelcome conduct, whether verbal, physical, or visual, that is based on or relates to an individual's sex, race, color, religion, national origin, age, disability, or any other status protected by law, and 1) has the purpose or effect of creating an intimidating, hostile or offensive working environment; 2) has the purpose or effect of unreasonably interfering with an individual's work performance; or 3) otherwise adversely affects an individual's employment opportunities.

Examples of prohibited conduct include but are not limited to epithets, slurs, negative stereotyping, written or graphic material, including e-mails that denigrate or show hostility toward an individual, or any other threatening or intimidating act that relates to race, gender, sex, color, religion, national origin, age, or disability.

## 2. Sexual Harassment

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Prohibited behavior may also include any unwelcome behavior of a sexual nature such as: sexual advances and propositions; requests for sexual favors; sexual jokes, comments, suggestions, or innuendo; foul or obscene gestures or language; display of foul or obscene or offensive printed or visual material; physical contact such as patting, pinching, hugging or brushing against another individual's body; and any other unwelcome verbal, physical or visual conduct of a sexual nature where:

1. Submission to such conduct is an explicit or implicit condition of employment; or
2. Submission to or rejection of such conduct is used as a basis for employment-related decisions such as a promotion, discharge, performance evaluation, pay adjustment, discipline, work assignment or any other condition of employment or career development; or
3. Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, abusive or offensive working environment.

Sexual harassment can involve males or females being harassed by members of either sex. Although sexual harassment typically involves a person in a greater position of authority as the



South Central  
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Harassment and Discrimination Policy

harasser, individuals in positions of lesser or equal authority also can be found responsible for engaging in prohibited harassment.

Sexual harassment can be physical and/or psychological in nature. An aggregation of a series of incidents can constitute sexual harassment even if one of the incidents considered on its own would not be harassing.

Sexual harassment does not refer to behavior or occasional compliments of a socially acceptable nature.

### **3. Discrimination**

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The South Central Workforce Investment Board and its subcontractors are committed to providing a work environment free from discrimination. WIOA prohibits discrimination on the basis of race, color, religion, sex (including pregnancy, childbirth, and related medical conditions, sex stereotyping, transgender status, and gender identity), national origin (including limited English proficiency), age, disability, or political affiliation or belief, or, against any beneficiary of, applicant to, or participant in programs financially assisted under Title I of the Workforce Innovation and Opportunity Act, on the basis of the individual's citizenship status or participation in any WIOA Title I-financially assisted program or activity. Prohibited behavior may include, but is not limited to, discrimination in the provision of employment opportunities and training, benefits, or the creation of a discriminatory working environment.

#### **Reporting Harassment or Discrimination**

Employees who feel they have witnessed or experience behavior prohibited by this policy in connection with their employment with SCWIB and its subcontractors, or who have questions, concerns or complaints of discrimination, including a complaint of harassment, should immediately report the circumstances or incident as indicated below:

#### **Employee Responsibilities**

If employees believe they have been subjected to harassment, to include unwanted attention, or discrimination, the following steps should be taken:

1. If possible, make their unease and/or disapproval directly and immediately know to the offending party. Employees can often stop or prevent harassment by immediately and directly expressing their disapproval of any individual's conduct in a professional manner.



South Central  
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Harassment and Discrimination Policy

2. Make a written record of the date, time and nature of the incident and the names of any witnesses.
3. Immediately report the incident to their supervisor, their manager or the Equal Opportunity Officer. All incidents of harassment and discrimination should be reported immediately regardless of whether or not the employee addressed the incident with the offending party.
4. To initiate a formal investigation into an alleged violation of this policy, employees must file a Harassment and Discrimination Complaint Form with the Equal Opportunity Officer. The Equal Opportunity Officer can assist the complainant in completing the Harassment and Discrimination Complaint Form. To ensure a prompt and thorough investigation, the complainant should provide as many details as possible.
5. Charges of unlawful discrimination or sexual harassment may also be filed with the Missouri Commission on Human Rights within 180 days of the most recent unlawful act.

### **Management Responsibilities**

Harassment and discrimination is a violation of federal and state law and cannot legally be ignored or hidden. All managers/supervisors are responsible for:

1. Immediately reporting all incidents of harassment or discrimination to the Equal Opportunity Officer whether or not a written complaint is received.
2. Taking steps to maintain a work environment free of harassment and discrimination and for taking corrective action if such incidents occur.

### **Human Resources**

Upon receiving a complaint or notification of an incident possibly involving harassment or discrimination, the Equal Opportunity Officer will be responsible for:

1. Ensuring that both the individual filing the complaint and the accused individual are aware of the seriousness of the allegations being made;



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*Investment Board*

Harassment and Discrimination Policy

2. Explaining the Harassment and Discrimination Policy as well as the investigation procedures to both the complainant and the respondent;
3. Exploring informal means of resolving complaints, depending on the seriousness of the charges;
4. Notifying the police if criminal activities are alleged;
5. Arranging for an investigation of the alleged harassment or discrimination in a timely fashion and the preparation of a written report; and
6. Notifying the complainant of the findings in writing. However, no details about the nature or extent of any disciplinary or corrective actions will be disclosed to the complainant(s) and/or witness(es) unless there is a compelling reason such as the personal safety of the complainant.

**Remedial Action**

1. Appropriate remedial action will be taken to remove all forms of harassment or discrimination.
2. Violating this policy may result in reprimand, suspension, demotion or dismissal.
3. All employees are required to cooperate with any investigation of situations of which they have knowledge. Any employee who impedes an investigation or provides false information may be subject to disciplinary action.

**Retaliation**

1. Any employee who in good faith reports incidents of harassment or discrimination, or who participates in a related investigation should not experience retaliation as a result.
2. Any employee who believes they have been retaliated against should immediately inform his/her supervisor or the Equal Opportunity Officer.





South Central  
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Harassment and Discrimination Policy

3. Any employee who retaliates against another employee for filing or participating in an investigation of harassment or discrimination may be subject to disciplinary action.

**Confidentiality**

1. All inquiries, complaints, and investigations are treated confidentially. Information is revealed strictly on a need to know basis. Information contained in a formal complaint is kept confidential and maintained in secure files.

**Contact Information**

Valarie Haring  
Equal Opportunity Officer/Compliance Manager  
South Central Workforce Investment Board, Inc.  
408 Washington Avenue, Suite 210  
West Plains, MO 65775

**Phone:** (417) 267-2630  
**Cell:** (417) 293-7145  
**Fax:** (417) 257-2633  
**MO Relay:** 711  
**Email:** [vharing@scwib.org](mailto:vharing@scwib.org)



## **ATTACHMENT 13**



416 Washington Avenue, West Plains, Missouri 65775 ❖ Phone 417-257-2630 ❖ Fax 417-257-2633 ❖ MO Relay 711

**Local Policy 03-2015**

**Approved: July 28, 2015**

**Effective: July 28, 2015**

**Revised: July 1, 2020**

**Subject: Local Supportive Service Policy**

1. Purpose: This policy is written to provide guidelines on local supportive service limits and requirements.
2. Background: Supportive services are allowed by Federal Law, Federal Rules, and State Issuance. This policy is necessary to further define the limits and requirements for supportive services in the South Central Region.
3. Substance:
  - Transportation allowance
    - \$0.25 per mile is allowed for participants traveling more than 20 miles roundtrip.
    - Transportation allowance will be determined using MapQuest or other standard program from the participants' home address to the activity location.
    - Participants who choose to attend activities outside of the local community when the same activities are provided within the community will not be eligible for a transportation allowance.
    - Documentation of insurance coverage is required prior to transportation allowance payments.
    - Exceptions may be allowable under extreme circumstances and shall require prior approval from the WIB Executive Director.
  - Childcare assistance
    - Childcare assistance is limited to \$25.00 per day per child.
    - All participants must first seek assistance from Child Care Services. If the participant is denied by Child Care Services or is responsible for co-pay childcare assistance is allowable up to the limits above.
    - Childcare assistance is paid directly to the provider and is limited to Child Care Services approved providers only.
    - Exceptions may be allowable under extreme circumstances and shall require prior approval from the WIB Executive Director.
  - Emergency Aid
    - Vehicle Repair
      - Limited to \$250.00 per program year.

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- Vehicle must be the primary vehicle used by the participant to participate in a WIOA activity.
    - Vehicle Insurance
      - Limited to \$300.00 per program year.
      - Only payable for three months per program year.
      - Vehicle must be the primary vehicle used by the participant to participate in a WIOA activity.
    - Clothing
      - Must be training or work related.
      - Limited to \$200.00 per program year.
    - Temporary Shelter/Housing/Utilities
      - Limited to \$1000.00 per program year.
    - Medical Assistance
      - Limited to \$100.00 per program year.
    - Testing and Certification Fees
      - Limited to \$500.00 per program year.
    - Exceptions may be allowable under extreme circumstances and shall require prior approval from the WIB Executive Director.
4. Supportive Services may only provide to participants who:
- Are participating in career services or training services (except Youth) approved by WIOA Title I;
  - Require those services to participate in those career service or training activities (except Youth); and
  - Are unable to obtain Supportive Services first through other programs providing such services
5. Needs-based analysis
- Individuals must *request* Supportive Service payments for specific needs. WIOA programs are not an entitlement, therefore Supportive Service payments are on a case-by-case basis, and only when determined necessary and reasonable. Payments may not be made for non-WIOA activities or for items that are not necessary for participation in a WIOA activity.
  - WIOA Supportive Services are important to the success of many WIOA participants; however, all other alternate sources of funding must be sought first. *Every* attempt to find other Supportive Services sources, leading to the determination to use WIOA funding, must be documented in the case notes for the participant. The availability of community resources will vary by LWDA. The LWDA must keep and make available to participants an up-to-date listing of resources that referrals can be made to prior to any WIOA payment for Supportive Services. (Providing information about the availability of, and referrals to, alternate Supportive Services sources is required by 20 CFR 678.430(a)(9).
6. Case Notes –
- All Supportive Services must be documented in the statewide electronic case management system and include at a minimum *all* of the following:
    - The type of Supportive Service paid (e.g., transportation, childcare, etc.);
    - The amount paid for the Supportive Service;

- The timeframe or duration for which the Supportive Service was paid;
  - The justification of need for the Supportive Service; *and*
  - Documentation of the lack of availability of alternatives or other community resources.
7. In all cases, staff must review case notes prior to making any Supportive Service payments to avoid duplicate payments.
  8. Action: This policy is effective July 28, 2015. Please distribute to appropriate individuals.
  9. Contact: Please direct comments or questions regarding this policy to Valarie Haring, Compliance Manager at 417-257-2630 or email [vharing@scwib.org](mailto:vharing@scwib.org).
  10. Reference: Workforce Innovation and Opportunity Act of 2015, Department of Labor Proposed Rules.
  11. Recessions: None
  12. Attachments: None



## **ATTACHMENT 14**



408 Washington Avenue, Suite 210, West Plains, Missouri 65775  
❖ Phone 417-257-2630 ❖ Fax 417-257-2633 ❖ MO Relay 711

**Local Policy 01-2018-change 1**

**Approved: January 28, 2020**  
**Effective: January 28, 2020**

**Subject: Adult Priority of Service Policy**

1. Purpose: This policy is written to provide direction to the one-stop operators with regard to making determinations related to priority.
2. Background: Sec. 134(c)(3)(E) Priority.--With respect to funds allocated to a local area for adult employment and training activities under paragraph (2)(A) or (3) of section 133(b), priority shall be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient for receipt of career services described in paragraph (2)(A)(xii) and training services. The local board and the Governor shall direct the one-stop operators in the local area with regard to making determinations related to such priority.
3. Substance:
  - 1<sup>st</sup> priority shall be given to recipients of public assistance.
  - 2<sup>nd</sup> priority shall be given to low income individuals as defined in current state 70 Percent Lower Living Standard Income Level or Health and Human Services Poverty Guidelines issuance.
  - 3<sup>rd</sup> priority shall be given to individuals who are basic skills deficient.
  - 4<sup>th</sup> priority shall be given to individuals who meet a yearly family income level of 125% of poverty level plus \$500.00.
  - 5<sup>th</sup> priority shall be given to individuals who meet the definition of disabled and counted as a family of one for the purpose of eligibility determination.
  - Individuals can be served from all 3 priority levels on a first come first serve basis until Adults funds that have been allocated for clients is at least 80% obligated. When client funds have been obligated at or above 80% only the first two priority levels may be served.
  - Once client funds have been obligated at or above 90% only individuals from the first priority may be served.
  - For individuals that need staff assisted services only, staff may complete a basic WIOA enrollment for that purpose without requiring the individual's income. If it is later determined that the individual needs services beyond staff assisted, the individual will need to meet one of the priority levels above and the income must be added to the WIOA MOJobs application.
  - Eligible Veterans will have priority at all levels for services in the WIOA Adult program.

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4. Action: This policy is effective January 28, 2020. Please distribute to appropriate individuals.
5. Contact: Please direct comments or questions regarding this policy to Valarie Haring, Compliance Manager at 417-257-2630 or email [vharing@scwib.org](mailto:vharing@scwib.org).
6. Reference: Workforce Innovation and Opportunity Act of 2015, Department of Labor Proposed Rules, OWD Issuance 03-2019.
7. Recessions: SCWIB 04-2016
8. Attachments: None

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## **ATTACHMENT 15**



416 Washington Avenue, West Plains, Missouri 65775 ❖ Phone 417-257-2630 ❖ Fax 417-257-2633 ❖ MO Relay 711

**Issuance No:** 02-2020  
**Effective Date:** July 1, 2020  
**Subject:** Adult/Dislocated Worker – Training Expenditure Rate/Local Criteria for Training Recipients

Training Services will be available to adult and dislocated workers who: A one-stop operator/partner determines, after an interview, evaluation, or assessment, and career planning, are:

- Unlikely or unable to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment through career services; and
- In need of training services to obtain or retain employment leading to economic self-sufficiency or wages comparable to or higher than wages from previous employment; and
- Have the skills and qualifications to participate successfully in training services; and
- Have selected a program of training services that is directly linked to the employment opportunities in the local area or the planning region, or in another area to which the individuals are willing to commute or relocate; and
- Are unable to obtain grant assistance from other sources to pay the costs of such training, including such sources as State-funded training funds, Trade Adjustment Assistance, and Federal Pell Grants established under Title IV of the Higher Education Act of 1965, or require WIOA assistance in addition to other sources of grant assistance, including Federal Pell Grants.

The South Central Region proposes allocating forty percent (40%) of Adult/Dislocated Worker funds on participant costs with a maximum of 60% that can be spent on staffing and non-participant expenses.

Individuals must be in need of training services and have the skills and qualifications required to successfully participate in the selected training program.



## **ATTACHMENT 16**



416 Washington Avenue, West Plains, Missouri 65775 ❖ Phone 417-257-2630 ❖ Fax 417-257-2633 ❖ MO Relay 711

**Local Policy 02-2015**

**Approved: January 23, 2018**

**Effective: January 23, 2018**

**Reviewed: January 23, 2018**

**Subject: Youth Who Require Additional Assistance**

1. Purpose: This policy is written to provide the South Central Workforce Investment Board's Youth Who Requires Additional Assistance definition and required eligibility documentation.
2. Background: Youth eligibility is determined by Federal Law, Federal Rules, and State Issuance. This policy is necessary to further define the eligibility requirements for youth in the South Central Region.
3. Substance: "Youth Who Require Additional Assistance" shall be defined as an individual who meets any one of these 3 conditions:
  - Has failed to secure a job within the past thirty days after employment search. Documentation shall consist of a detailed job search log; or
  - Is employed part-time (less than 30 hours per week) and has been unable to obtain full-time employment within the past three months after employment search. Documentation shall consist of at least two or more recent pay stubs within the last thirty days and a detailed job search log; or
  - Did not achieve the National Career Readiness Certificate (NCRC). Documentation that the individual did not obtain at least the Bronze NCRC will be required.
4. Limit: If a program operator has a need to serve an in school youth that only needs additional assistance, WIB approval is required. There is a set limit of 5% of youth per program year.
5. Action: This policy is effective January 23, 2018. Please distribute to appropriate individuals.
6. Contact: Please direct comments or questions regarding this policy to Valarie Haring, Compliance Manager at 417-257-2630 or email [vharing@scwib.org](mailto:vharing@scwib.org).
7. Reference: Workforce Innovation and Opportunity Act of 2015, Department of Labor Proposed Rules, DWD Issuance 02-2015.
8. Recessions: None
9. Attachments: None

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## **ATTACHMENT 17**



South Central  
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408 Washington Avenue, Suite 210, West Plains, MO 65775 o Phone 417-257-2630 o MO Relay 711

Local Policy 04-2016, change 2

Approved: January 28, 2020  
Effective: January 28, 2020

Subject: Youth Incentive Policy

1. Purpose: This policy is written to provide guidelines on limits and requirements for Incentive payments made to Youth.
2. Background: Youth Incentive payments are allowed by Federal Law, Federal Rules, and State Issuance. This policy is necessary to further define the limits and requirements for Incentive payments in the South Central Region.
3. Substance:
  - Incentive Payments are allowed for the following activities:
    - o \$250.00 is payable for Youth who receive their High School diploma, HiSET, post-secondary credential, license or certification before WIOA Youth program exit.
    - o \$100.00 is payable to Youth who successfully complete their Work Experience training plan with average or above average evaluation from the employer.
    - o \$100.00 is payable to Youth who successfully complete On-the-Job training and are retained by the employer.
    - o \$50.00 is payable to Youth for successful completion of a semester in training or high school, with all school determined passing grades.
    - o Participants are eligible to receive a \$50 incentive for each attainment of a full one point increase in any subject area previously determined basic skill deficient. Participants enrolled in Adult Education, whose initial testing results demonstrate basic skills deficiency, as defined as an Educational Functional Level of 4.0 or lower (< 9.0 grade level equivalency) in one or more of the three functional areas math, reading or language), are authorized to receive an incentive for increasing one or more EFL in any deficient area.
4. Action: This policy is effective January 28, 2020. Please distribute to appropriate individuals.



5. Contact: Please direct comments or questions regarding this policy to Valarie Haring, Compliance Manager at 417-257-2630 or email [vharing@scwib.org](mailto:vharing@scwib.org)
6. Reference: Workforce Innovation and Opportunity Act of 2015, Department of Labor Proposed Rules, TEGL 21-16 and related state issuances.
7. Recessions: None
8. Attachments: None



## **ATTACHMENT 18**





416 Washington Avenue, West Plains, Missouri 65775 ❖ Phone 417-257-2630 ❖ Fax 417-257-2633 ❖ MO Relay 711

**Issuance No: 03-2020**

**Effective Date: July 1, 2020**

**Subject: Veteran's Priority of Service Policy**

1. Purpose: This policy is written to provide direction to the one-stop operators with regard to making determinations related to Veteran's priority.
2. Background: The South Central Region recognizes the preferences allowed to veterans required by Public Law 107-288 and apply those applicable laws according to priority. According to Department of Labor (DOL) TEGL 3-15, veterans and eligible spouses receive priority of service for all DOL-funded job-training programs, which include WIOA programs. However, as described in TEGL 10-09, when programs are statutorily required to provide priority for a particular group of individuals, priority must be provided in the following order:
3. Substance:
  - 1<sup>st</sup> priority shall be given to veterans and eligible spouses who are also included in the groups given statutory priority for WIOA Adult formula funds. This means that veterans and eligible spouses who are also recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient would receive first priority for services provided with WIOA adult formula funds.
  - 2<sup>nd</sup> priority shall be given to non-covered persons (that is, individuals who are not veterans or eligible spouses) who are included in the groups given priority for WIOA Adult formula funds.
  - 3<sup>rd</sup> priority shall be given to veterans and eligible spouses who are not included in WIOA's priority groups.
  - Last priority shall be given to non-covered persons outside the groups given priority under WIOA
4. Veterans Qualification: A veteran is a person who served at least one day in the active military, naval, or air service, and who was discharged or released for conditions other than dishonorable. Active service includes full-time Federal service in the National Guard or a Reserve component. This definition of "active service" does not include full-time duty performed strictly for training purposes (i.e., that which often is referred to as "weekend" or "annual" training), nor does it include full-time active duty performed by National Guard personnel who are mobilized by state rather than Federal authorities, such as mobilization in response to events such as natural disasters).

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5. Eligible Spouse Qualification (must meet one of the qualifications below):

- A spouse of any veteran who died or has a service-connected disability; or
- A spouse of any member of the Armed Forces serving on active duty who, at the time of application for priority, is listed in one or more of the following categories and has been so listed for a total of more than 90 days:
  - Missing in action; or
  - Captured in the line of duty by a hostile force; or
  - Forcibly detained or interned in the line of duty by a foreign government or power; or
  - A spouse of a veteran who has a total disability resulting from service-connected disability, as evaluated by the Department of Veteran Affairs; or
  - A spouse of any veteran who died while a disability was in existence.

The processes for identifying covered persons will not require verification of the status of an individual as a covered person at the point of entry unless they immediately undergo eligibility determination and enrollment in a program. A covered person may be enrolled and given immediate priority and then be permitted to follow-up subsequently with any required verification of his/her status as a covered person. If the Local Veterans Employment Representative (LVER) and/or Disabled Veterans Outreach Program (DVOP) staff is available and eligible veteran or eligible spouse requests assistance from the DVOP/LVER, a local process has been developed for notifying the DVOP/LVER that such person has requested assistance.

6. Priority of Service will be ensured by:

- Identifying veterans and other covered persons using the acceptable documentation;
- Coordinating service delivery, outreach, employer and all other related activities with Local Veterans Employment Representative (LVER) and Disabled Veterans Outreach Program (DVOP) staff;
- Identifying employers who are interested in hiring veterans;
- Promoting job fairs for veterans and eligible spouses; and
- Assisting veterans and eligible spouses before other customers.
- MoJobs allows registered Veterans to view job postings 24 hours before the public.

Program operators will work with the Local Veterans Employment Representatives (LVERs) and Disabled Veterans Outreach Program (DVOP) specialists to encourage additional referrals to the WIOA programs for veterans.



## **ATTACHMENT 19**



408 Washington Avenue, Ste. 210, West Plains, MO 65775 ♦ 417-257-2630 ♦ MORElay 711 ♦ [www.scwib.org](http://www.scwib.org)

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#### Determining Basic Skills Deficiency (Youth Assessment Policy)

Local Workforce Development Boards (WDB) are required to assess the basic skills of workforce applicants for Youth eligibility and for an objective assessment of academic levels, skill levels, and service needs of each participant, which includes a review of basic skills.

*WIOA Section 3(5) defines a participant who is "basic skills deficient:" means, with respect to an individual-*

- (A) who is a youth, that the individual has English reading, writing, or computing skills at or below the 8th grade level on a generally accepted standardized test; or*
- (B) who is a youth or adult, that the individual 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.*

The South Central Workforce Board have approved the below instruments to be valid and reliable to evaluate the basic skills of the Region's population. Basic Skills Assessments:

- Per state policy regarding the assessing of In School Youth, Local WDBs should continue to accept the basic skills assessments provided by the participant's educational institution. If staff are unable to obtain documentation from the school, WIOA staff can test the youth using the TABE.
- TABE tests must be utilized for Out of School Youth who have no high school diploma or equivalent. This is necessary to accurately measure the participant's educational functioning level, ensuring eligibility for program incentives and accurate reporting upon increase of educational functioning level.
- If appropriate, WorkKeys tests may be utilized in place of TABE testing for Out of School Youth who have a high school diploma or equivalent. Participants who have WorkKeys scores below the NCRC Silver category are considered basic skills deficient.
- Previous basic skills assessment results (In-School education assessment records, Out-of-School TABE or WorkKeys) may be used if such previous assessments have been conducted within the past six months.
- Testing formats may not be changed throughout the program. For the purpose of increasing the educational functioning level, Post-testing must utilize the same assessment as the Pre-test to ensure accurate results are reported.
- For youth with disabilities: TABE testing can be utilized, school records can be utilized, or a previous basic skills assessments from other agencies (such as vocational rehabilitation) administered within the past six months can be utilized. Accommodations will be made available to youth with disabilities upon request.
  
- Action: This policy is effective January 28, 2020. Please distribute to appropriate individuals.
- Contact: Please direct comments or questions regarding this policy to Valarie Haring, Compliance Manager at 417-257-2630 or email [vharing@scwib.org](mailto:vharing@scwib.org)
- Reference: Workforce Innovation and Opportunity Act of 2015 and related state issuances.
- Recessions: None
- Attachments: None



## **ATTACHMENT 20**



416 Washington Avenue, West Plains, Missouri 65775 ❖ Phone 417-257-2630 ❖ Fax 417-257-2633 ❖ MO Relay 711

**Issuance No:** 04-2020  
**Issuance Date:** June 16, 2020  
**Subject:** Individual Training Accounts (ITA)

Individual Training Accounts (ITAs) will be the funding mechanism for classroom and occupational skills training services. Considering reasonableness of cost for a selected program of training, the Title I Operators will issue a training voucher up to a prescribed amount, but not to exceed the maximum allowance per person, per year. Such voucher may be used only for tuition and related education costs (books, fees, etc.) for the approved program of training. The voucher amount will be reduced proportionate to other financial resources available to the customer.

ITA guidelines are as follows:

- \$6,500 maximum per participant, per program year;
- Must be a WIOA Adult, Dislocated Worker, or Youth with a training level enrollment;
- ITA's will only be written for participant's whose permanent residence is in the South Central region;
- WIOA approved training providers & programs can be found on the Eligible Training Provider System (ETPS). A printout from the ETPS system showing the approved program is required in the participant's file;
- Training time limitation –maximum two (2) years. The two (2) year time period is designed to enable a participant to acquire an Associate's degree or finish a Bachelor's degree;
- Participants will only receive one (1) ITA funded training service at a time.
- Pre-requisites will be approved on a case-by-case basis by the Functional Leader; pre-requisites are included in the two (2) year time limitation;
- Participants must provide required course list to the WIOA staff. The WIOA staff member will use this list and class schedule to be sure WIOA is paying for required courses. A class schedule must be provided to the WIOA staff;
- WIOA will not pay for repeated courses;

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- Participants must be unable to obtain other grant assistance or require assistance beyond the assistance made available, including Federal Pell Grants; WIOA is funding of last resort;
- Participants that already have an in-demand degree are not priority of service;
- Assessment testing must indicate that the participant has the skills and qualifications to successfully participate in the selected program of training. One of the following test scores may be used:
  - National Career Readiness Certificate (NCRC) scores must meet or exceed Missouri Economic Research & Information Center (MERIC) recommended scores for chosen training field. If a participant is unable to achieve the required scores, a waiver request must be made to WDB staff for training approval; or
  - TABE or CASAS scores must meet “High Adult Secondary Education” levels and must be administered within 12 months of training activity start date; or
  - Recent college placement test accepted by the approved training provider.
- Training must be in an occupation that leads to economic self-sufficiency or wages comparable to or higher than the wages from previous employment and directly linked to the employment opportunities in the local area (or an area the participant is willing to relocate to), source documentation required, with a rating of “B” or better;
- ITA funded amount is contingent on availability of funds and unmet financial need of the participant;
- Participant must submit passing grades from the previous semester before staff processes next semester’s ITA payment voucher;
- Document the reason the participant is not PELL eligible (“Appropriateness tab” or “Service notes”) in the state data management system;
- Participant and WIOA staff must complete an “ITA Participant Contract Form”; and
- The ITA commitment must be documented in “Service notes”. The dollar amount should not be documented in the state data management system until the ITA is paid.
- Exceptions for the above limits can be made by the SCWIB Executive Director, on a case by case basis, at the request of the job center staff with the documentation of participant need.



## **ATTACHMENT 21**





416 Washington Avenue, West Plains, Missouri 65775 ❖ Phone 417-257-2630 ❖ Fax 417-257-2633 ❖ MO Relay 711

**Issuance No:** 05-2020  
**Issuance Date:** July 1, 2020  
**Subject:** Individuals with Disabilities: South Central Region Reasonable Accommodation Plan

The South Central region Procedures fully comply with the requirements of the Rehabilitation Act of 1973. Under the law, The South Central region must provide reasonable accommodation to qualified program applicants or participants with disabilities, unless to do so would cause undue hardship. The region is committed to providing reasonable accommodations to its applicants for services and participants to ensure that individuals with disabilities enjoy equal access to all program opportunities. The region provides reasonable accommodations:

- when an applicant with a disability needs an accommodation to have an equal opportunity to receive services;
- when a participant with a disability needs an accommodation to participate in services at the Job Center; and
- when a participant with a disability needs an accommodation to enjoy equal access to services and benefits of participation in the Job Center programs.

The South Central region will process requests for reasonable accommodation and will provide reasonable accommodations where appropriate, in a prompt and efficient manner in accordance with the time frames set forth in this Plan.

#### A. Requesting Reasonable Accommodation

Generally, a program applicant or participant must let the Job Center know that he needs an adjustment or change concerning some aspect of the application process, the participation in, or a benefit of services for a reason related to a medical condition. A request does not have to include any special words, such as “reasonable accommodation,” “disability,” “medical condition” or “Rehabilitation Act”. A request is any communication in which an individual asks or states that she needs the Job Center to provide or to change something because of a need. Staff do not need to be told what the medical condition is or get proof of that condition before providing a no-cost accommodation. A **program applicant or participant** may request a reasonable accommodation at any time, **orally or in writing**. An individual may request a reasonable accommodation to any staff member in the Job Center. *If the requested accommodation does not cost money to provide, is provided through a statewide contract, or will not disrupt the services at the job center, all staff have the ability to grant the request as soon as it is made.*

For reasonable accommodations that will be provided with local funds, Job Center staff must let the EO Officer know within two business days of the request. The program applicant/participant with the assistance of the Job Center staff, if needed, will complete the SCWIB Accommodation Request Form (Attachment 1)

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

## B. Processing the Request

The South Central region Equal Opportunity Officer (EO) is responsible for processing requests for reasonable accommodation. The SCWIB Executive Director will designate another SCWIB staff member or board member to act as a back-up for the EO to process requests when the EO is unavailable for any length of time (e.g., the EO is on vacation or out on extended leave). While the EO has responsibility for processing requests for reasonable accommodation, the EO may work closely with Job Center staff and the SCWIB Board of Directors when responding to the request, particularly those involving participation in training programs outside of the Job Center. The EO will need to consult with a program applicant's/participant's case manager/WE supervisor/instructor to gather relevant information necessary to respond to a request and to assess whether a particular accommodation will be effective. No reasonable accommodation involving participation in an intensive or training activity will be provided without first informing the participant's supervisor or instructor, as appropriate.

## C. The Interactive Process

### 1. Generally

After a request for accommodation has been made, the next step is for the parties to begin the interactive process to determine what, if any, accommodation should be provided. This means that the individual requesting the accommodation and the EO must communicate with each other about the request, the precise nature of the problem that is generating the request, how a disability is prompting a need for an accommodation, and alternative accommodations that may be effective in meeting an individual's needs.

**The EO will contact the program applicant or participant within 10 business days after the request is made** (even if the request is initially made to someone else) to begin discussing the accommodation request. In some instances, the EO may need to get information to determine if an individual's impairment is a "disability" under the Rehabilitation Act or to determine what would be an effective accommodation. Such information may not be necessary if an effective accommodation is obvious, if the disability is obvious (e.g., the requestor is blind or has paraplegia) or if the disability is already known to the Job Center (e.g., the requestor previously asked for an accommodation and information submitted at that time showed a disability existed and that there would be no change in the individual's medical condition).

**Communication is a priority throughout the entire process**, but particularly where the specific limitation, problem, or barrier is unclear; where an effective accommodation is not obvious; or where the parties are considering different forms of reasonable accommodation. Both the individual making the request and the decision maker should work together to identify effective accommodations.

When a third party, (e.g., an individual's doctor or another program staff person) requests accommodation on behalf of a program applicant or participant, the EO should, if possible, confirm with the program applicant or participant that he wants a reasonable accommodation before proceeding. Where this is not possible, the EO will process the third party's request if it seems appropriate and will consult directly with the individual needing the accommodation as soon as practicable.

## D. Requests for Medical Information

**If a requestor's disability and/or need for accommodation are not obvious or already known, the South Central region (specifically the EO) is entitled to ask for and receive medical information showing that the requestor has a covered disability that requires accommodation.** A disability is

obvious or already known when it is clearly visible or the individual previously provided medical information showing that the condition met the Rehabilitation Act definition. It is the responsibility of the program applicant/participant to provide appropriate medical information requested by the region where the disability and/or need for accommodation are not obvious or already known.

**Only the EO may determine whether medical information is needed and, if so, may request such information from the requestor and/or the appropriate health professional.** Even if medical information is needed to process a request, the EO does not necessarily have to request medical documentation from a health care provider; in many instances the requestor may be able to provide sufficient information that can substantiate the existence of a “disability” and/or need for a reasonable accommodation. If an individual has already submitted medical documentation in connection with a previous request for accommodation, the individual should immediately inform the EO of this fact. The EO will then determine whether additional medical information is needed to process the current request.

If the initial information provided by the health professional or volunteered by the requestor is insufficient to enable the EO to determine whether the individual has a “disability” and/or that an accommodation is needed, the EO will explain what additional information is needed. If necessary, the individual should then ask his/her health care provider or other appropriate professional to provide the missing information. The EO may also give the individual a list of questions to give to the health care provider or other appropriate professional to answer. If sufficient medical information is not provided by the individual after several attempts, the EO may ask the individual requesting accommodation to sign a limited release permitting the EO to contact the provider for additional information. The EO may have the medical information reviewed by a doctor of the agency’s choosing, at the agency’s expense.

In determining whether documentation is necessary to support a request for reasonable accommodation and whether a program applicant or participant has a disability within the meaning of the Rehabilitation Act, the EO will be guided by principles set forth in the ADA Amendments Act of 2008. Specifically, the ADA Amendments Act directs that the definition of “disability” be construed broadly and that the determination of whether an individual has a “disability” generally should not require extensive analysis. Notwithstanding, the EO may require medical information in order to design an appropriate and effective accommodation.

A case manager, WE supervisor or instructor who believes that a participant may no longer need a reasonable accommodation should contact the EO. The EO will decide if there is a reason to contact the participant to discuss whether s/he has a continuing need for reasonable accommodation.

#### E. Confidentiality Requirements

**Under the Rehabilitation Act, medical information obtained in connection with the reasonable accommodation process must be kept confidential.** This means that all medical information that the South Central region obtains in connection with a request for reasonable accommodation must be kept in files separate from the individual’s program file. This includes the fact that an accommodation has been requested or approved and information about functional limitations. It also means that any region employee who obtains or receives such information is strictly bound by these confidentiality requirements.

The EO may share certain information with a participant's WE supervisor or instructor(s) as necessary to make appropriate determinations on a reasonable accommodation request. Under these circumstances, the EO will inform the recipients about these confidentiality requirements. The information disclosed will be no more than is necessary to process the request. In certain situations, the EO will not necessarily need to reveal the name of the requestor and/or the office in which the requestor receives service, or even the name of the disability.

#### **EXAMPLE**

*The IT department generally will be consulted in connection with requests for assistive technology for computers. While IT needs to know the participant's functional limitations, it typically has no need to know the participant's specific disability.*

In addition to disclosures of information needed to process a request for accommodation, other disclosures of medical information are permitted as follows:

- case managers/WE supervisors/instructors are entitled to whatever information is necessary to implement restrictions on the work or duties of the participant or to provide a reasonable accommodation;
- first aid and safety personnel may be informed, when appropriate, *if* the disability might require emergency treatment or assistance in evacuation; and
- government officials may be given information necessary to investigate the region's compliance with the Rehabilitation Act.
- 

#### F. Time Frame for Processing Requests and Providing Reasonable Accommodations

##### 1 Generally

The time frame for processing a request (including providing accommodation, if approved) is as soon as possible but no later than **30 business days from the date the request is made**. This 30-day period includes the 10-day time frame in which the EO must contact the requestor after a request for reasonable accommodation is made.

**South Central region will process requests and, where appropriate, provide accommodations in as short a period as reasonably possible.** The time frame above indicates the maximum amount of time it should generally take to process a request and provide a reasonable accommodation. The EO will strive to process the request and provide an accommodation sooner, if possible. Unnecessary delays can result in a violation of the Rehabilitation Act.

The time frame begins when an oral or written request for reasonable accommodation is made, and not necessarily when it is received by the EO **Therefore, everyone involved in processing a request should respond as quickly as possible.** This includes referring a request to the EO, contacting a doctor if medical information or documentation is needed, and providing technical assistance to the EO regarding issues raised by a request (e.g., information from a WE supervisor regarding the essential functions of an employee's position, information from IT regarding compatibility of certain adaptive equipment with the region's technology).

**If the EO must request medical information or documentation from a requestor's doctor, the time frame will stop on the day that the EO makes a request to the individual to obtain medical information or sends out a request for information/documentation, and will resume on the day that the information/documentation is received by the EO.**

If the disability is obvious or already known to the EO, if it is clear why reasonable accommodation is needed, and if an accommodation can be provided quickly, then the EO should not require the full 30 business days to process the request.

## 2. Expedited Processing of a Request

In certain circumstances, a request for reasonable accommodation requires an expedited review and decision. This includes where a reasonable accommodation is needed:

- **to enable an applicant to apply for a the program or a job.** Depending on the timetable for receiving applications, conducting interviews, taking tests, and making hiring decisions, there may be a need to expedite a request for reasonable accommodation to ensure that an applicant with a disability has an equal opportunity to apply for a job or program services.
- **to enable a participant to attend a meeting/class scheduled to occur soon.** For example, a participant may need a sign language interpreter for a meeting/class scheduled to take place in 5 days.
- 

## 3. Extenuating Circumstances

These are circumstances that **could not reasonably have been anticipated or avoided in advance** of the request for accommodation, **or that are beyond the region's ability to control.** When extenuating circumstances are present, the time for processing a request for reasonable accommodation and providing the accommodation will be extended as reasonably necessary. Extensions will be limited to circumstances where they are absolutely necessary and only for as long as required to deal with the extenuating circumstance.

## G. Resolution of the Reasonable Accommodation Request

All decisions regarding a request for reasonable accommodation will be communicated to a program applicant or participant by use of email, regular mail, or phone, as well as orally.

1. If region **grants a request for accommodation**, the EO will give a letter to the requestor, and discuss implementation of the accommodation. The letter will be completed even if the region is granting the request without determining whether the requestor has a "disability" and regardless of what type of change or modification is approved
  - A decision to provide an accommodation other than the one specifically requested will be considered a decision to grant an accommodation. The letter will explain both the reasons for the denial of the individual's specific requested accommodation and why the region believes that the chosen accommodation will be effective.
  - If the request is approved but the accommodation cannot be provided immediately, the EO will inform the individual in writing of the projected time frame for providing the accommodation.
2. If the region **denies a request for accommodation**, the EO will provide a letter to the requestor and discuss the reason(s) for the denial. When completing the letter, the explanation for the denial will clearly state the specific reason(s) for the denial. This means that the region cannot simply state that a requested accommodation is denied because of "undue hardship" or because it would be "ineffective." Rather, the letter will state and the EO will explain specifically **why** the accommodation would result in undue hardship or why it would be ineffective.

- If there is a legitimate reason to deny the specific reasonable accommodation requested (e.g., the accommodation poses an undue hardship or is not required by the Rehabilitation Act), the EO will explore with the individual whether another accommodation would be possible. The fact that one accommodation proves ineffective or would cause undue hardship does not necessarily mean that this would be true of another accommodation. Similarly, if a program applicant/participant requests removal of an essential program element or some other action that is not required by law, the EO will explore whether there is a reasonable accommodation that will meet the individual's needs.
- If the EO offers an accommodation other than the one requested, but the alternative accommodation is not accepted, the EO will record the individual's rejection of the alternative accommodation in the confidential record.

#### H. Informal Dispute Resolution

An individual dissatisfied with the resolution of a reasonable accommodation request can ask the Chairman of the SCWIB Board of Directors to reconsider that decision. An individual must request reconsideration within **10 business days** of receiving the letter from the EO.

#### I. Information Tracking and Reporting

In order for the region to ensure compliance with these Procedures and the Rehabilitation Act, the EO will maintain a "Reasonable Accommodation Information Reporting" excel spreadsheet.

This document will be the basis of an annual report to be issued to the SCWIB Board of Directors that will provide a qualitative assessment of the region's reasonable accommodation program, including any recommendations for improvement of the region's reasonable accommodation policies and these Procedures. This annual report **will not contain confidential information about specific requests for reasonable accommodations, such as the names of individuals that requested accommodations or the accommodations requested by specific individuals.** Rather, this report will provide only general information, such as the total number of requests for accommodations, the types of accommodations requested, and the length of time taken to process requests.

#### J. INQUIRIES AND DISTRIBUTION

Any Job Center employee wanting further information concerning this Plan may contact the Equal Opportunity Officer (EO) via e-mail at [vharing@scwib.org](mailto:vharing@scwib.org) . Program Applicants may contact the EO at the email: [vharing@scwib.org](mailto:vharing@scwib.org) or by calling 417-257-2630 or MO Relay 711 This Plan shall be distributed to all Job Center staff upon issuance, and annually thereafter. They also will be posted on SCWIB website [www.scwib.org](http://www.scwib.org). This Plan will be provided in alternative formats when requested from the EO by, or on behalf of, any program applicant or participant.



## **ATTACHMENT 22**

# LANGUAGE ACCESS PLAN

South Central Region

June 2015



Partner of  americanjobcenter® network



# LIMITED ENGLISH PROFICIENCY PLAN (LEP PLAN)

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## **I. Introduction**

The South Central Workforce Investment Board Inc. (SCWIB) has prepared this Limited English Proficiency Plan (LEP Plan), outlining the efforts SCWIB has taken up to the present to provide language services to Limited English Proficiency (LEP) customers. This Plan also defines the actions SCWIB and the Career Centers (West Plains and Poplar Bluff) in the South Central Region will take to ensure meaningful access to programs, services, and activities for all customers with limited English proficiency.

This LEP Plan is established in accordance with Missouri Division of Workforce Development Issuance 06-2014, "Access to Meaningful Services for Individuals with Limited English Proficiency (LEP) Policy." (Attachment I)

## **II. Background**

Executive Order 13166, "Improving Access to Services for Persons with Limited English Proficiency," was issued on August 11, 2000 (65FR 50121). The Order requires Federal agencies to develop and implement a plan to provide services to persons with Limited English Proficiency (LEP), ensuring meaningful access to the programs and activities conducted by those agencies.

In addition to Executive Order 13166, the Department of Justice issued a Policy Guidance Document entitled "Enforcement of Title VI of the Civil Rights Act of 1964- National Origin Discrimination Against Persons With Limited English Proficiency" reprinted at 65 FR 50123 (August 16, 2000).

Most activities performed by the Workforce Investment Board and its subcontractors may fall within the scope of federally conducted programs and activities. Aside from employment, there are two major categories of federally conducted programs and activities covered by this LEP Plan: those involving contact with the general public and those directly administered by SCWIB for program beneficiaries and participants.

## **III. Purpose**

The purpose of this plan is to ensure customers of SCWIB/Career Centers receive meaningful access to services, programs and activities, despite their limited English language proficiency.

SCWIB is committed to making its services available to LEP persons as part of its mission "to ensure equal access to all SCWIB programs, services, and activities." Based on this commitment, SCWIB makes every attempt to assist LEP customers in accessing all programs and services. SCWIB serves a diverse population of all ages and linguistic origins.

Consistent with DWD Issuance 06-2014, (Attachment I) 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 SCWIB/Career Center staff.

This LEP Plan does not create new services, but strives to eliminate barriers for LEP customers accessing SCWIB services. SCWIB shall provide quality language assistance services to LEP customers in a fair and timely manner, ensuring meaningful access to programs, services, and activities.

In the event that the individual requires assistance to learn English as a Second Language, they will be referred to the nearest ESL/AEL service provider. Job Center staff will contact the ESL/AEL provider to inform them of the need for English language learning services for the individual and arrange an appointment to meet with ESL/AEL staff as soon as possible. Staff will use the language line interruptive services to assure that the client understands where, when and whom their appointment is with at the ESL/AEL center.

#### **IV. Policy**

It is SCWIB policy to provide meaningful access to its programs and services to persons who, as a result of national origin, are limited in English proficiency.

It is SCWIB policy to provide LEP training as part of the orientation for new employees (SCWIB office and Career Centers). All employees in public contact positions will be properly trained and provided with additional resources.

SCWIB will review and update the LEP Plan biennially to ensure continued responsiveness to community needs and compliance with Title VI.

## V. Identifying LEP Individuals Who Need Language Assistance

### Language Makeup of Client Population

The top three non-English languages spoken at home in the South Central Region are English, Spanish and German according to the American Community Survey File 2006-2010. A summary of the top three languages by county are displayed below:

COUNTY	1st Language	2nd Language	Estimate Number	3rd Language	Estimate Number	Total County Population
Butler	English	Spanish	586	Thai	93	39,764
Carter	English	Spanish	21	German	15	5,743
Douglas	English	Spanish	126	German	45	12,883
Howell	English	Spanish	590	Russian	363	37,317
Oregon	English	Spanish	82	French	18	10,197
Ozark	English	Spanish	44	French	17	9,193
Reynolds	English	Spanish	31	German	26	6,288
Ripley	English	Spanish	39	German	33	13,241
Shannon	English	Vietnamese	79	Spanish Native American	31	7,906
Texas	English	Spanish	209	American	70	24,114
Wayne	English	Spanish	39	None listed	0	12,755
Wright	English	Spanish	187	German	57	17,423
Total Region Population:						196,824

Total Spanish Speakers in the region: 1,985  
 Total Russian Speakers in the region: 363  
 Total German Speakers in the Region: 176  
 Total Thai Speakers in the Region: 93  
 Total Vietnamese Speakers in the Region: 79  
 Total French Speakers in the Region: 35  
 Total Native American Speakers in the Region: 70

The State Division of Workforce Development recently provided a report which indicated languages spoken by current active job seekers in Missouri Career Centers in the South Central Region. This report was generated through the state’s online job database which reflected self-attesting LEP client’s preferred language.

**1. Self-attesting Job Seekers as of March 1 – March 30, 2015**  
**By Career Center location:**

Career Center	Language	Count
Poplar Bluff	African-Other	1
Poplar Bluff	English	26
Poplar Bluff	Not Identified	1
		Total 28
West Plains	African-Other	1
West Plains	English	18
West Plains	Not Identified	4
		Total 23

## How to Use Interactive Voice Response (IVR)

**Step 1:** Call 1 888-338-7394

**Step 2:** Enter Account Number **20702**, followed by # sign

**Step 3:** Select 1 to be connected directly to your Spanish interpreter, *or*  
Select 2 to be connected directly to your Russian Interpreter, *or*  
Select 3 to be connected directly to your Vietnamese interpreter,  
*or*  
Select 4 to be connected directly to your Somali Interpreter, *or*  
Select 9 for all other languages

**\*If you require a 3<sup>rd</sup> party call, press 9 to reach a Customer Service Representative**

**Step 4:** Enter Location Code, followed by # sign

### IVR FAQs:

#### What if I do not know my Account number?

You do need this information in order to reach the interpreter directly. If you are unsure of your account number, wait and the system will direct you to a live operator who will look up your account.

#### What is IVR?

IVR stands for Interactive Voice Response. CTS LanguageLink's IVR system allows a customer to quickly select the language desired for interpretation and be connected immediately to an interpreter without interaction with a live attendant. The benefit of this is an even faster connect time to your interpreter and better service to your limited English proficient (LEP) client.

#### What is a third party call?

A third party call is when you need CTS LanguageLink to call the LEP client and then bridge the call together with you and the interpreter.

#### How do I make a third party call with CTS LanguageLink?

If you need a third party call, **press 9 (even for Spanish)** to reach a Customer Service Representative (CSR) and let the operator know you need a third party call. We are happy to assist you with this at no additional charge. Our ***interpreters are not able to make the third party call*** directly.

#### I need another language other than the ones listed. How do I get my interpreter on the line?

**Press 9** for other languages and let the CSR know which language you require and they will connect you. If the language is unknown, you may reference the "Point to your Language" visual for help with most requested languages or ask a representative for assistance.

Please contact our Client Relations Team if you have any further questions:

Email: [clientrelations@ctslanguagelink.com](mailto:clientrelations@ctslanguagelink.com)

Toll Free: 1 (855) 579-2704

## Sign Language Interpreter Desk Aid & Checklist

*For use by all Career Centers and Cooperative Procurement Program members.*

***\*\*\*A sign language interpreter should be provided in response to all requests, generally within 2-3 days, when requested by a customer who is Deaf, or because of a speech disability. Only a licensed interpreter can be used to provide sign language interpreting services per RSMo 209.321.1.***

***\*\*\*A customer is never responsible for providing his or her own disability accommodation or interpreter. For example, a customer should not be asked to bring or use a family member or friend who can provide sign language or other language interpreting to access Career Center services.***

The Career Centers' procedure for obtaining a *licensed* American Sign Language (ASL) interpreter or other sign language interpreting for any customer who needs or requests an interpreter is below. If you have any questions, please contact Kristin Funk, DWD Disability Coordinator, 573-751-1098 or [kristin.funk@ded.mo.gov](mailto:kristin.funk@ded.mo.gov).

Go to:

<http://archive.oea.mo.gov/purch/contracts/>

Scroll down to **4. Search by Contract Type**, Select the radio button for **"Statewide Professional Service Contracts"**, Select **"Communication and Support Services"** and click Submit

Scroll down to **"Interpreting Services for People with Hearing Loss"** and click the **"Contract number"** hyperlink to the right of the title (any hyperlink will go to the contract).

Select PDF or Word Format

Find your county on the alphabetical list of counties where the interpreter is needed (pages 21-42). Advanced and Comprehensive Level interpreter rates are listed on pages 43-88. You will not need these advanced levels unless you have a specialized project that requires this (see 1.4.1.a. #1 on page 7).

Note: The interpreter agency may send an Advanced or Comprehensive Level interpreter, but your contracted rate is based on the level of interpreter you request—"Intermediate Level".

Identify the low-cost, hourly rate, Vendor for your county.

Match the vendor to the list of vendors and their contact info on pages 1-3.

Call and inform this interpreter agency (vendor) that you are using the State Contract to obtain services. Request a “Level 3, Intermediate Level Interpreter” to be provided on a given date and time that has been jointly arranged with the customer and staff.

Confirm the contracted hourly rate and that there are no additional charges. (The contracted hourly rates listed are a flat hourly rate. No additional charges for travel, travel time or mileage are allowed (see 1.7.9 on page 10) unless no contracted vendor is available (1.7.7 on page 10).

The contractor/interpreter will be paid for a minimum of 2 hours even if their services are required for less than 2 hours or if the state agency cancels with less than 24-hour notice. It is important to let the customer know when the interpreter has been confirmed and exactly what timeframe to expect. (1.7.3.c. on page 9)

When the interpreter arrives, ask to see their Missouri State Sign Language Interpreter’s license in order to make a copy for your records. The copy can be kept in order to document the interpreter’s credentials. (1.3.4.a. on page 7)

Track the amount of time that the interpreter is there (1.7.3.a. on page 9) and ask to make a copy of the interpreter’s license to keep on file. This is proof that a Missouri licensed interpreter was used. You can also search <https://renew.pr.mo.gov/licensee-search.asp> to check the list of Missouri licensed sign language interpreters.

Remember that **you are communicating with your customer, not the interpreter. Look at your customer, rather than the interpreter.** Be certain to address your customer directly when you speak, for example, **don’t** say “tell him” or “tell her”. **Speak directly to your customer** in your usual manner; there is no need to speak slowly or loudly. Make the most of your time and **use facial expression and body language to help convey your message.** You will need to provide a clear line of vision for your customer, the interpreter and yourself. A conference table or office with adequate space may work best.

(July 2013)



## Sign Language Interpreter Checklist (Confidential)

*(Complete the following to ensure that effective services are provided to anyone requesting a sign language interpreter.)*

Customer Name \_\_\_\_\_

Customer's Contact Information (email/phone/text) \_\_\_\_\_

Day(s) & Timeframe(s) customer is available for appointment:

*(Example: Tuesday, March 11 at 8am - 4pm; Wed & Thursday 10-2pm)*

Contact Interpreter Agency *(Instructions are on pages 1 - 2 of the Desk Aid)*

Low cost Agency's Name \_\_\_\_\_

Phone # \_\_\_\_\_

Agency's office contact person \_\_\_\_\_

Interpreter's Name & Cell phone #: \_\_\_\_\_

Agency available? ( Y / N ), *(If not available, record reason and contact next agency to ensure 2-3 day turnaround)*

Confirm the state contract's cost per hour (x2-hour min) \$ \_\_\_\_\_

Request a written confirmation of appt date/time & location using state contract

Email the interpreter the Career Center's address, phone #, directions & contact person

Date and Timeframe of appointment (Interpreter confirmed) \_\_\_\_ / \_\_\_\_ / \_\_\_\_ : \_\_\_\_ - \_\_\_\_ : \_\_\_\_

Date and Timeframe Confirmed with Customer by:  Email,  Phone,  In Person

Office Use:

Date \_\_\_\_\_ Staff Name \_\_\_\_\_

Notified Functional Leader or Designee by: email / phone / in-person/ \_\_\_\_\_

Planned Meeting's Attendees and Staff \_\_\_\_\_

Planned Services Welcome / Skills / Jobs / EUC / Workshop / Resume/Other:

*(Forward this form to the Functional Leader)*

Day of Meeting:

Interpreter's Name \_\_\_\_\_ Copy of Interpreter License (Y / N)

Time Started / Completed \_\_\_\_\_

Applicant ID/Future Appointment date \_\_\_\_\_

**\*\*Form should be maintained according to DWD Confidentiality Policy 01-2008, Change 2. Keep this form in a locked cabinet, separate from the job seeker file.**

## **Oral Interpretation Protocol**

1. LEP individuals must be advised of availability of competent, confidential language interpretation services. (interpreter does not need to be certified, but helpful)
2. The language interpretation services notification and the LEP individual's election must be documented in any individual record, written or electronic, generated with respect to the LEP individual.
3. Staff should not rely on family or friends unless LEP individual insists after being informed of rights:
  - a. Competence/accuracy
  - b. Confidentiality
  - c. Bias/conflict of interest
4. Staff should not use minors for interpreting services.
5. A language poster must be displayed in all career centers in the region.
6. Staff should encourage LEP individuals to document through self-attestation at the registration area of [www.job.mo.gov](http://www.job.mo.gov) their own limited English proficiency and their preferred non-English language. (Staff members at the career center may assist individuals with this process.)


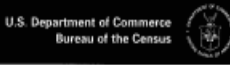
## **Vital Documents Translation**

**Translation** is the rendering of a written text from the source languages into the target language.

SCWIB is in the process of translating and making available vital documents for individuals with Limited English Proficiency.

The South Central Region conforms to the same Language Assistance Procedure Manual as Missouri DWD. (Attachment I)

**Language Identification Flashcard.** (Attachment II) The card states “I speak” in 38 languages and can be used to identify the language spoken by LEP customers accessing services provided by the Career Center staff. (Sample provided).

 	
LANGUAGE IDENTIFICATION FLASHCARD	
<input type="checkbox"/> املأ هذا المربع إذا كنت تقرأ أو تتحدث العربية.	Arabic
<input type="checkbox"/> Խոսողո՞ւմ ե՞նք ձեր լեզուն՝ կատարե՞ք այս գաղտնագրումը, կի՞նք խոսում կամ կարդում ե՞ք հայերեն:	Armenian
<input type="checkbox"/> যদি আপনি বাংলা পড়েন বা বলেন তা হলে এই বাক্সে দাগ দিন।	Bengali
<input type="checkbox"/> សូមបញ្ជាក់ក្នុងប្រអប់នេះ បើអ្នកអាន ឬនិយាយភាសា ខ្មែរ ។	Cambodian
<input type="checkbox"/> Matka i kahhon komu un taitai pat un sang i Chamorro.	Chamorro
<input type="checkbox"/> 如果您具有中文閱讀和會話能力，請在本空格內標上X記號。	Chinese
<input type="checkbox"/> Make kazye sa a si ou li oswa ou pale kreyòl ayisyen.	Creole
<input type="checkbox"/> Označite ovaj kvadratić ako čitate ili govorite hrvatski jezik.	Croatian (Serbo-Croatian)
<input type="checkbox"/> Zaškrtněte tuto kolonku, pokud čtete a hovoříte česky.	Czech
<input type="checkbox"/> Kruis dit vakje aan als u Nederlands kunt lezen of spreken.	Dutch
<input type="checkbox"/> Mark this box if you read or speak English.	English
<input type="checkbox"/> اگر خواندن و نوشتن فارسی بدرهستین، این مربع را علامت بگذارید.	Farsi

D-3309

## Other Language Resources Available through SCWIB/Career Centers

1. Translated EEO Notices
2. Translated Complaint and Grievance Notices and Procedures
3. "I speak" cards in 38 languages posted internally
4. Notice of translation services via posted signs
5. Bilingual staff (when available)
6. ESL Classes (where available)

## Points of Contact between Career Centers and Client Population

### Career Centers

In addition to job search assistance, the One-Stop Career Centers listed below also provide use of computers for unemployment insurance claimants.

**NOTE:** Language Services are available in all of the Career Centers upon customer request

Region	Career Center Name/ City/Town	Phone	Walk-In Hours	Languages Spoken by staff
<b>South Central Region</b>				
<b>West Plains</b>	417-256-3158		Monday thru Friday: 8:00 am – 4:30 pm Wednesday: 9:00 am-4:30 pm	English
	3417 Division Drive, Suite 1		West Plains, MO 65775	
<b>Poplar Bluff</b>	573-840-9595		Monday thru Friday: 8:00 am – 4:30 pm Wednesday: 9:00 am – 4:30 pm	English
	1903 Northwood Drive, Suite 2		Poplar Bluff, MO 63901	

## **VI. Training Staff**

The Language Access Plan will be:

1. Posted on SCWIB website [www.scwib.org](http://www.scwib.org)
2. Part of the orientation for new Career Center employees.
3. Presented to supervisors so they are fully aware of and understand the LAP, in order to reinforce the plan's importance and ensure its implementation by staff.
4. Presented to staff having contact with the public, so such staff is trained to work effectively with LEP customers and telephone interpreters.

## **VII. Complaints**

### **Language Access Complaint Procedure**

A complaint can be filed with the region's EO Officer if a client believes they have been denied the benefits of this Plan. The written complaint must be filed within 6 months of the alleged denial. Submit the written complaint to:

Valarie Haring  
EO Officer/Compliance Manager  
South Central Workforce Investment Board  
416 Washintong Avenue  
West Plains, MO 65775  
E-mail: [vharing@centurytel.net](mailto:vharing@centurytel.net)

To file a complaint with the State EO Officer, please submit the written complaint to the attention of:

Danielle Smith,  
State WIA Equal Opportunity Officer/  
Complaint and Grievance Officer  
Department of Economic Development  
Division of Workforce Development  
421 East Dunklin Street  
Jefferson City, MO 65101  
E-mail: [danielle.smith@ded.mo.gov](mailto:danielle.smith@ded.mo.gov)

## **VIII. Providing Notice to LEP Persons**

Providing meaningful access to LEP persons to SCWIB and Career Centers programs, services, and activities is an important effort that will help enable SCWIB to achieve its mission “to ensure equal access to a wide range of programs and resources to **all** its customers.” As we work together to improve access, LEP persons will gain access to the many valuable workforce development programs, services, and activities that will increase their ability to pursue and achieve their educational and professional goals.

Notices and signs will be posted and provided in the “Welcome” area and other points of entry that LEP services are provided free of charge.

Outreach materials will include a statement that language services are available free of charge.

## **IX. Monitoring and Updating the LEP Plan**

SCWIB will review and update the LEP Plan biennially to ensure continued responsiveness to community needs and compliance with Title VI. The review will assess:

- a. Whether there have been any significant changes in the composition or language needs of the program population served by the South Central Region;
- b. Whether staff know and understand how to apply the LAP plan within the Career Center;
- c. A review to determine if additional vital documents require translation;
- d. A review of any issues or problems related to serving LEP persons which may have emerged during the past two years; and,
- e. Identification of any recommended actions to provide more responsive and effective language services (for example, adding documents to be translated, creating or expanding partnerships with community organizations, or changing staffing priorities).
- f. Whether alliances were formed with faith and community-based organizations that serve the regions various language communities.

## X. Appendix

### Guidance for Career Centers on the Language Access Plan (LAP)

In view of the nature and purpose of One-Stop Career Centers' interaction with Limited English Proficiency (LEP) persons, this Plan provides guidance to Career Center staff as to language services for communicating with LEP persons.

#### 1. Department of Justice Guidance

Section 2 of Executive Order 13166 requires each federal agency to "prepare a plan to improve access to its federally conducted programs and activities by eligible LEP persons." These plans must be consistent with the standards set forth in a general guidance document concurrently issued by the Department of Justice (DOJ LEP Guidance). In that guidance document, the DOJ provided federal agencies with general principles to apply when developing guidelines for their recipients of federal financial assistance. It was later supplemented by an October 26, 2001 clarifying memorandum from Ralph F. Boyd, Jr., Assistant Attorney General for the DOJ's Civil Rights Division. On June 12, 2002, the DOJ issued a final guidance for recipients of federal financial assistance.

In applying the DOJ LEP Guidance to federally conducted programs and activities, the agency must "take reasonable steps to ensure 'meaningful' access [to LEP individuals] to the information and services [it] provide[s]." The DOJ LEP Guidance explains, "What constitutes reasonable steps to ensure meaningful access will be contingent on a number of factors." **Those factors are:**

- a) ***The number or proportion of LEP persons served or encountered in the eligible service population.*** Due to the fact that US Census 2000 data (page 8) may not adequately measure current LEP needs in the One-Stop Career Center service area, Career Centers are strongly encouraged to record customer primary language data in the Toolbox 2 system. A factor in determining the reasonableness of an agency's efforts is the number or proportion of LEP individuals from a particular language group served or encountered in the eligible service population. Even those agencies that serve very few LEP individuals on an infrequent basis are subject to the requirement to take reasonable steps to provide meaningful access. After balancing these four factors, each Career Center must determine whether reasonable steps are possible and to have a plan for what to do if an LEP individual seeks programs or services from the Career Center. The plan can be as simple as having access to a commercially available language line (Attachment II).
- b) ***The frequency with which LEP individuals come in contact with the Career Center.*** The Career Center has a greater obligation to ensure reasonable access to its programs and services if contact with LEP persons is more frequent than infrequent. The Career Center should take into account local and regional conditions when determining the frequency of contact of the LEP population with its programs and services.

- c) **The nature and importance of the program, activity, or service provided.** The nature and importance of the program, activity, or service affects the determination of what reasonable steps are required to ensure meaningful access. Also, the Career Center must assess a program’s short and long-term importance.
- d) **The resources available.** The resources available may affect the nature of the steps that the Career Center must take. “Reasonable Steps” may no longer be reasonable where the costs imposed substantially exceed the benefits.

In considering the resources available, Executive Order 13166 also notes that the system developed to provide LEP persons meaningful access to an agency’s services should be consistent with the agency’s fundamental mission, without unduly burdening that mission.

Each One-Stop Career Center is encouraged to assess its local service population. For instance, a One-Stop Career Center in a largely Hispanic area may need immediate oral interpreters available and should request to hire some bilingual staff.

The data below **should** be used by Career Center staff to assess the number or proportion of LEP persons served and the frequency in each Career Center.

Currently the “LEP” indicator field on Core Enroll tab is not required. It **should** be a required field.

This data is recorded in the Toolbox2 database.

The screenshot shows a software window titled "Seeker Screen - SARA M KARNOWSKI(###-##-4248) | No Primary Counselor Assigned". The interface includes several tabs: Find Seeker, Seeker Info, Des Job Title, Edu/Cert, Work History, Referrals, Core Enroll (selected), Other, Scratch Pad, Svc Referral, and Adv. Query. The "Demographic Information" section contains fields for Citizen (Y), Undocumented Alien (N), Alien Reg # A, LEP (N), and various ethnicity checkboxes (American Indian or Alaska Native, Asian, Black or African American, Native Hawaiian or other Pacific Islander, White, Not Declared). Below this is the "Employment Related Information" section with fields for Currently Employed (N), Employed, but being Laid Off, Laid Off, Verify Current Employment, Farmworker Status (N), Migrant Status (N), and Farmwork Type. The "Verify Information" section includes fields for DOB Verified, Low Income, Receiving TANF, Receiving GA/RCA/SSDI, and Vrfy Rcvd GA/RCA/FS/SSDI/SSI. On the right, the "Other Information" section includes Disabled (N), Disability Category, Current School Status (Not Attending - G...), Elementary/HS Years Completed (High School...), and Are you attending college or have a college degree or certificate? (Bachelors). At the bottom right, there are "Save" and "Cancel" buttons.



LEP Question on Membership Registration Screen at [www.jobs.mo.gov](http://www.jobs.mo.gov) website

**Demographic Information**

★ Are you currently employed?:  Yes  No

★ If employed, have you been told you are going to be laid off?:  Yes  No

★ Current school status:

★ Years of elementary/high school grades completed:

★ Are you attending college or have a college degree or certificate?

★ Do you have limited/no ability in speaking, reading, writing or understanding English language or is your native language other than English?

★ In the last year have you earned 1/2 of your income from farmwork?

★ Worked at least 25 days or parts of days in farmwork?

★ If you worked for one employer last year, did you have a break (lay off) of employment during this time?

★ Do you have a disability?:  Yes  No  Not Self-Identified

## 2. Translation and Interpretation Principles

Based on the One-Stop Career Center (CC) services, programs and activities offered, prioritize and describe the steps the CC will take to ensure such services, programs and activities provide meaningful access to the LEP populations whose meeting or exceeding the **5% threshold**. In addition to the four factors set forth in the DOJ LEP Guidance, WDB adopts the translation and interpretation assistance principles provided below:

- Career Center staff shall take reasonable steps to ensure high-quality translation and interpretation services through the established Language Assistance Guidelines provided to them.
- Some translated documents explain the legal rights and obligations of individuals or convey important information upon which an LEP individual may rely to his or her benefit or detriment.

- Each One-Stop Career Center manager shall endeavor to expand the range or nature of translation and interpretation assistance when experience, changes in target or service population demographics, or new program-specific data indicate that the failure to do so may result in the denial of substantially equal and meaningfully effective services to the LEP populations served by the agencies, particularly with those populations with which an office has substantial and consistent contact.

## **A. What Documents Should be Translated?**

It is important to ensure that written materials routinely provided in English also are provided in regularly encountered languages other than English. It is particularly important to ensure that vital documents are translated into the non-English language of each regularly encountered LEP group eligible to be served or likely to be affected by the program or activity. A document will be considered vital if it contains information that is critical for obtaining federal services and/or benefits, or is required by law. Vital documents include, for example: applications, consent and complaint forms; notices of rights and disciplinary action; notices advising LEP persons of the availability of free language assistance; written tests that do not assess English language competency, but rather competency for a particular license, job, or skill for which English competency is not required; and letters or notices that require a response from the beneficiary or client. For instance, if a complaint form is necessary in order to file a claim with an agency, that complaint form would be vital. Non-vital information includes documents that are not critical to access such benefits and services.

Vital documents must be translated when a significant number or percentage of the population eligible to be served, or likely to be directly affected by the program/activity, needs services or information in a language other than English to communicate effectively. For many larger documents, translation of vital information contained within the document will suffice and the documents need not be translated in their entirety.

It may sometimes be difficult to draw a distinction between vital and non-vital documents, particularly when considering outreach or other documents designed to raise awareness of rights or services. Though meaningful access to a program requires an awareness of the program's existence, we recognize that it would be impossible, from a practical and cost-based perspective, to translate every piece of outreach material into every language. Title VI does not require this of recipients of federal financial assistance, and EO 13166 does not require it of federal agencies. Nevertheless, because in some circumstances lack of awareness of the existence of a particular program may effectively deny LEP individuals meaningful access, it is important for federal agencies to continually survey/assess the needs of eligible service populations in order to determine whether certain critical outreach materials should be translated into other languages.

In the Career Center setting written vital documents might include:

- Applications to participate in a recipient's program or activity or to receive benefits or services;
- Letters containing important information regarding participation in a program or activity;
- Notices advising LEP persons of the availability of free language assistance and other outreach materials;
- Consent and complaint forms;

- List of One-Stop Career Centers and services provided;
- Notices pertaining to the reduction, denial or termination of services or benefits and of the right to appeal such actions;
- Notices that require a response from beneficiaries;
- Information on the right to file complaints of discrimination;
- Information on the provision of services to individuals with disabilities;
- Written tests that do not assess English language competency, but test competency for a particular license, job, or skill for which English language proficiency is not required.

Whether or not a document (or the information provided and/or solicited) is “vital,” may depend upon the importance of the program, information, encounter, or service involved, and the consequence to the LEP person if the information in question is not provided accurately or in a timely manner.

For instance, a description of books contained in the resource room of a One-Stop Career Center would not generally be considered vital, whereas the Adult/Dislocated Worker Applicant Statement or Supportive Services forms could be vital. Where appropriate, recipients are encouraged to create a plan for consistently determining, over time and various activities, what documents are “**vital**” to the meaningful access of the LEP populations.

Classifying a document as vital or non-vital is sometimes difficult, especially in the case of outreach materials like brochures or other information on rights and services. *Awareness of rights or services is an important part of “meaningful access.”* Lack of awareness that a particular program, right, or service exists may effectively deny LEP individuals meaningful access. Thus, where a recipient is engaged in community outreach activities in furtherance of its programs or services, it should regularly assess the needs of the populations frequently encountered or affected by the program or service to determine whether certain critical outreach materials should be translated.

Community organizations may be helpful in determining what outreach materials may be most helpful to translate. Additionally, the recipient should consider whether translations of outreach material may be more effective when done in tandem with other outreach methods, including utilizing the media, schools, faith-based, and other community organizations to spread the message.

Sometimes a document includes both vital and non-vital information. This may be the case when the document is very large. It may also be the case when the title and a phone number for obtaining more information on the contents of the document in frequently-encountered languages other than English is critical, but the document is sent out to the general public and cannot reasonably be translated into many languages. Thus, vital information may include, for instance, the provision of information in appropriate languages other than English regarding where a LEP person might obtain an interpretation or translation of the document.

## **B. Languages for Document Translation**

**Into which languages should documents be translated?** The languages spoken by the LEP individuals with whom the Career Center has contact will determine the languages into which vital documents should be translated. A distinction should be made, however, between languages that are frequently encountered by the Career Center and less commonly-encountered languages.

For instance, signs in One-Stop Career Centers could state that free language assistance is available. The signs should be translated into the most common languages encountered. They should explain how to obtain the language help.



**Missouri Division of Workforce Development**  
**DWD Issuance 06-2014**

**Issued: December 12, 2014**  
**Effective: December 12, 2014**

**Subject: Access to Meaningful Services for Individuals with Limited English Proficiency (LEP) Policy**

**1. Purpose:** This Issuance is written to provide policy guidance specific to the Division of Workforce Development's (DWD) obligation to ensure LEP individuals have meaningful access to all programs and services; and are able to participate effectively regardless of their ability to speak, read, write, or understand English.

This policy guidance aligns with DWD's position by ensuring statewide consistency in language service delivery; and further assures quality language services are available for LEP individuals, enabling effective communication with workforce system staff.

**2. Background:** Identifying language barriers and developing strategies to overcome those barriers are essential for state agencies to comply with federal requirements. These requirements are within several guidance documents, including the following:

Title VI of the Civil Rights Act of 1964 prohibits recipients of federal financial assistance from discriminating based on national origin by, for example, failing to provide meaningful access to individuals who are LEP.

Executive Order 13166 signed by the President in August 2000 and titled "Improving Access to Services for Persons with Limited English Proficiency" contains two major initiatives. The first initiative aims to better enforce and implement Title VI of the Civil Rights Act of 1964 by requiring federal agencies that provide federal financial assistance to develop guidance to clarify obligations for recipients of such assistance. The second initiative requires all federal agencies to meet the same standards as federal financial assistance recipients in providing meaningful access for LEP individuals to federally conducted programs.

Section 188 of the Workforce Investment Act (WIA) and its implementing regulations provides that no person shall be subjected to discrimination based on national origin under any program or activity that receives federal financial assistance.

Federal policy guidance is intended to clarify the responsibilities of recipients of federal financial assistance from the U.S. Department of Labor or other entities that participate in the Missouri workforce system. This guidance is intended to assist recipients in fulfilling their responsibilities to LEP individuals, pursuant to these federal laws and implementing regulations.

3. Substance:

As recipients of federal financial assistance, local Workforce Investment Boards (LWIB), One-Stop operators, and other service providers have a responsibility to ensure non-discrimination in service delivery to LEP individuals. Guiding principles for situations in which an LEP individual is seeking to “access and participate” in public workforce services, programs, and activities include:

LEP individuals must be advised of availability of competent, confidential language interpretation services. The provision of this notice and the LEP individual's election must be documented in any individual record, written or electronic, generated with respect to the LEP individual.

Recipients will take reasonable steps, appropriate to the circumstances, to ensure interpretative services are provided that demonstrate the level of fluency, comprehension, and confidentiality warranted by the nature, type, and purpose of the information at issue.

Recipients will expand the range or nature of language assistance strategies whenever (1) experience, (2) changes in target or service population demographics, or (3) new program-specific data indicates that the failure to do so may result in a denial of substantially equal and meaningful, effective services to a significant LEP population.

LEP, in and of itself, shall not act as a barrier to limit access to vital information, available in English, regarding when, where, or how to obtain benefits or services provided through the workforce system.

4. Action:

Effective March 11, 2010, all LWIBs, program operators, training providers, etc., were required to comply with this guidance as it supports compliance with Section 2 of Executive Order 13166 and the U. S. Department of Labor, Civil Rights Center, Directive No. 2006-03. Please distribute this Issuance to appropriate individuals.

DWD has developed a uniform language-assistance plan (**ATTACHMENT 1**) with clear goals for ensuring non-discrimination, management accountability, and opportunities for community input. All workforce entities (recipients of federal financial assistance as listed above) will take the following actions:

- **Oral Information:** Interpretation is the act of listening to something in one language (source language) and orally translating it into another language (target language). Where interpretation is needed and is reasonable, recipients should consider some or all of the options discussed below for providing competent interpreters in a timely manner.

Competence of Interpreters: When providing oral assistance, recipients should ensure competency of the language service providers, no matter which of the following strategies are used. Competency requires more than self-identification as bilingual. Some bilingual staff and community volunteers, for instance, may be able to communicate effectively in a language other than English when communicating information directly in that language, but **may not** be competent to interpret in and out of English. Likewise, they **may not** be able to do written translations.

Each Career Center location accessible to the public at which vital information is made available (reception desk or areas, resource areas, telephone communication lines, building entries, etc.), will have language assistance resources capable of providing, within a reasonable period of time, information and/or instruction in appropriate languages other than English. A language identification poster or "I Speak Card" (**ATTACHMENT 2**) should be located at each Career Center welcome/reception area for each LEP customer to identify their language.

At points of public contact, appropriate translations of commonly requested information and procedures for access to telephonic interpretive services are required to be in place. Further, procedures for accessing telephonic language assistance resources will be readily available at every point of public contact, and distributed to all workforce staff that routinely have contact with members of the public. All workforce staff who have volunteered to provide language assistance services (in case of an emergency, when telephonic assistance is deemed less timely) will be identified by name, location, business telephone number, work hours, language, and level of fluency; and a region-specific list of these volunteers shall be submitted to each local Equal Opportunity Officer (LEOO).

- **Electronic Information:** Translation is the replacement of a written text from one language (source language) into an equivalent written text in another language (target language).

What Documents Should be Translated? After applying the four-factor analysis, a recipient may determine that an effective LEP plan for its particular program or activity includes the translation of vital written materials into the language of each frequently encountered LEP group eligible to be served and/or likely to be affected by the recipient's program. Such written materials could include:

- Applications to participate in a recipient's program or activity or to receive recipient benefits or services;
- Written tests that do not assess English language competency, but test competency for a particular license, job, or skill for which English language proficiency is not required;
- Consent and complaint forms;
- List of partners at a One-Stop Career Center and services provided;
- Letters containing important information regarding participation in a program or activity;
- Notices pertaining to the reduction, denial or termination of services or benefits and of the right to appeal such actions;
- Notices that require a response from beneficiaries;
- Information on the right to file complaints of discrimination;
- Information on the provision of services to individuals with disabilities;
- State wage and hour and safety and health enforcement and information materials;
- Notices advising LEP persons of the availability of free language assistance; and
- Other outreach materials.

Where workforce locations maintain a web page accessible to members of the general public, information on the availability of language assistance shall be included. Where vital documents in English are placed on or are accessible through the web page, information on their availability shall be included in the appropriate languages on the web home page or other initial point of access.

- **Signage:** Where signage is maintained and/or posted in English, it shall also be provided, at a minimum, in the two most common non-English languages spoken in the region and served by a specific location. Signage in fewer languages is warranted where current demographic data establishes that the population potentially served by the region, does not include more than one minority (language) group.

The LWIBs will:

- Conduct an annual assessment of the language needs of the population to be served throughout the workforce regions beginning with the 2010 census data;
- Develop and implement a comprehensive, written policy that will ensure meaningful access and communication for LEP individuals;
- Take steps necessary to ensure state and local partner staff understand the policy and are capable of implementing the policy;
- Conduct regular oversight of the language assistance program to ensure effective, meaningful access to all workforce programs and services, in a consistent manner.

DWD currently makes available a number of vital documents and outreach materials in Spanish, with the goal to develop updated outreach products in additional languages, other than English.

DWD has re-vended for oral interpretation services through a telephone language assistance service and updated instructions were made available to all LWIBs, Division Supervisors, Regional Coordinators, and LEOOs October 18, 2013.

5. Contact: Direct questions or comments regarding this Issuance, to the State WIA Equal Opportunity Officer, Danielle Smith, at (573) 751-2428 or [danielle.smith@ded.mo.gov](mailto:danielle.smith@ded.mo.gov), or to Julie Gibson, DWD Director, at (573) 751-3349.
6. Reference: Title VI of the Civil Rights Act of 1964  
<http://www.dol.gov/oasam/regs/statutes/titlevi.htm>  
  
Executive Order 13166 [www.lep.gov/13166/eo13166.html](http://www.lep.gov/13166/eo13166.html)  
  
Facts about National Origin Discrimination  
<http://www.eeoc.gov/facts/fs-nator.html>  
  
29 CFR Part 37, specifically 29 CFR Part 37.35;  
[http://www.dol.gov/oasam/regs/cfr/29cfr37\(2001\).htm](http://www.dol.gov/oasam/regs/cfr/29cfr37(2001).htm)  
  
CTS LanguageLink: <http://www.ctslanguageink.com/>  
  
DWD Issuance 01-2014, Change 1: Equal Opportunity and Complaint Grievance, Notice and Dissemination  
[https://worksmart.ded.mo.gov/includes/secure\\_file.cfm?ID=3114&menuID=6](https://worksmart.ded.mo.gov/includes/secure_file.cfm?ID=3114&menuID=6)
7. Rescissions: This Issuance supersedes and replaces DWD Issuance 23-2009 dated March 11, 2010.
8. Attachments: 1)—Language Assistance Procedure Manual Customer Service for Individuals with Limited English Proficiency (LEP).  
2) – U.S. Department of Commerce, Bureau of the Census, Language Identification Flashcard.

The 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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Julie Gibson  
Director  
Missouri Division of Workforce Development

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Missouri Division of Workforce Development  
DWD Issuance 06-2014

Issued: December 12, 2014  
Effective: December 12, 2014





## **Missouri Division of Workforce Development**

### **LANGUAGE ASSISTANCE PROCEDURE MANUAL**

#### **Customer Service** **for Individuals with Limited English Proficiency (LEP)**

##### **General Policy**

Each year the state and local Equal Opportunity Officers will review existing policy and procedures to determine updates in populations serviced in specific regions and recommend changes to the LEP policy. The development, maintenance, and implementation of a periodically updated plan for use by the Division of Workforce Development (DWD) and partner staff when delivering services to the general public, will be the most appropriate and cost effective means of documenting compliance and providing a model for the provision of timely and reasonable language assistance. The Language Assistance Planning Self-Assessment Tool for Recipients of Federal Financial Assistance provides the framework for organizations to develop a comprehensive plan that supports Executive Order 13166, "Improving Access to Services for Persons with Limited English Proficiency (LEP)." While there is considerable flexibility for recipients in development of a comprehensive Language Assistance Plan, the ultimate goal is to provide meaningful access to LEP individuals.

##### **Assessment**

The state Workforce Investment Act (WIA) agency, as requested by the U.S. Department of Labor/Civil Rights Center, completed the Language Assistance Planning and Self-Assessment Tool to facilitate planning efforts, and has adopted its use for all future language assistance assessments conducted by DWD. This Self Assessment Tool document is intended to assist recipients in planning for the provision of language assistance to the LEP individuals they serve or encounter and to assist in assessing existing, other than English, language service capabilities.

Missouri Division of Workforce Development  
DWD Issuance 06-2014

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##### **ATTACHMENT 1**

Assessment involves identification of the languages that are likely to be encountered in the provider's service area, estimating the number of LEP individuals that are eligible to receive services or benefits who are directly affected by the provider's program or activity. It is required that the following four factors are considered to determine the nature of language assistance provided and to ensure the most effective, meaningful access for LEP individuals, participating in or seeking benefits from, the program or activity:

1. The number or proportion of LEP individuals served or encountered in the eligible service population or likely to be *directly or significantly* affected by program or activity;
2. The frequency with which LEP individuals come in contact with the program or activity;
3. The nature and importance of the program, activity, or service provided by the recipient; and
4. The resources available to the recipient and costs in carrying out the program or activity.

In cases where language barriers may have impeded access (i.e., LEP individuals did not know of the rights and/or the availability of free language assistance), statistics on past participation will not capture the true need. The proportion of LEP individuals in the overall program service population should correlate with the proportion of LEP individuals participating in or seeking benefits from the program or activity using the Four-Factor Analysis (i.e., Civil Rights Center; Enforcement of the Title VI of the Civil Rights Act of 1964; Policy Guidance to Federal Financial Assistance Recipients Regarding the Title VI Prohibition Against National Origin Discrimination Affecting LEP Persons; Pages 32294-32295)..

### **Provision of Language Interpretation/Translation Services**

DWD has contracted with CTS Language Link to provide telephone language interpretation services for the workforce system. Designated Career Center locations and Central Office have been provided individual accounts and instructions for use to ensure effective telephone communication between staff and LEP individuals. These instructions include tips for working with interpreters when initiating language assistance calls.

At a minimum, intake or Welcome Team staff, with whom the LEP individual has initial contact, will record the language of the LEP individual in his/her file (including files maintained electronically) so that all subsequent interaction will be conducted in the

appropriate language. Whenever the interpreter service is used, a brief description of how that service was used will be recorded in the LEP individual's file.

The use of "I Speak" cards is required by intake workers and other staff, who have direct contact with LEP individuals. This language identification aid will assist staff to record the LEP individual's language and be able to obtain appropriate interpreter services.

A system to receive incoming telephone calls from LEP individuals via the agency's existing 888-728-JOBS (5627) line has been developed. The system to receive calls from LEP individuals will be coordinated by the State WIA Equal Opportunity (EO) Officer, utilizing CTS Language Link and the agency's current telephone provider. A three-way response to the LEP individual will be initiated by the State WIA EO Officer directing the caller to the nearest Career Center location.

All LEP individuals will be notified that upon request, they will receive language assistance at no cost, and that vital documents (i.e., documents developed with the purpose of describing a LEP individual's rights, responsibilities, or benefits; requesting information or a response from LEP individuals; notifying LEP individuals of an action that may adversely affect them; requiring the LEP individual's informed consent or acknowledgement; and notifying LEP individuals of the opportunity for free language assistance) will be translated at no cost.

Essentially, translation of applications to participate in a program or activity or to receive benefits or services; consent and complaint forms; list(s) of partners at the One-Stop Career Center and the services provided; other outreach materials; and other informational and instructional documents into languages other than English, is required for LEP individuals after applying the four-factor analysis. The standard "menu" of services will support the identification of vital documents for the workforce system. To the extent reasonable, DWD will support translating vital documents into languages other than English.

#### Use of Family, Friends or Others as Interpreters

Use of family members, friends, or other informal interpreters present ethical and other privacy complications and is not supported nor recommended. It is our obligation to provide qualified interpreters to all individuals who need and/or request oral language assistance.

Use of family, friends, or others as interpreters may expose the recipient to liability under Title VI of the Civil Rights Act of 1964 and Section 188 of the WIA. Do not require, suggest, or encourage the use of friends, family members (including minor children), and other non-professionals as interpreters. Use of such persons could result in a breach of confidentiality or a reluctance of an LEP individual to disclose personal

information critical to the LEP individual's situation. Although the LEP individual's decision to use his or her own interpreter should be respected, there are concerns of confidentiality, conflict of interest, or a minor child's competency in communication to provide interpretation.

When staff inform the LEP individual of the right to free interpreter services and the individual declines (wanting to use a family member or friend as an interpreter), the staff may use the LEP individual's designated person as an interpreter while taking steps to document the LEP individual's choice is strictly voluntary and the offer of free interpreter services was declined. Staff should document all offers for language services that are declined; in the LEP individual's file, including those files maintained electronically.

#### Outreach/Training/Monitoring

Outreach efforts, ensuring awareness among workforce system (i.e., jobseekers, businesses, and workforce professionals) entities, will include the implementation of the language access policy. LEP individuals in need of language assistance services will receive "reasonable" notice of the availability of such services. The availability of free language assistance will be promoted/advertised as a part of regional outreach. Signage and other notices in lobbies, waiting areas, intake desks, etc. should be available in the two or three primary languages identified by region. Postings should inform individuals of their right to free interpreter services and invite them to identify themselves as individuals needing language assistance.

All staff should be knowledgeable regarding:

1. The nature and scope of language assistance services and resources available, and
2. The procedures to access language services for their LEP individuals.

A successful language access plan aligns with the overall obligation to ensure programs and services are provided in a non-discriminatory and equal manner. Access to services and programs has to be as effective for LEP individuals as the general public. It is unlawful to discriminate due to national origin; and through this plan; we affirm consistent, effective LEP access and compliance for all federally assisted programs and services operated within the Missouri workforce system.

#### Intake Procedures for LEP Individuals

1. When a walk-in LEP individual for services indicates the language of choice using the "I Speak" card, the intake personnel (i.e., welcome team member) will contact the Language Link contractor by telephone for language interpretation

services. At that time, the intake personnel will conduct the standard steps, with the assistance of the interpreter, to serve the LEP individual.

2. The LEP individual will be served in a location suitable to allow confidentiality, such as a conference room with speaker phone or other suitable arrangement.
3. During intake, the LEP individual will be provided a language identification card ("I Speak" card) listing the language of their choice. The LEP individual may keep this language identification card in their possession to display to staff as they are processed through the Career Center. Accepting and/or maintaining this language identification card is voluntary and will not impede the delivery of services.
4. In the event the intake personnel are unable to determine the LEP individual's language choice (after using the "I Speak" cards or any other readily available method, i.e., bilingual/multilingual staff), the intake staff will immediately contact the language interpretation service to attempt to determine the appropriate language to use with the LEP individual.
5. Each step of the initial assessment for services, including and up to service delivery, will include the language interpretation service.

United States  
**Census  
2000**

U.S. Department of Commerce  
Bureau of the Census

**LANGUAGE IDENTIFICATION FLASHCARD**

<input type="checkbox"/> املا هذا المربع اذا كنت تقرأ أو تتحدث العربية.	Arabic
<input type="checkbox"/> Խոսողո՞ւմ ե՞նք հայո՞ւմ կատարե՞ք այս քանակաւում, եթե խոսում կամ կարդում եք հայերէն:	Armenian
<input type="checkbox"/> যদি আপনি বাংলা পাড়েন বা বলেন তা হলে এই বাক্সে দাগ দিন।	Bengali
<input type="checkbox"/> សូមបញ្ជាក់ប្រសិនបើ: ចិន្តាភាគ ឬចិន្តាយោគាស ថ្ងៃ ។	Cambodian
<input type="checkbox"/> Matka i kahhon komu un taitaj pat un sang i Chamorro.	Chamorro
<input type="checkbox"/> 如果您具有中文閱讀和會話能力，請在本空格內標上X記號。	Chinese
<input type="checkbox"/> Make kazyè sa a si ou li oswa ou pale kreyòl ayisyen.	Creole
<input type="checkbox"/> Označite ovaj kvadratić ako čitate ili govorite hrvatski jezik.	Croatian (Serbo-Croatian)
<input type="checkbox"/> Zaškrtněte tuto kolonku, pokud čtete a hovoříte česky.	Czech
<input type="checkbox"/> Kruis dit vakje aan als u Nederlands kunt lezen of spreken.	Dutch
<input type="checkbox"/> Mark this box if you read or speak English.	English
<input type="checkbox"/> اگر خواندن و نوشتن فارسی بدرستی، این مربع را علامت بگذارید.	Farsi

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<input type="checkbox"/> Cocher ici si vous lisez ou parlez le français.	French
<input type="checkbox"/> Kreuzen Sie dieses Kästchen an, wenn Sie Deutsch lesen oder sprechen.	German
<input type="checkbox"/> Σημειώστε αυτό το πλαίσιο αν διαβάζετε ή μιλάτε Ελληνικά.	Greek
<input type="checkbox"/> अगर आप हिन्दी बोलते या पढ़ सकते हैं तो इस गोले पर चिह्न लगाएँ।	Hindi
<input type="checkbox"/> Kos lub voj no yog koj paub twm thiab hais lus Hmoob.	Hmong
<input type="checkbox"/> Jelölje meg ezt a kockát, ha megérti vagy beszéli a magyar nyelvet.	Hungarian
<input type="checkbox"/> Markaam daytoy nga kahon no makabasa wenno makasaoka iti Ilocano.	Ilocano
<input type="checkbox"/> Marchi questa casella se legge o parla italiano.	Italian
<input type="checkbox"/> 日本語を読んだり、話せる場合はここに印を付けてください。	Japanese
<input type="checkbox"/> 한국어를 읽거나 말할 수 있으면 이 칸에 표시하십시오.	Korean
<input type="checkbox"/> ໄຫມາຍໄວ້ເຊ່າງນີ້ ຖ້າທ່ານອ່ານຫຼືເວົ້າພາສາລາວ.	Laotian
<input type="checkbox"/> Zaznacz tę kratkę jeżeli czyta Pan/Pani lub mówi po polsku.	Polish
<input type="checkbox"/> Assinale este quadrado se voce lê ou fala Português.	Portuguese

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<input type="checkbox"/> Îsemnați această căsuță dacă citiți sau vorbiți Românește.	Romanian
<input type="checkbox"/> Пометьте этот квадратик, если вы читаете или говорите по-русски.	Russian
<input type="checkbox"/> Maka pe fa'ailoga le pusa lea pe afai e te faitau pe tusitusi i le gagana Samoa.	Samoa
<input type="checkbox"/> Обележите овај квадратик уколико читате или говорите српски језик.	Serbian (Serbo-Croatian)
<input type="checkbox"/> Označte tento štvorček, ak viete čítať alebo hovoriť po slovensky.	Slovak
<input type="checkbox"/> Marque esta casilla si lee o habla español.	Spanish
<input type="checkbox"/> Markahan ang kahon na ito kung ikaw ay nagsasalita o nagbabasa ng Tagalog.	Tagalog
<input type="checkbox"/> ให้ทำเครื่องหมายลงในช่องสำหรับอ่านหรือพูดภาษาไทย.	Thai
<input type="checkbox"/> Faka'ilonga'i 'ae puha ko'eni kapau 'oku te lau pe lea 'ae lea fakatonga.	Tongan
<input type="checkbox"/> Відмітьте цю клітинку, якщо ви читаете або говорите українською мовою.	Ukrainian
<input type="checkbox"/> اگر آپ اردو پڑھتے یا بولتے ہیں تو اس خانہ میں نشان لگائیں.	Urdu
<input type="checkbox"/> Xin đánh dấu vào ô này nếu quý biết đọc và nói được Việt Ngữ.	Vietnamese
<input type="checkbox"/> צייכנט דעם קעסטל אויב איר שרייבט אדער ליינט אידיש.	Yiddish

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## **ATTACHMENT 23**



416 Washington Avenue, West Plains, Missouri 65775 ❖ Phone 417-257-2630 ❖ Fax 417-257-2633 ❖ MO Relay 711

**Issuance No. 06-2020**  
**Issuance Date: July 1, 2020**  
**Subject: Integration of Services Policy**

In accordance with OWD Issuance 03-2019, all customers of WIOA partners must be given the availability of services for which they are eligible, or potentially eligible. They must be actively engaged and assisted in co-enrolling in services they choose.

South Central Workforce Investment Board not only encourages and supports, but co-enrollment is required across funding streams when it is available. This offers a variety of services to meet the needs and expectations of its customers, to leverage resources, and to reduce and eliminate duplication of services.

The following is required:

- All Job seekers receiving staff-assisted services in a Missouri Job Center (including Youth) must be enrolled in the Wagner-Payser (W-P) program. Any Missouri Job Center staff can – and should – complete the W-P enrollment in the statewide electronic case-management system.
- All Trade Adjustment Assistance (TAA) participants must be co-enrolled in the WIOA Dislocated Worker program.
- All National Dislocated Worker Grant participants must be co-enrolled in the WIOA Dislocated Worker program if they meet the eligibility requirements.

South Central Workforce Investment Board does not operate the Missouri SkillUP program.



## **ATTACHMENT 24**



**Issuance No: 07-2020**

**Issuance Date: July 1, 2020**

**Subject: Adult Education and Literacy Policy (AEL)**

It is the policy of the South Central Workforce Investment Board to partner with the Title II provider of Adult Education & Literacy in our region, Missouri State University – West Plains. AEL partners are active members of the South Central WIB and serve on various Board standing committees.

AEL is available to various locations throughout the region. Job Centers work closely with AEL programs and make referrals when youth, 18 and above, and adults have not obtained their high school diploma or equivalent. While enrolled in AEL a student may also be enrolled in postsecondary education, training and a work experience program that will enable them to become more employable and productive. The services offered are Adult Basic Education, Adult Secondary Education and English Language Acquisition. These activities offered concurrently and contextually with workforce prep and workforce training, will rely on partnerships to provide workforce training for specific occupations. South Central Workforce Investment Board also provides supportive services for eligible individuals, such as, transportation and childcare.

Youth, 18 and above, may be co-enrolled in WIOA Adult career services. This provides them the opportunity to obtain a NCRC, and have access to other services. AEL provides basic skill development, academic education, and secondary skills toward high school equivalency, postsecondary remediation and English language acquisition for those eligible. AEL incorporates employability skills and workforce preparation into its instruction. Career pathways and employment strategies are used for the sector strategies identified in our region. It is the ultimate goal for AEL learners to be placed in unsubsidized employment with in-demand industries and occupations that lead to economic self-sufficiency.



## **ATTACHMENT 25**



416 Washington Avenue, West Plains, Missouri 65775 ❖ Phone 417-257-2630 ❖ Fax 417-257-2633 ❖ MO Relay 711

**Issuance No: 08-2020**

**Issuance Date: July 1, 2020**

**Subject: Vocational Rehabilitation (VR) and Rehabilitation Service for the Blind (RSB)  
Coordination of Services Policy**

South Central Workforce Investment Board (SCWIB) and the Committee for Inclusion is charged with addressing how services to individuals with disabilities will be delivered. SCWIB is committed to improving the coordination and collaboration to braid services between Vocational Rehabilitation (VR) and Rehabilitation Services for the Blind (RBS). This enhanced coordination will involve employer engagement activities, along with recruiting, hiring, and providing support services to clients seeking employment. A representative from Vocation Rehabilitation is a member of the board and will act as a consultant in regards to service needs.

A Memorandum of Understanding with each entity will be included in the Local Plan documents.



## **ATTACHMENT 26**



**Issuance No:** 09-2020  
**Issuance Date:** July 01, 2020  
**Subject:** Youth Apprenticeship Policy

South Central Workforce Investment Board (SCWIB) supports Pre-Apprenticeship and Registered Apprenticeship programs for Youth. The SCWIB partners with training providers, apprenticeship providers, employers, and other WIOA partners to develop Youth Pre-Apprenticeship and Registered Apprenticeship activities. Discussions with partners is ongoing to continue moving this policy forward.

Registered Apprenticeship is a model of job preparation that combines paid on-the-job training (OJT) with related instruction to increase workers' skill levels and wages. Registered Apprenticeship is also a business-driven model that provides a way for employers to recruit, train, and retain skilled workers.

The Registered Apprenticeship program consists of the following five core components:

**Business Involvement** – Businesses are the foundation of the Registered Apprenticeship program and must play an active role in building the program and be involved in the program design and execution.

**On-the-Job Training** – Every Registered Apprenticeship program includes structured OJT. The training is developed by mapping the skills and knowledge of the apprentice must learn over the course of the program to be proficient at the job.

**Related Instruction** – Apprentices will receive related instruction or classroom training that complements the OJT. Related instruction may be provided by a community college, technical school or college, and apprenticeship training school, online, or at the work site.

**Rewards for Skills Gains** – Apprentices receive increases in pay as their skills and knowledge increase.

**National Occupational Credential** – Every graduate of a Registered Apprenticeship program receives a nationally-recognized credential, referred to as a Certificate of Completion, issued by the U.S. Department of Labor or a federally recognized State Apprenticeship Agency. The length of training and the skills and competencies required for mastery of an occupation are set by industry.

Registered Apprenticeship program sponsors are automatically eligible for placement on the Missouri-approved ETPS list.

Pre-apprenticeship is a program designed to prepare individuals to enter and succeed in a Registered Apprenticeship program and has a documented partnership with at least one Registered Apprenticeship programs. A pre-apprenticeship program must be included on the ETPS list and includes the following elements:

- Approved Training and Curriculum based on industry standards and approved by the documented Registered Apprenticeship partners that will prepare the individual needed to enter one or more Registered Apprenticeship programs.



- Strategies for Long-Term Success that increase opportunities for under-represented, disadvantaged or low-skill individuals to meet the entry requirements in one or more Registered Apprenticeship programs.

The Region supports apprenticeship as a workforce strategy for youth. The law cites pre-apprenticeship activities and work-based learning among the youth program elements. WIOA also recognizes apprenticeship as a career pathway for Job Corps students, and supports coordination of the Youth Build program with pre-apprenticeship and apprenticeship programs.

Apprenticeship programs are promoted through:

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



## **ATTACHMENT 27**



# South Central WORKFORCE Investment Board

416 Washington Avenue, West Plains, Missouri 65775 ♦ Phone 417-257-2630 ♦ Fax 417-257-2633 ♦ MO Relay 711

**Local Policy 09-2017**

**Approved: January 23, 2018**  
**Effective: December 31, 2017**

**Subject: Local Eligible Training Provider Selection Policy**

1. Purpose: This policy is written to provide direction to eligible training providers with regard to local eligibility criteria for programs to become or remain eligible to provide training services. Local criteria is established to support informed customer choice and the achievement of local performance indicators except in the case of Registered Apprenticeships.
2. Background: WIOA assigns local boards the final responsibility for determining which eligible training providers and their corresponding programs receive approval in their local areas as consumer choices for participants. The regulations further require the local board to carry out the procedures assigned to it by the State.
3. Substance:
  - Requirements of Providers
    1. The training program must be listed on the State ETPS.
    2. Providers must collect and share data on the outcomes of all students. This data must be available to local WIOA staff. Training related job placements of past graduates must equal or exceed the entered employment retention and wage performance rate required of the South Central region for the current program year. These rates will vary from year to year. Current performance indicator rates can be checked on the SCWIB website, [www.scwib.org](http://www.scwib.org), or by calling 417-257-2630.
    3. Achieve a minimum of 60% completion rate for WIOA participants.
    4. Equal Opportunity Requirements:
      - The organization should have an EO Officer or a staff person that deals with nondiscrimination and equal opportunity policies and regulations.
      - The Missouri Division of Workforce Development's "Equal Opportunity is the Law" poster should be posted in the facility.
      - Contract agreements should contain nondiscrimination and equal opportunity provisions.
      - Training provider should advertise to underserved populations.
      - The organization should have an accommodations policy.
      - There should be a process for analyzing equal opportunity demographics for students that attend the institution. The following may be requested during an EO monitoring visit:
        - A copy of all training program applications by demographics

Member of  © 2017 WIOA

South Central Workforce Investment Board is an equal opportunity employer/program.  
Auxiliary aids and services are available upon request to individuals with disabilities.

- A copy of training program selection outcomes by demographics
  - A copy of training programs graduation/completed outcomes by demographics
  - A copy of training programs incomplete outcomes by demographics
  - A copy of training programs placement wages outcomes by demographics
- The training provider should have a confidentiality policy including a process for collecting confidential information.
  - The training provider should have a written complaint policy.
  - Additionally, the training provider must allow monitoring visits for EO compliance, WIOA compliance and participant progress.
5. Training provider will submit student progress reports. This can be a formal written report or the student's progress can be discussed with local WIOA staff via telephone or email.
  6. Training provider will allow local WIOA staff to monitor for program and EO compliance.
- Procedure for gaining initial approval by training provider
    1. Ensure program has met all requirements listed above.
    2. Contact the SCWIB office and request to be added to the local eligible training provider list. Training providers can wait until an eligible participant selects their program or they can request approval in advance.
    3. Approvals will be on a program year basis (July 1-June 30) for that year only. The board will contact approved programs each subsequent year for re-approval.
    4. The SCWIB will notify the training provider of the programs local approval or advice on the corrective actions needed for approval. Programs denied approval can submit a request for another review at any time.
    5. If, at any time, the local board determines that the provider is no longer adhering to the requirements listed in this document, the approval will be disqualified and the training provider notified. The local area may grant a probationary period for corrective actions before disqualifying the program for local approval.
    6. The SCWIB will keep a list of approved programs on the website, [www.scwib.org](http://www.scwib.org).
  - Additional procedures for initial approval by local WIOA staff
    1. Determine if individuals with similar training/credentials are able to earn a living wage with the training/credential to ensure local funds are not used to train individuals for occupations that do not move them out of poverty.
    2. Ensure the cost to complete the program is not higher than twice the amount of completing the equivalent program at other local training providers on the State ETPS with a reasonable distance.
    3. The cost of supportive services required to complete the training is not prohibitive.
  - Procedures for PELL grant reimbursement to WIOA tuition
    1. All participants assessed as appropriate for a classroom training activity will be required to apply for available grants under Title IV, as well as any other financial aid that may be available to them (not including loans).
    2. When a participant is eligible for Pell, it is to be used for other Pell eligible expenses with WIOA paying tuition, books and fees.
  - Exceptions

1. Exceptions to this local policy must be pre-approved by the SCWIB Executive Committee. No exceptions can be made to the State Eligible Training Provider List.
4. Action: This policy is effective December 31, 2017. Please distribute to appropriate individuals.
5. Contact: Please direct comments or questions regarding this policy to Valarie Haring, Compliance Manager at 417-257-2630 or email [vharing@scwib.org](mailto:vharing@scwib.org).
6. Reference: Workforce Innovation and Opportunity Act of 2015, Department of Labor Final Rules, DWD Issuance 07-2017.
7. Recessions: None
8. Attachments: None



Garland Barton, Chair



## **ATTACHMENT 28**



416 Washington Avenue, West Plains, Missouri 65775 ❖ Phone 417-257-2630 ❖ Fax 417-257-2633 ❖ MO Relay 711

**Issuance No:** 20-2020  
**Issuance Date:** July 1, 2020  
**Subject:** Dislocated Worker Employment Transition Team Policy

Employment Transition Team (ETT) activities will be coordinated with the statewide ETT Team. The main objective will be to market the services available at the Job Centers. Staff will initiate contact with the company to explain NGCC services and schedule ETT activities that may include employer consultations and employee meetings. The Job Center staff will schedule activities and conduct ETT meetings within the LWIA whenever a company layoff exceeds 10 employees, up to 49. ETT meetings for layoffs of less than 10 will be conducted as necessary at the discretion of the Job Center staff. The state ETT Coordinator may initiate or assist with certain layoffs of less than 50. The state ETT Coordinator shall be responsible for obtaining a list of affected employees from the company or union laying off 50 or more employees. The Job Center staff will be responsible for obtaining the list for layoffs of less than 50.

The local ETT Coordinator in consultation with the Job Center staff will establish contact with community agencies, employers, chambers of commerce and other social services organizations in the LWIA. In response to notification of a layoff or closure, the state ETT Coordinator will provide the above agencies with information regarding services the ETT Unit, the Job Center and other state agencies can provide. The Job Center staff may coordinate with the state ETT Coordinator to make presentations to local organizations and chamber of commerce on programs and services available. The Job Center staff will also suggest ways in which local community agencies can provide assistance for affected workers and the community. In the event of a mass layoff, the Job Center staff will assist the state ETT Unit in coordination of community services.

The Job Center staff will assist the state ETT Unit in the establishment, set up and maintenance of the Mobile Resource Room (MRR), when it has been determined this is needed as part of the ETT service delivery plan as developed in consultation with the Functional Leader.

The Job Center staff shall be responsible for the collection of individual worker information at all ETT meetings. The Job Center staff shall then enter this data into the Missouri MOJobs data collection system to create an initial case record.

The Job Center staff is required to collect standardized surveys from employees attending ETT meetings. The surveys will collect data such as what types of services employees are interested in including training and re-training needs as well as general employee contact information (name, address, email address, etc.). Staff will use **the** survey for local and state level ETT. OWD provides the Survey results to the SCWIB Executive Director which then are shared with the Job Center staff.

Partner of  **americanjobcenter** network

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



## **ATTACHMENT 29**



# SOUTH CENTRAL REGION

## BUSINESS PLAN

1

### INTRODUCTION: AREA OVERVIEW

#### *Values of the South Central WIB and Job Centers*

*“The South Central WIB and the regional Job Centers are committed to provide business and job seeking customers with services and programs focused on life-long skill development. This will allow the South Central Region to compete and thrive in the regional and national marketplace, as well as foster business retention and expansion.”*

The South Central Region consists of twelve counties in southern Missouri: Butler, Carter, Douglas, Howell, Oregon, Ozark, Reynolds, Ripley, Shannon, Texas, Wayne and Wright. It is one of the largest geographical regions in the state and is sparsely populated with the exception of two Micropolitan Statistical Areas: Poplar Bluff in Butler County and West Plains in Howell County where South Central Region’s two Job Centers are also located.

#### **Major Employers**

- Air Medical Group Holdings (West Plains)
- Ajinomoto Windsor (Piedmont)
- Armstrong Wood Products (West Plains)
- Briggs & Stratton (Poplar Bluff)
- Caterpillar (Pomona)
- Leonardo DRS Land Systems:(West Plains)
- Gates (Poplar Bluff)
- Hutchens Industries (Mansfield)
- Mid Continent Nail Corporation (Poplar Bluff)
- Nortek (Poplar Bluff)
- Revere Plastics: (Poplar Bluff)
- SUSA (Poplar Bluff)
- Western Dairy Transport: (Cabool)

<http://www.missouripartnership.com/Sites-Incentives-Data/Regions/South-Central-Region>

Key industries in the region are: Agribusiness, logging/wood products, manufacturing, transportation/logistics and warehousing/distribution. Healthcare and Social Assistance make up 19% of the regions total jobs. (2011)

The area also has tourism and recreation based businesses due to the presence of the Ozark National Scenic Riverways (*the Current and Jacks Fork Rivers*) and the Mark Twain National Forest.

The region enjoys a relatively low cost of living and ample access to quality medical care.

As with many regions of Missouri, residents of counties of the South Central region cross county boundaries to shop. A retail trade analysis conducted in 2007 (the last analysis for which data is available) showed that of the twelve region counties only one (Butler) had a positive “pull factor”; that is, took in more retail sales from other counties than it lost to other counties. Howell County had the lowest negative pull factor, but still reflected a net loss of shoppers to other areas, probably to Greene (Springfield) and Taney (Branson) Counties. This region wide leakage of retail sales has a profound effect on business growth as millions of dollars leave the communities in which they were earned and bolster businesses and communities outside the region.

The south central region is generally regarded as a “low wage” area; that is, a high percentage of entry level positions provide compensation of \$9.00 or less per hour, with minimum wage being very common. While this is a contributing factor to the regions reputation of having a low cost of living, it is also a factor inhibiting both population and economic growth.

The “graying” of America will also have impacts here in south central Missouri. MERIC figures reveal that in 2011 regional counties had aged 65 or older populations of from 17 to 24 percent, but 2030 projections of from 23 to 33 percent. Without a commensurate growth in population, this reduction in the workforce will have significant impacts on local economies. It is clear that focused efforts to attract new people and businesses to south central Missouri must be ongoing and successful in order for the economy to grow stronger and, indeed, even to maintain current levels of economic well-being.

*(Source: MERIC)*

### *Vision of the South Central WIB*

*“The vision of the South Central Region Workforce Investment Board (SCWIB) is to improve the quality of life in our area. By establishing a public/private partnership, we will ensure all citizens are afforded an environment that supports a market-driven workforce development system with clear goals and accountability. This system will be responsive, support lifelong skill development, establish a culture of continuous learning, and provide easy, universal access to information and services by job seekers and the business community. Ultimately, this system will provide customers with the knowledge and tools necessary to establish a world-class workforce for a class economy.”*

## REGIONAL CHALLENGES

2

## *Mission of the South Central WIB*

*“To support a system that will provide employers with a skilled workforce and will provide job seekers with access to jobs with increased earnings potential. The Workforce Investment Board will be a leader in community collaboration to promote a dynamic, high skill/high wage economy in South Central Missouri through development of its workforce and workplaces.”*

One of the primary purposes of the South Central Workforce Investment Board (SCWIB) is to find effective ways to increase businesses’ awareness and use of the business services provided by the Board and the regional Job Centers in Poplar Bluff and West Plains. An active and effective business services plan facilitating delivery of On-the-Job Training (OJT), Work Ready Missouri (WRM), Employment Transition Team (ETT) meetings, and assistance to counties in completion of Work Ready Communities is necessary to increase the return on the investment in the regional workforce system.

This business services plan is intended to provide the framework for the South Central Region to more effectively market and deliver services to our business customers. By focusing on building relationships with local businesses we will be better able to know their needs and their sometimes unique challenges. We will thereby be better able to recognize our opportunities to assist them with our programs and services. With open communication and a sincere customer focus, we can inspire greater confidence in the services Job Centers and the SCWIB provide to the business community, hopefully resulting in increased usage of those services.

### **Challenges within this region that interfere with delivery of business services:**

The South Central region consists of 12 counties composed of primarily rural landscapes with only small communities scattered throughout. Even the largest of these counties, Butler and Howell, have less than 45,000 residents each, and nearly all of the others are less than 15,000 each. Reynolds and Carter counties each have less than 7000 residents. The residents and businesses of the small communities that dot the counties have historically been self-reliant and uninvolved with whatever may be going on outside of their local spheres of influence. Therefore, when someone from outside and unknown to the business community attempts to introduce strange sounding, acronym-laden workforce programs into these communities, however well-intended those attempts may be, they are typically regarded with skepticism and suspicion. Attempting to give legitimacy to the program being presented by asserting the role of government in its creation and funding can often just exacerbate the problem.

Ostensibly, there are a number of other factors that further complicate interest in and delivery of services to regional businesses:

- Business community’s lack of awareness of available services and/or general apathy in relation to those services. This could also be viewed, perhaps, as a lack of widespread and effective marketing of available services to businesses. It is unclear to what degree

utilization of marketing media and tools would enhance interest within the business community. It is clear, however, that using such media is generally prohibitively expensive for the SCWIB.

- A lack (real or perceived) of a motivated and capable workforce in the region.
- Ineffective sharing of information between regional staff concerning business contacts and the services requested or inquired about. This is the easiest complication of all listed herein to eliminate and this plan attempts to provide a means to do so.
- A general mistrust of government programs which require disclosure of business information, particularly data which is usually perceived as confidential, such as Federal Employment Identification Numbers, Social Security Numbers, financial information, or other company/corporate information that is not generally available to the public, notwithstanding that the government already has access to most, if not all, of this data. This problem is generally more widespread in rural areas than urban locales, but it is common throughout the region.
- Business owners are protective of their concerns and investments. They want to maintain control of their business. They do not want their business success jeopardized by outside influences or requirements. Entering into agreements or contracts with third parties – even when such agreements may prove financially beneficial – is not something they will do without careful consideration. Even small concerns or doubts about the long term results of such an agreement are enough to derail it. Doubts about the person proposing the agreement or contract will derail it even quicker.

An effective business plan must address these obstacles in a reasonable manner. It must state what services we are going to concentrate on delivering; who will deliver them; how the delivery of services will be facilitated, and where it will happen. The plan must be ‘do-able’. Lofty goals are but “tinkling cymbals and sounding brass” if there is little chance of achieving them.

The plan contained herein may seem different than most such plans (and it is certainly shorter) but it is eminently ‘do-able’. It will require that the business services team members, to the extent possible, get out of their offices and interact with the business community. Before we can deliver the services we have to offer, we must get to know the people who will utilize them. Before we can convince them that our services can truly help them and their businesses, they must know us well enough to trust us.

# THE BUSINESS SERVICES PLAN

## *Mission of the Job Centers*

*“The mission of the Poplar Bluff and West Plains Missouri Job Centers is to serve as a partnership between regional community residents and businesses in supporting the area's economic development with a qualified workforce.”*

## **What: Programs To Be Delivered**

There are four (4) programs that will be given priority in working with the business community. They are:

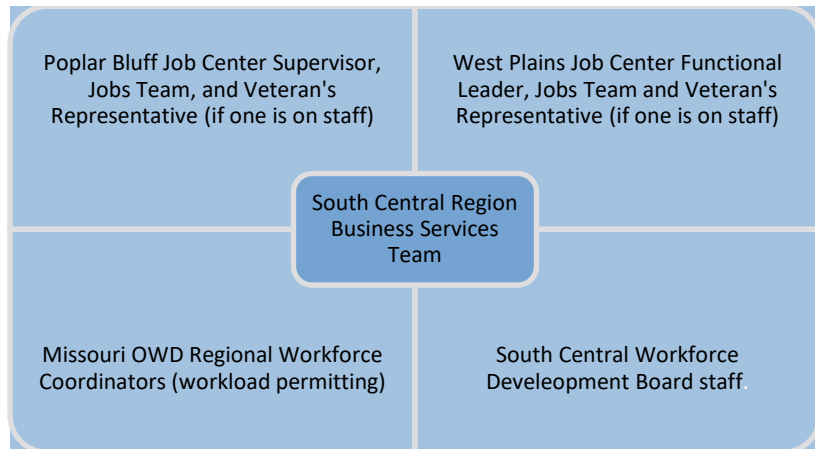
- On-the-Job Training
- Work Ready Missouri
- Work Ready Communities (NCRC)
- Employment Transition Team (Formerly ‘Rapid Response’)

While there are other business related services available, these four are the only services covered under the scope of this plan.

## **Who: The Business Services Team (BST)**

The South Central Region Business Services Team (BST) consists of the Functional Leaders (or Supervisors) of the West Plains and Poplar Bluff Job Centers, the Veteran’s Representatives at the Job Centers (if one is assigned), the DWD Workforce South East and South West Regional Coordinators (DWD workload permitting) and the South Central WIB Business Services Coordinator. It is the intent of the Team members to provide prompt, efficient and quality assistance to businesses and job seekers in the South Central Region. Augmentation of the BST can be provided by SCWIB Board members who can, as needed, assist in attending chamber meetings or making presentations to organizations. For instance, Steve Halter is President of the Poplar Bluff Chamber of Commerce as well as a SCWIB Board member. In the capacity of Chamber President he will be in attendance at nearly all Poplar Bluff Chamber meetings and can assist the BST in its business services efforts by sharing information deemed appropriate for BST consideration and/or action.

Business Services staff shall work together to provide efficient delivery of the full range of products and services that the Job Center, DWD, and WIB systems offer to business customers.



### *How: Getting To Know the Businesses We Serve.*

Fundamental to helping the businesses in our area is the requirement to know and understand those businesses. It would be an impossible task to visit each and every business in the south central region and spend the time that would be needed to gain full appreciation of their market, strengths, weaknesses, financial attributes and struggles. Few business owners would be willing to speak to us about those things that they regard as ‘personal’, anyway. But most owners are willing to talk about the things that they regard as ‘common ground’ within the business community at large; that is, the economy and how it is impacting area businesses, what things are helping or hindering local area economies, workforce problems, etc.

Fortunately, these very topics are often the subject of conversation between business owners at regularly scheduled Chamber of Commerce meetings throughout the south central region. All we need do is attend those meetings, listen carefully to what is being said *and* make a sincere effort to become friends with the people we meet there. It will be not only a matter of getting to know them but, even more importantly, of *them* getting to know *us*! Regular attendance at Chamber meetings, over time, will give us opportunities to get to know the business owners on a more personal basis, increase our understanding of their concerns and problems, improve our credibility and level of trust within the business community, and let us see the opportunities to be of assistance as they arise. It will also make visits to the businesses to discuss programs less awkward, more relaxed and (hopefully) more productive. A more effective business plan than that for delivering the services we offer is difficult to imagine.

Additionally, BST members will continue to make visits to area businesses (provided such visits are part of their currently assigned duties) to talk with employers about the economy, the local

business climate, and the current needs of the employers, as well as services that may be useful to them.

BST members will communicate with each other regularly and share information as needed to insure that businesses and employers are provided timely and appropriate assistance in obtaining needed services offered by the team.

The BST will hold quarterly meetings, either in person (as time and travel restrictions permit) or by teleconference. This meeting will be held to review the activities of the previous quarter, discuss current efforts and problems, and to plan future areas of focus and attention. This will also be the time to review and update outreach materials and the Business Services Plan.

The BST will review this plan and its effectiveness on a quarterly basis. The information discussed at these meetings will be used to manage the process locally and assist the local WIB in making changes to the local Business Services Plan.

### *Where: Business Service will be provided at. . .*

All available Business Services will be provided through the New Generation Missouri Job Centers located in West Plains and Poplar Bluff, and/or the SCWIB. The Job Centers are open Monday through Friday, 8:00 a.m. to 4:30 p.m., except Wednesday when the hours are 9:00 a.m. to 4:30 p.m. Services will also be delivered, when possible and practical, on site at local business offices by staff members.

The services(s) needed and the level of assistance requested or required by the business will determine where the service will be delivered.

**Work Ready Communities (NCRC):** National Career Readiness Certification testing will continue to be conducted at Missouri Job Centers. Job Centers are not, however, the only locations where this testing can be completed. The BST will make every effort to conduct testing at any location where it can reasonably be completed; at high schools, colleges, local library computer facilities, or any other location that has available the computer and internet facilities needed to accommodate the testing in the manner prescribed by ACT. Additionally, the BST will work with businesses to increase the number of employers and Human Resources personnel that are familiar with NCRC and the positive effects it can provide for their companies.

**On-the-Job-Training (OJT):** While the required administrative aspects of OJT would normally be completed at a Job Center or the SCWIB Business Services Coordinator's office, it can be conducted at other locations as the need arises. Job seekers can be screened for eligibility at any location where wi-fi is available to enable MOJobs access for a laptop computer and printer. Likewise, job orders can be submitted from the same locations.

**Employment Transition Team (ETT):** Local staff responses to layoffs will be conducted only when the layoff is less than 50 employees. Layoffs larger than this will be conducted by the Regional State Workforce Coordinators. Local ETT response for businesses laying-off employees is preferably conducted at the work site for the employees in a cooperative effort between the employer and the Job Centers/SCWIB. However, some employers may not like this option and prefer that the employee informational meeting be conducted off-site. The Job Center is then the preferred location to conduct this meeting. Whenever possible, these meetings will have the Business Services Coordinator, a Job Center representative and an Unemployment Insurance representative in attendance to provide timely information on available employment and answer questions for the attendees.

## *Expectations of South Central WIB Business Services*

Measures of genuine effort put forth by BST members to accomplish identified goals shall consist of, but not be limited to:

- Each member of the BST actively striving to promote and deliver system services through business and employer contacts via telephone, e-mail, social media, or in person visits.
- Increasing the number of businesses that are aware of services provided by Job Centers and the WIB through personal visits to businesses as well as making informational presentations at Chambers of Commerce meetings, civic organizations etc. as opportunities arise.
- Increase business and employer usage of Job Center services, as evidenced by annual Job Center usage statistics. (It is understood that recent changes in UI reporting requirements have impacted current Job Center usage statistics in terms of the number of people entering Job Centers on a weekly basis. Increased usage for the purpose of this performance measure would be based only on statistics acquired *after* the date of the plan's implementation.)
- Provide the business customer with an increased number of job applicants that have soft skills training as well as National Career Readiness Certification (NCRC) and other job skill training, as evidenced by increased NCRC testing generally and particularly within counties where no NCRC testing has been conducted previously.

This training plan will be reviewed and/or updated, amended or modified as needed at least annually during the month of December. All updates, amendments or modifications will be reviewed and approved by the Executive Director of the South Central Workforce Investment Board.





## **ATTACHMENT 30**



416 Washington Avenue, West Plains, Missouri 65775 ❖ Phone 417-257-2630 ❖ Fax 417-257-2633 ❖ MO Relay 711

The South Central Workforce Investment Board  
does not currently have  
a Memorandum of Understanding with the  
area Community Colleges.

Partner of  americanjobcenter network

[South Central Workforce Investment Board](#) is an equal opportunity employer/program.  
Auxiliary aids and services are available upon request to individuals with disabilities.



## **ATTACHMENT 31**



416 Washington Avenue, West Plains, Missouri 65775 ❖ Phone 417-257-2630 ❖ Fax 417-257-2633 ❖ MO Relay 711

**Local Policy 07-2016**

**Approved: October 25, 2016**

**Effective: October 25, 2016**

**Subject: Incumbent Worker Training Program**

1. Purpose: This policy is written to provide direction to the program operators with regard to allowable funding expenditures for work based training and establishes requirements to prevent duplication of training funds.
2. Background: Incumbent Worker Training is a work based training strategy that ensures employees of a company are able to gain the skills necessary to retain employment. The local board must establish a policy and definitions to determine which workers, or groups of workers, and which employers are eligible for incumbent worker services.
3. Substance:
  - Characteristics of the participants in the program
    - i. An incumbent worker does not have to meet the eligibility requirements for career and training services for Adults or Dislocated Workers.
    - ii. An eligible incumbent worker is an employee working a minimum of an average of 32 hours per week employed at the respective employer for more than six consecutive months.
  - Relationship of the training to the competitiveness of a participant
    - i. Training must assist workers in obtaining skills necessary to either retain employment or avert layoff.
    - ii. Documentation of increased skills must be obtained, such as an industry-recognized credential, or a promotion, that correlates to the job and employer.
  - Relationship of the training to the competitiveness of an employer
    - i. Employer must not be eligible for, or participating in, the State's Missouri works Training.
    - ii. Employers must be established businesses in growth industries.
    - iii. Documentation must demonstrate what has changed within the industry that requires training to stay competitive or avert layoff.
    - iv. Employers cannot be family owned and operated.
  - The number of employees trained
    - i. There is no minimum or maximum on the number of employees trained in a program year.
  - Wages and benefits
    - i. A wage increase or access to company-provided benefits including healthcare for the participant within 60 days of the successful completion of training.

Partner of  **americanjobcenter** network

[South Central Workforce Investment Board](#) is an equal opportunity employer/program.  
Auxiliary aids and services are available upon request to individuals with disabilities.

- In-kind matching resources
    - i. At a minimum, employers are required to provide a cash and/or in-kind contribution equal to 50% of the grant amount.
  - Collective Bargaining
    - i. Union concurrence with the training service is required if the employer is covered by a collective bargaining agreement.
  - Reporting
    - i. Reporting on employee and employer performance is required.
  - Application
    - i. Employers must complete and submit an Incumbent Worker Training Application to Program Operator for approval.
    - ii. All employer applications must be reviewed by the WIB Executive Director prior to approval for training funds.
4. Payment/Reimbursement must be after wage increase is met and documented.
  5. Action: This policy is effective October 25, 2016. Please distribute to appropriate individuals.
  6. Contact: Please direct comments or questions regarding this policy to Valarie Haring, Compliance Manager at 417-257-2630 or email [vharing@scwib.org](mailto:vharing@scwib.org).
  7. Reference: Workforce Innovation and Opportunity Act of 2015, Department of Labor Final Rules, DWD Issuance 23-2017, RSMo 620.809.4.
  8. Recessions: None
  9. Attachments: Incumbent Worker Training Application



## **ATTACHMENT 33**

## STATEMENT OF ASSURANCES CERTIFICATION

The officials listed below certify through their signature that the region has met the following requirements:

- Assures the local stakeholders (businesses, organized labor, public officials, community-based organizations and WIOA service providers) were involved in the development of this plan;
- Assures a written agreement has been developed between the local workforce development board and the current one-stop operator(s);
- Assures a written agreement has been developed between the chief elected official(s) and the local workforce development board;
- Assures the chief elected official(s) agree(s) with the selection of the one-stop operator;
- Assures the chief elected official(s) authorized the designation/selection of the region's fiscal agent;
- Assures the Governor and his administrative staff that all WDB members are nominated, and maintenance of membership over time is completed, on good faith and actions in compliance with the Office of Workforce Development WDB member certification OWD Issuance 10-2018.
- Assures the CEO, LWDB members and LWDB staff have read and understand the Conflict of Interest policy; and
- Assures the plan received a 30-day public comment period.

The South Central Workforce Investment Board certifies that it has complied with all of the required components of the Workforce Innovation and Opportunity Act. The workforce area also assures that funds will be spent in accordance with the Workforce Innovation and Opportunity Act and its regulations, written U.S. Department of Labor guidance Implementing this Act, and all other federal and state laws and regulations.

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

3-19-2020  
Date

  
\_\_\_\_\_  
Workforce Development Board Chair

3/19/2020  
Date

  
\_\_\_\_\_  
Workforce Development Board Director

3-16-2020  
Date