



Missouri Division of Workforce Development  
DWD Issuance 14-2015

Issued: February 16, 2016  
Effective: February 16, 2016

**Subject: Planning Policy and Guidelines for Missouri  
Local Workforce Development Boards**

1. Purpose: This Issuance transmits the Division of Workforce Development (DWD) guidelines for Local Workforce Development Boards (LWDB) and their partners, as required by the Workforce Innovation and Opportunity Act (WIOA),<sup>1</sup> to produce a four-year plan to develop, align, and integrate service-delivery strategies and to support the State's vision and strategic and operational goals.
2. Background: WIOA requires<sup>2</sup> a Local Plan (Plan) among the Boards<sup>3</sup> and their Required Partners,<sup>4</sup> with the agreement of the Chief Elected Official (CEO)<sup>5</sup> for the Local Workforce Development Area (LWDA), to submit to DWD, acting on behalf of the Governor, supporting the strategy described in the State Plan. If the LWDA is part of a Planning Region, the Board shall comply with section 106(c) of WIOA ([section 3121\(c\) of 29 U.S.C.](#)) in the preparation and submission of a Regional Plan. At the end of the first two-year period of the four-year Plan, each Board shall review the Plan. The Board, in partnership with the CEO, shall prepare and submit modifications to the Plan to reflect changes in labor-market and economic conditions or in other factors affecting the implementation of the Plan.
3. Substance: DWD provides the attached guidelines to assist the Plan-development process from conception through discussion, negotiations, writing, signing, implementation, and subsequent modification.
4. Action: **This Issuance is effective immediately.** The following actions are required:
  - Distribute this information to Board members, One-Stop Required Partners, CEOs, and appropriate staff.
  - The Board must make the Plan available to the public for a 30-day public-comment period. Comments received during that public-comment period that represent disagreement with the Plan must be submitted with the Plan.
  - Board-approved Plans must be received **via email** at [DWDlocalplan@ded.mo.gov](mailto:DWDlocalplan@ded.mo.gov) by 5:00 p.m. CST on Wednesday, June 1, 2016. Do not submit by FAX, postal mail, or hand delivery.
5. Contact: Direct any questions or comments regarding this Issuance to Clinton Flowers, Performance and Research Manager, Division of Workforce Development, at (573) 526-8261, or [clint.flowers@ded.mo.gov](mailto:clint.flowers@ded.mo.gov).

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<sup>1</sup> Pub. Law 113-128; 29 U.S.C. 3101 et seq.

<sup>2</sup> WIOA sec. 108(a); 29 U.S.C. 3123(a).

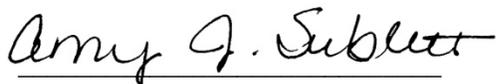
<sup>3</sup> WIOA sec. 107; 29 U.S.C. 3122.

<sup>4</sup> WIOA sec. 121(b)(1); 29 U.S.C. 3151(b)(1).

<sup>5</sup> WIOA secs. 3(9) and 107(c)(1)(B); 29 U.S.C. 3102(9) and 3122(c)(1)(B).

6. Reference: Workforce Innovation and Opportunity Act, Public Law 113-128, 29 U.S.C. 3101 et seq.
- Workforce Innovation and Opportunity Act; Notice of Proposed Rulemaking, Docket ETA 2015-0001, April 16, 2015 ([80 FR 20689-20966](#)).
- Workforce Innovation and Opportunity Act, Joint Rule for Unified and Combined State Plans, Performance Accountability, and the One-Stop System Joint Provisions; Notice of Proposed Rulemaking, ETA Docket 2015-0002, April 16, 2015 ([80 FR 20573-20687](#)).
- The U.S. Departments of Labor (DOL) and Education will publish Final Rules sometime in 2016. This Issuance assumes Final Rules shall be as proposed, until DOL publishes future changes or amendments.
7. Rescissions: DWD Issuance 06-2005 “Local Plan Modification Procedures,” March 29, 2006.
8. Attachments: Planning Policy and Guidelines for Missouri Local Workforce Development Boards.

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Missouri TTY Users can call (800) 735-2966 or dial 711.



Amy Sublett  
Director  
Missouri Division of Workforce Development

**PLANNING POLICY AND GUIDELINES  
FOR MISSOURI  
LOCAL WORKFORCE DEVELOPMENT BOARDS  
Program Years 2016–2020**

**Due Date:  
Wednesday, June 1, 2016, 5:00pm CST**

**Please submit electronic copies to:  
[DWDlocalplan@ded.mo.gov](mailto:DWDlocalplan@ded.mo.gov)**

**The Division of Workforce Development (DWD) issues Local Planning Guidance for Missouri Local Workforce Development Areas to follow in accordance with the Workforce Innovation and Opportunity Act. Please be advised DWD may revise this document at any time to comply with regulations provided by the U.S. Department of Labor.**

**LOCAL WORKFORCE DEVELOPMENT AREAS  
PLANNING GUIDANCE  
Program Years 2016–2020**

This document gives the Local Workforce Development Boards (LWDB; Board) and its staff the guidelines for developing Local Plans (Plan) under the Workforce Innovation and Opportunity Act (WIOA) for Program Years (PY) 2016–2020. Current Plans will remain in effect until the new PY 2016–2020 Plans are approved. (PY16 is July 1, 2016 to June 30, 2017.)

New Plans need to be developed to ensure they address similar planning issues as those found in the new *State of Missouri Combined Workforce Plan for the Workforce Innovation and Opportunity Act, Program Years 2016–2020*. DWD published the State Plan for public comment in December 2015, and it was subsequently approved by the Missouri Workforce Development Board (MoWDB) and the Governor of Missouri in January 2016.

Please note, new for PY 2016–PY 2020, the Plans must be submitted electronically to [DWDlocalplan@ded.mo.gov](mailto:DWDlocalplan@ded.mo.gov) as an Adobe Acrobat portable document format file (.pdf) or a Microsoft Word document (.doc). The original hard copy of the Plan must be kept on file with the Board and made available to the public upon request. *See submission requirements.*

To meet the federal compliance deadlines for local planning, the Missouri Division of Workforce Development (DWD) is preemptively deploying guidance to assist Boards with Plans before detailed federal guidance is available. The timeframe for submitting Plans would be rushed if DWD did not provide this preliminary guidance. In lieu of the federal guidance regarding the local and regional plans for Missouri’s Local Workforce Development Areas (LWDA), DWD asks Boards to follow this local planning guidance, but to be sure to review the requirements in WIOA provided in Sections 108, 111, and 116 of Public Law 113-128 (<https://www.gpo.gov/fdsys/pkg/PLAW-113publ128/pdf/PLAW-113publ128.pdf>; also at <http://uscode.house.gov/view.xhtml?path=/prelim@title29/chapter32&edition=prelim>) and to be prepared to adjust Plans as federal guidance is delivered to the states. Additionally, DWD is providing a tentative timeline to assist Boards with the development of the LWDA/regional planning process.

The State also encourages Boards to review the WIOA Federal Register Proposed Rules - Part 679 Subpart D (<http://www.gpo.gov/fdsys/pkg/FR-2015-04-16/pdf/2015-05530.pdf>). The proposed rules delineate the requirements for the Plan and regional plans. Keep in mind the regional planning areas are defined by the ten economic regions and may comprise two or more LWDA. The two economic regions (1) Kansas City Region: Kansas City & Vicinity / East Jackson County and (2) St. Louis Region: Jefferson-Franklin Consortium / St. Charles County / St. Louis County / and St. Louis City, are the only two economic regions comprising more than one LWDA.

The Kansas City and St. Louis economic regions have the choice of submitting individual Plans with a section devoted to economic regional planning including sector- and service-delivery strategies; or combining Plans into one regional plan. It is the understanding of DWD that the LWDBs prefer to submit individual Plans with a regional component to each Plan.

Some of the planning items required in the past will remain the same, and the Boards will only need to ensure the items are updated. However, WIOA is a new approach to workforce development, and there are key functions following the new strategic approach that will change and need to be addressed.

These planning items need to be updated for the new Plan:

- Sub-state monitoring policy—The current requirements for the sub-state monitoring plan can be found in the [DWD Issuance 15-2010](#). This issuance will be updated in 2016.
- Complaints and Grievances Policy | Equal Opportunity provisions—Current requirements for discrimination complaints and program complaints and grievances are found in the [DWD Issuance 01-2014](#), [DWD Issuance 09-2012](#), and within the Missouri [Methods of Administration](#). The local policies should coordinate with the State’s complaint and grievance policy. This section should ensure that all participants receiving services under Title I of WIOA have the same opportunity to report and receive relief from the negative actions of the WIOA funded grantees. (Note: At the end of January 2016, the U.S. Department of Labor (DOL) issued significant proposed rule revisions to implement [WIOA section 188 nondiscrimination requirements](#). Boards should examine these proposed rules while preparing their Plans.)
- “*Missouri Job Center, A Proud Partner of the American Job Center Network*” Branding/Marketing Plan (or other federally designated brand—The current federally designated common identifier is the “American Job Center” brand. The Secretary of Labor will announce an official choice before [July 1, 2016](#). The identifier is being implemented in Missouri as “Missouri Job Center—A Proud Partner of the American Job Center Network.”

Keep in mind three requirements of WIOA are:

- Employer engagement—The needs of businesses and workers drive workforce solutions and Boards are accountable to communities in which they are located.
- One-Stop Centers, or American Job Centers, provide excellent customer service to jobseekers and employers and focus on continuous improvement.
- The workforce system supports strong regional economies and plays an active role in community and workforce development.

There are changes in and new approaches to workforce systems including:

- Priority of service for adults—Focus shifts to individuals with barriers with an emphasis on veterans, youth, seniors, ex-offenders, and low-income individuals.
- Program Name Change—Missouri’s Migrant and Seasonal Farm Worker program is now referred to as “Agricultural Employment Services (AES).”

There are several planning items that will not be included in the new Plans by the due date, but may need to be added later as a **Plan Modification**. These items include:

- Program Year 2017 negotiated local-performance goals—statewide have not been finalized by DOL. The local negotiated goals for PY 2016 will remain in effect until the new local goals are finalized.
- Other items in Federal Training and Employment Guidance, as released.

Recertification documentation for your Board must be included with the new Plan submission. Please include your designation approval letter and recertification approval letter.

**Your Plan is due Wednesday, June 1, 2016. Additional instructions for the submission of the Plan can be found immediately following the “Plan Content and Format” section of this guidance.**

## Plan Content and Format

### Table of Contents

Please list at least each major section of the Plan, including each attachment, and their corresponding page numbers.

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### **STRATEGIC ELEMENTS**

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- I. Local Workforce Development Board's Vision  
*State the Board's vision for the LWDA and how this vision meets, interprets, and furthers the Governor's vision in the PY16–PY20 WIOA Missouri Combined State Plan.*
  
- II. Local Workforce Development Board's Goals  
*Provide the Board's goals for engaging employers and preparing an educated and skilled workforce (including youth and individuals with barriers to employment). Include goals relating to the performance-accountability measures based on primary indicators of performance to support regional economic growth and economic self-sufficiency.*
  
- III. Local Workforce Development Board's Priorities  
*Identify the workforce development needs of businesses, jobseekers, and workers in the LWDA, and how those needs were determined.*
  
- IV. Economic, Labor Market, and Workforce Analysis  
If using Missouri Economic Research and Information Center (MERIC) data, please indicate the source is MERIC. If using another resource, please reference the source. MERIC regional representatives can be found online at:  
[https://www.missourieconomy.org/about\\_us/contactus.stm#Regional\\_Contacts](https://www.missourieconomy.org/about_us/contactus.stm#Regional_Contacts)
  - A. Economic Analysis
    1. *Describe the LWDA's current economic condition, including the following information by county (if your LWDA includes more than one county) and the overall region:*
      - *Average personal income level;*
      - *Number and percent of working-age population living at or below poverty level;*
      - *Unemployment rates for the last five years;*
      - *Major layoff events over the past three years and any anticipated layoffs; and*
      - *Any other factors that may affect local/regional economic conditions.*
  
  - B. Labor Market Analysis
    1. Existing Demand Industry Sectors and Occupations  
*Provide an analysis of the industries and occupations for which there is existing demand.*
  
    2. Emerging Demand Industry Sectors and Occupations  
*Provide an analysis of the industries and occupations for which demand is emerging.*
  
    3. Employers' Employment Needs  
*Identify the job skills necessary to obtain current and projected employment opportunities. With regard to the industry sectors and occupations, provide an analysis*

*of the employment needs of employers. Describe the knowledge, skills, and abilities required, including credentials and licenses.*

C. 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.*

This includes:

1. Employment and Unemployment

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

2. Labor Market Trends

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

3. Education and Skill Levels of the Workforce

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

4. Skill Gaps

*Describe apparent "skill gaps."*

D. Workforce Development, Education, and Training Activities Analysis

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

1. The Strengths and Weaknesses of Workforce Development Activities

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

2. Local Workforce Development Capacity

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

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<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.

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

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## OPERATIONAL ELEMENTS

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### V. Local Structure

#### A. LWDA Profile

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

#### B. Local Workforce Development System

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

#### C. Local Facility and Partner Information

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

### VI. Local Strategy Implementation

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

*WIOA required strategies. Please include strategies addressing:*

- 1. Career Pathways;*
- 2. Employer Engagement;*
- 3. Business Needs Assessment;*
- 4. Alignment and Coordination of Core Program Services;*
- 5. Outreach to Jobseekers and Businesses;*
- 6. Access—Improvements to Physical and Programmatic Accessibility.; Customer Service Training;*
- 7. Assessment; and*
- 8. Support Services.*

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## ADMINISTRATION

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### VII. Assurances

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

### VIII. Local Policies and Requirements

- A. SUPPORTIVE SERVICES—Please include as **Attachment 2**, the Board’s policy for Supportive Services to enable individuals to participate in Title I activities. This policy must address the requirements in [DWD Issuance 12-2010, “Statewide Supportive Services Policy.”](#)
- B. ADULT—Describe the criteria to be used by the Board to determine whether funds allocated to a LWDA for Adult employment and training activities under WIOA sections 133(b)(2) or (b)(3) are limited, and the process by which any priority will be applied by the One-Stop Operator.
- C. YOUTH—WIOA section 129(a)(1)(B)(VIII) establishes that an eligibility criteria for Out-of-School Youth (OSY) is “a low-income individual who requires additional assistance to enter or complete an educational program or to secure or hold employment.” Please explain how the Board will define, identify, document, and serve youth participants meeting this eligibility criteria.
- WIOA section 129(a)(1)(C)(VII) establishes that an eligibility criteria for In-School Youth (ISY) is “an individual who requires additional assistance to complete an educational program or to secure and hold employment.” Please explain how the Board will define, identify, document, and serve youth participants meeting this eligibility criteria.*
- D. VETERANS—Describe how veteran’s priority, as required by Public Law 107-288, will be incorporated into all programs.
- E. INDIVIDUAL TRAINING ACCOUNTS (ITAs)—Identify the funding limit for ITAs.
- F. INDIVIDUALS WITH DISABILITIES—Describe how the Board will ensure that the full array of One-Stop services is available and fully accessible to all individuals with disabilities. In particular, identify those resources that are available in the Board’s Products & Services Box to assist in the provision of these services.
- G. ONE-STOP SERVICES—Describe how the Board will ensure that the full array of One-Stop services is available to all individuals with limited English proficiency. In particular, identify those resources that are available in the Board’s Products & Services Box to assist in the provision of these services.
- H. NEXT GENERATION CAREER CENTER MODEL (NGCC)—Describe how the Board promotes integration of services through co-enrollment processes, beyond the automatic co-enrollment of the NGCC model.

- I. TRAINING EXPENDITURE RATE / LOCAL CRITERIA FOR TRAINING RECIPIENTS—*Provide your Board’s proposed training expenditure rates for both the Adult and Dislocated Worker regular formula fund allocations. In addition, describe the local process for determining who will receive training under the NGCC initiative.*
- J. TITLE II: ADULT EDUCATION AND LITERACY (AEL)—*Provide a description of how the Board will coordinate workforce development activities with the Missouri Department of Elementary and Secondary Education (DESE) Title II provider(s) of AEL in the LWDA. Include a description of the alignment-review process for DESE Title II applications as required by WIOA section 108(b)(13).*
- K. TITLE IV: VOCATIONAL REHABILITATION/REHABILITATIVE SERVICES FOR THE BLIND (VR/RSB)—*Title IV of the Rehabilitation Act includes both VR/RSB programs. Describe how the Board will coordinate workforce development activities with these programs. Boards are encouraged to develop a subcommittee on disability services. Describe the partnership with these agencies as this subcommittee is developed.*
- L. APPRENTICESHIPS—*Describe the Board’s policy on providing apprenticeships.*

IX. Integration of One-Stop Service Delivery

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

- A. ASSESSMENT OF ONE-STOP PROGRAM AND PARTNERS—*A description of how the Board will ensure the continuous improvement of eligible providers of services through the system and ensure that such providers meet the employment needs of local employers and participants;*
- B. ALIGNMENT AND DATA INTEGRATION—*Describe how all partner agencies will strengthen their integration of services so that it provides a more seamless system; and include:*
  - 1. MEMORANDUMS OF UNDERSTANDING (MOU)—*A copy of each MOU between the Board and each of the One-Stop partners (or one “umbrella” MOU for the same purpose) concerning the operation of the One-Stop Delivery System in the LWDA. Include as **Attachment 3** an updated copy of the MOU with current signatures and dates; if available for Plan submission (DWD requires the MOU to be submitted to the State by July 1, 2016). Missouri Job Centers must ensure that equal access to employment and training services are provided to the farm workers and agricultural employers in their LWDA. See DWD Issuance 12-2015 [https://jobs.mo.gov/sites/jobs/files/dwdissuance12-2015\\_12232015.pdf](https://jobs.mo.gov/sites/jobs/files/dwdissuance12-2015_12232015.pdf). (See Infrastructure Cost Sharing note in section 3 on page 9.)*
  - 2. MIGRANT AND SEASONAL FARM WORKERS / AGRICULTURAL EMPLOYMENT SERVICES *WIOA section 167 provides the framework for agricultural services delivery. National Farmworkers Jobs Program (NFJP) services and grants are implemented at 20 CFR Part 685, as proposed. The current Section 167 Grantee, UMOS—United Migrant Opportunity Services, must be included in the MOU as the NFJP partner. The Plan should address how the LWDB will cooperate with UMOS and the State Agricultural Employment Services office to provide employment and training services to this population.*

3. COST-SHARING AGREEMENT - *Include as **Attachment 4** the negotiated cost-sharing worksheet agreement for each Missouri Job Center that includes the line items' dollar amounts and percentage rates for DWD and the Board. (Note: Although the WIOA statutory deadline for finalized infrastructure cost-sharing agreements is July 1, 2016, DOL has used its administrative authority to extend that deadline to July 1, 2017, Nevertheless, an interim infrastructure cost agreement, which may be short of specificity, is still a required component of the LWDB One-Stop MOUs due to DWD on July 1, 2016.)*
  
- C. PLANNING PROCESS AND PARTNERS—*The expectation is that the Board will involve business, organized labor, local public officials, community-based organizations, WIOA service providers, and other stakeholders in the development and review of this Plan. Describe the plan-development process, including how input for the Plan was obtained by all the partners involved in the MOU.*
  
- X. Administration and Oversight of the Local Workforce Development System
  - A. *Identify the One-Stop Operator(s) for the comprehensive One-Stop Centers and affiliates in the LWDA, and state the method used to designate and certify the One-Stop Operator(s).*
  - B. *Identify the members of the Board, the organization or business they represent, and the category (i.e., business ,labor, adult education and literacy, vocational rehabilitation, Wagner-Peyser DWD, higher education, economic development, TANF, Other) in **Attachment 5** to the Plan. The certification/recertification form submitted for the certification process may be used.*
  - C. *The Board must review its by-laws annually and complete the “Local Workforce Development Board’s ATTESTATION FOR REVIEW OF BY-LAWS” form included near the end of this document. Include the Board’s current by-laws and the completed attestation form (copy is included in this guidance) as **Attachment 6** to the Plan.*
  - D. *If the LWDA includes more than one unit of local government, the Chief Elected Officials (CEO) may develop a CEO agreement; however, it is not mandatory under WIOA law. If the LWDA is including a CEO agreement, please specify the respective roles of the individual CEOs and include the agreement as **Attachment 7**. Also, include any CEO by-laws that are in effect. (The CEO membership should be reviewed after each county and/or municipal election, as applicable, for any changes. If there are changes in the CEO membership, or leadership, a new CEO agreement will need to be signed and submitted to DWD by the first day of June following the election.)*
  - E. *Include as **Attachment 8** to the Plan, the Conflict of Interest Policy for Board members, staff, and contracted staff to follow (reference [DWD Issuance 15-2011](#), “Transparency and Integrity in Local Workforce Investment Board Decisions” or successive issuances).*
  - F. *Include the sub-state monitoring plan, as defined in [DWD Issuance 15-2010](#), as **Attachment 9** to the Plan.*

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## PROGRAM ACTIVITIES

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**The core programs partners in Missouri are:**

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

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

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

### XI. Service Delivery

#### A. One-Stop Service Delivery Strategies

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

#### B. Adults and Dislocated Workers

1. *Provide a description and assessment of the type and availability of all Adult and Dislocated Worker employment and training activities in the LWDA. Please include how the Board uses products and services, such as workshops, assessment products (KeyTrain, WorkKeys/National Career Readiness Certificate [NCRC], Talify, etc.) and jobseeker skills products (such as Optimal Résumé, etc.), to engage customers and assist with their re-employment efforts.*
2. *Include a description of the local ITA system and the procedures for ensuring that exceptions to the use of ITAs, if any, are justified.*
3. *Provide a description of how Unemployment Insurance claimants will be provided reemployment services, including how Worker Profiling and Re-employment Services (WPRS) will be delivered on a weekly basis between the DWD and partner staff.*
4. *Describe the Board's strategies for promoting and increasing the number of participants in work-based learning and On-the-Job Training (OJT).*
5. *Explain the Board's strategies for increasing the attainment of credentials, degrees, and certificates by participants in your LWDA and any accommodations you have*

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

C. Employment Transition Team

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

D. Youth

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

1. *Describe the composition of the Youth Standing Committee (if designated) and its participation in the design of Youth services in the LWDA; the development of the Plan relating to Youth services; its role in the procurement of Youth service providers and recommending eligible Youth providers to the Board, ensuring the 14 elements are a part of the services planned and conducting oversight with respect to eligible Youth providers of Youth activities and the procurement of Youth service providers. ([See DWD Issuance 16-2014, “WIOA Standing Youth Committees Requirements,” July 1, 2015.](#)) Also, provide information regarding the Youth Standing Committee meetings, such as any core agenda items that would be included, and the planned meeting schedule (i.e., the first Tuesday of every quarter, etc.).*
2. *Provide a description and assessment of the types and availability of Youth activities in the LWDA, including an identification of successful providers of such activities. This description should include:*
  - a. *How the Youth activities in the LWDA are developed to ensure the 14 program elements are available within the LWDA;*
  - 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;*

- c. *The process for identification of Youth service providers;*
- d. *The evaluation of service providers for performance and impact (please provide details on frequency and criteria);*
- e. *The providers of the Youth services in the LWDA, including the areas and elements they provide;*
- f. *How year-round services are provided to Youth 14–24 years of age that are still in high school or out of school;*
- 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.);*
- h. *The procedures for serving Youth that are most in need (homeless, disabled, offenders, etc.); and*
- i. *The identification of the partnerships and describe the coordination of services with other agencies within the LWDA.*

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

E. Business Services

1. *Describe how the Board coordinates and provides comprehensive and integrated workforce system services to businesses, including the development and delivery of innovative workforce services and strategies to meet the workforce needs of area employers. Explain the collaboration with Missouri Job Center Jobs Teams to facilitate recruitment and meet business demand. In addition, describe how the Board coordinates with economic development.*
2. *Describe the Board’s sector-strategy initiative. Missouri has partnered with the consulting firm Maher & Maher, a specialized change management and workforce development consulting firm, to provide guidance during the launch year and to establish a foundation to achieve transformative system change. Include a summary of the work the Board has conducted with Maher and Maher. Describe how the Board will be collaborating and aligning resources of all partners, public and private, toward developing a talent pipeline. Describe how that alignment will create meaningful career pathways for workers possessing skill levels serving important regional industries. Describe how system services will be framed by industry sectors that are data driven, regionally designed, and guided by employers and how these strategies will be sustained. Include the methods the Board will be using to inform and engage key public and private stakeholders in the development of sector-strategies.*
3. *Describe how the Board will identify and reach out to the Registered Apprenticeship training program sponsors within its LWDA. Boards must verify that the program is a Registered Apprenticeship sponsor with the DOL Office of Apprenticeship. Eligible Training Provider System guidance requires that Registered Apprenticeship training programs be contained in the state’s system.*

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

F. Innovative Service Delivery Strategies

1. *Describe how the Board will support the Missouri Re-entry Process ex-offender initiative. Include the services to be provided for ex-offenders and the process to be used to identify employers willing to hire ex-offenders.*
2. *Describe the Board's strategies for promoting and increasing enrollments in the work-based learning programs, such as WorkReadyMissouri and Transitional Jobs, including processes to target and encourage employer participation.*
3. *Describe the Board's strategies for promoting Show-me Heroes and the OJT component for participating employers.*
4. *Describe the Board's strategies for participating in the Certified Work Ready Communities initiative. Please include, if applicable, any counties in your LWDA that plan to apply for certification and what role the Board will play in the development and implementation of the plan.*
5. *Describe how the Board will coordinate with the local community colleges. This should include any coordination of training services for all customers, the participation in the Trade Adjustment Assistance Community College and Career Training (TAACCCT) grants, Certified Work Ready Communities initiatives and any other local activities. The TAACCCT grants target Trade Act-eligible workers and includes a no-wrong-door approach. Please describe in depth the referral process of participants between the Community Colleges and Job Centers, including participation in the NGCC eligibility process, and, for Trade Act-eligible participants, timely referral to the Skills Team for program requirements. Please include the MOU indicating the collaborations listed above between the Board and Community Colleges as **Attachment 11** to the Plan.*

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

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

*Local Workforce Boards to Increase Partnerships with Faith-Based and Community Organizations.)*

XII. Regional Planning Guidance

*Describe the Regional Plan.*

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

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

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

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**PERFORMANCE MANAGEMENT / CONTRACTS / BUDGET**

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**XIII. Local Administration**

- A. *Identify the local levels of performance negotiated with the Governor and CEO to be used to measure the performance of the Board and to be used by the Board for measuring the performance of the Local Fiscal Agent (where appropriate), eligible providers, and the One-Stop Delivery System in the LWDA. (Instructions for this planning item will be sent after the PY 2016 locally negotiated performance goals are finalized.)*
- B. *Identify the Local Fiscal Agent, if one is designated by the CEO.*
- C. *Describe the competitive (procurement) process used to award the grants and contracts in the LWDA for activities carried out under subtitle I of WIOA, including the process to procure training services for Youth and any that are made as exceptions to the ITA process. Include as **Attachment 12**, the information on the following processes: advertisement/notification to prospective bidders, time period bidders have to respond to the solicitation, evaluation, and award/non-award notification. This may include those pages from the Board's procurement guidelines that describe the competitive-procurement process and the process to procure Youth training providers.*
- D. *Describe how the Board is working toward eliminating duplicative administrative costs to enable increased training investments.*
- E. *Identify how the Board ensures that services are not duplicated. In particular, explain how the NGCC model affects this process.*
- F. *Include the Planning Budget Summaries for Program Year 2016 and Fiscal Year 2017 in **Attachment 13** to the Plan.*
- G. *Complete and sign the "Statement of Assurances Certification" form located in this guidance and include this as **Attachment 14** to the Plan.*
- H. *Establish and define the local policy and procedure for Complaint and Grievance Implementation of the Nondiscrimination and Equal Opportunity Provisions of WIOA. Both policies should be incorporated into the MOU and disseminated throughout the LWDA for all workforce development professionals to understand and implement. This should adhere to federal and state complaint and grievance guidance and policy (new DWD issuance is due out soon called, WIOA Grievance and Complaint Resolution Policy) –Include either a statement that the Board will follow the state policy or develop a local policy and include a copy as **Attachment 15** to the Plan.*

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## ATTACHMENTS

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### List of Attachments to the Plan

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

**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: \_\_\_\_\_

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

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

## STATEMENT OF ASSURANCES CERTIFICATION

To minimize the documents attached to the Local Workforce Development Plan, the officials listed below certify through their signature that the Local Workforce Development Board has met the following requirements:

- Assures the local stakeholders (businesses, organized labor, public officials, community-based organizations, and WIOA service providers) were involved in the development of this Plan;
- Assures a written agreement has been developed between the Local Workforce Development Board and the current One-Stop Operator(s);
- Assures a written agreement has been developed between the Chief Elected Official(s) and the Local Workforce Development Board;
- Assures the Chief Elected Official(s) agree(s) with the selection of the One-Stop Operator;
- Assures the Chief Elected Official(s) authorized the designation/selection of the Local Workforce Development Area's Local Fiscal Agent; and
- Assures the Governor and his administrative staff that all Local Workforce Development Board members are nominated, and maintenance of membership over time is completed, on good faith, and actions in compliance with [DWD Issuance 14-2014, "Policy for Local Workforce Development Board Membership Requirements and Certification/Recertification Procedures under the Workforce Innovation and Opportunity Act \(WIOA or Act\)," July 1, 2015.](#)

The *(insert Local Workforce Development Board name)* certifies that it has complied with all of the required components of the Workforce Innovation and Opportunity Act. The Board also assures that funds will be spent in accordance with WIOA and its regulations, written U.S. Department of Labor guidance implementing this Act, and all other federal and state laws and regulations.

\_\_\_\_\_  
Chief Elected Official (or CEO Chair)

\_\_\_\_\_  
Date

\_\_\_\_\_  
Workforce Development Board Chair

\_\_\_\_\_  
Date

\_\_\_\_\_  
Workforce Development Board Director

\_\_\_\_\_  
Date

**Public Comment Process**

Prior to submission, the Plans shall provide notice to the public of the Plan’s availability for comment. Boards are expected to involve business, organized labor, local public officials, community-based organizations, WIOA service providers, and other stakeholders in the review of this Plan. To ensure as many individuals as possible have an opportunity to comment, notice should also include any known groups representing the diversity of the population in the LWDA. This public comment period shall consist of 30 days. The Board must submit any comments that express disagreement with the Plan to the Governor along with the Plan.

Section 108(d) of WIOA explains that the Plan must be made available to the public through electronic and other means. These other means may include local news media announcements posting links to the plan, or an announcement of its availability for viewing at the Board office, or including the Plan as an open agenda item at a Board meeting with copies available.

**Plan Submission Process**

**Deadline for email submission of Plans is June 1, 2016.** The Plan must be sent as an attachment to the email. Digital copies must be in Adobe .pdf or Microsoft Word .doc format. The attached file must be under 10 MB. State servers will only accept files under 10 MB. If the file is larger than 10 MB, please make prior arrangements with DWD Planning and Research to submit the Plan via FTP. Please note: A hard copy of the Plan with original signatures must be kept on file at the Board office and provided upon request.

REQUIRED: The electronic copy should be sent to [DWDlocalplan@ded.mo.gov](mailto:DWDlocalplan@ded.mo.gov)

Please be sure to submit answers to the Plan requirements by choosing from the following:

- Different color of print;
- Bold print;
- Highlighted print; or
- Underlined print.

**Plan Review Process**

Once a complete Plan has been submitted, the State anticipates a 30-day review process by the State’s Local Plan Review Team, unless revisions are required. Formal notification of the Plan’s approval will be sent to the CEO and the Board Chair, with a copy sent to the Board’s staff Director.

**Submission of Final Approved Plan**

A complete copy of each Board’s **final approved Plan** must be submitted electronically to DWD within 30 days of receiving the Plan approval letter. This electronic submission can be either an Adobe .pdf or Word .doc submitted via email. The email should be submitted to [DWDlocalplan@ded.mo.gov](mailto:DWDlocalplan@ded.mo.gov).

**Key Dates**

Local Planning Guidance (draft 1-6-16) distributed.....	January 8, 2016
Technical Assistance Session 1.....	January 21, 2016
Technical Assistance Session 2.....	February 11, 2016
Local Public Comment Period Begins.....	on or before May 1, 2016
WIOA Combined State Plan Due to DOL.....	March 3, 2016
Local Plans Due.....	June 1, 2016
Local Plans Provisionally Approved.....	June 30, 2016
WIOA Program Year 2016 Begins.....	July 1, 2016