Eastern Jackson County

Workforce *development* Board

Full Employment Council, Inc.

Operator of the Missouri Job Center

Eastern Jackson County WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA) 4-YEAR PLAN

JULY 1, 2016 TO JUNE 30, 2020

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Workforce Innovation and Opportunity Act (WIOA) EJAC Plan for PY2016-PY2020

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ATTACHMENTS

List of Attachments to the Plan

1. List of Comprehensive One-Stop Centers and Affiliate Sites
2. Local Supportive Services Policy
3. Memorandum 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
16. Incumbent Worker Training Program Policy

I. Local Workforce Development Board's Vision

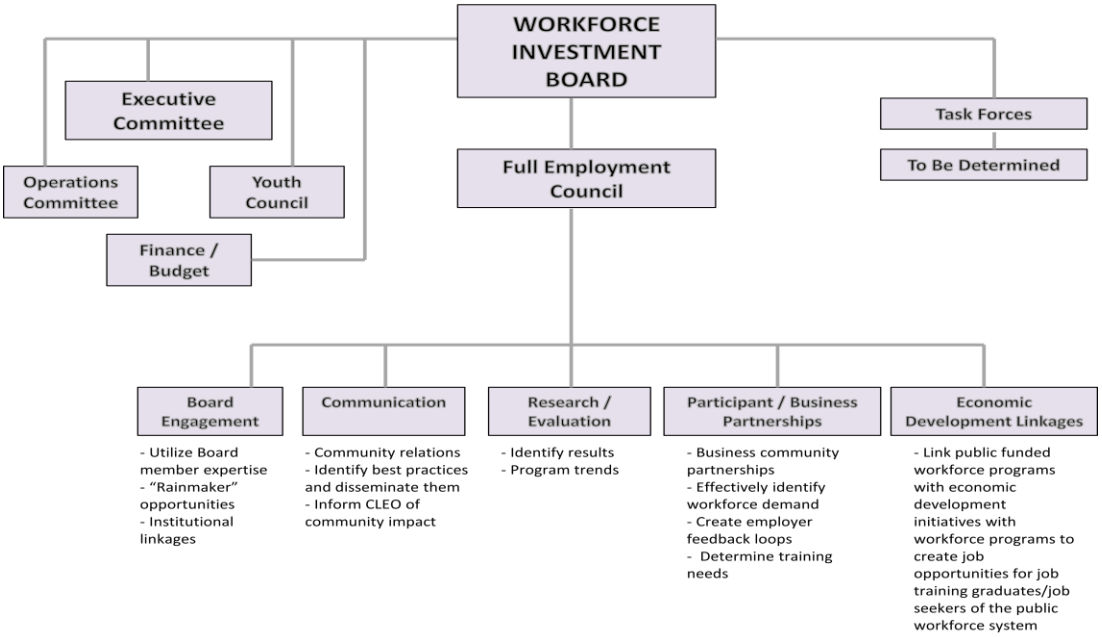
STRATEGIC ELEMENTS

I. Local Workforce Development Board's Vision

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

The Workforce Development Board's (WDB) Eastern Jackson County Workforce Development Region Vision Statement is The Full Employment Council, Inc. (FEC) supplies employers with a skilled workforce and job seekers with successful training. To accomplish this, the WDB, led by the Full Employment Council is a business-led, private, nonprofit corporation whose mission is to obtain public and private sector employment for the unemployed and underemployed residents of the Greater Kansas City area. The Full Employment Council accomplishes this goal by working in collaboration with business, local units of government, educational institutions, labor and community-based organizations. This partnership responds to employer needs while reducing unemployment, underemployment and the public dependency of area residents.

STRATEGIC LEADERSHIP 21ST CENTURY PROGRAM OBJECTIVES



II. Local Workforce Development Board's Goals

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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.

2016-2020 Objective: Develop and execute a 21st Century Workforce system that prepares adult and young adult job seekers with skills that help employers to develop a 21st Century workforce, enabling them to sell goods and services in local, regional, national, and global markets. This highly skilled workforce will enable businesses to expand regional and global markets resulting in increased economic growth and job creation at the regional and national levels.

STRATEGIES - PROGRAM and ORGANIZATIONAL SUPPORT

1) **ADULT JOB SEEKER**
   Develop / refine a workforce system approach that enables adult job seekers to secure skills, competency, and communication abilities to successfully compete and secure 21st Century careers in the greater Eastern Jackson County Region.

2) **YOUTH JOB SEEKERS**
   Develop /execute comprehensive youth development approach that provides young adults with the social and emotional leadership, occupational specific skills; and work experience skills that create a specific talent bank for employers, while creating an emphasis on lifelong learning.

3) **EMPLOYERS**
   Develop / refine / execute an "organic" workforce training system that responds to the immediate and long term workforce talent needs of regional employers. Such an approach may utilize training conducted in the classroom; training on the job; or combination thereof to achieve a 21st Century workforce able to compete on the local and regional levels.

4) **COMMUNICATION/COMMUNITY ENGAGEMENT**
   Communicate best practices and program results for duplication and transformation of education/job training to establish a 21st century workforce system and to create an enabled/skilled competitive 21st Century workforce.

   The Eastern Jackson County Region will use a 21st Century community engagement strategy to communicate best practices and program results for duplication and transformation of education/workforce systems.

5) **DATA, RESEARCH, EVALUATION, RESULTS**
   Use internal and external systems to evaluate programs, approaches, and goals to replicate programs with quality results and improve or eliminate those that require improvements.

CONTINUOUS IMPROVEMENT ENVIRONMENT

6) Create a continuous improvement environment that fosters innovation, creativity and program quality among training suppliers, and workforce staff.

BUSINESS/COMMUNITY ENGAGEMENT

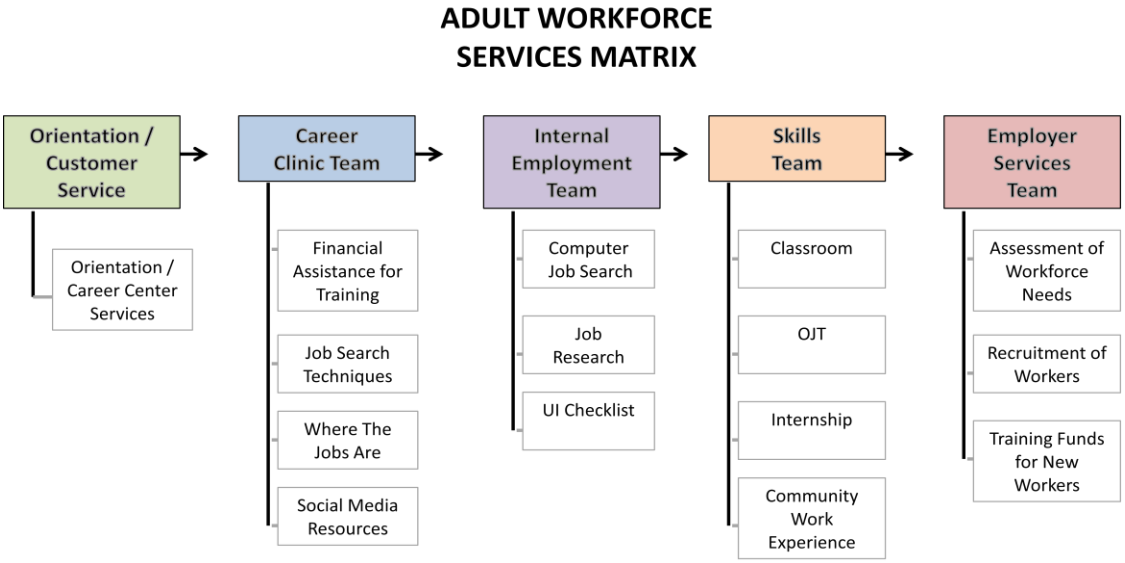
7) Utilize WDB members, business/community leaders, community organizations, etc. to provide input, direction, to regional workforce policy/programs undertaken in the public and private sector that meet the needs for skilled and employers; while providing quality paid careers for job seekers.

8) Develop and sustain community and business partnerships that lead to results oriented workforce training/ placement systems

9) Develop system linkages between workforce development programs and regional economic development efforts to enable successful job training graduates of the public workforce system to take advantage of jobs created through regional economic expansion. Concurrently, identify future economic trends to develop and/or identify training approaches to meet future talent needs.

OPERATIONAL TACTICS

Adult Workforce Services



ORIENTATION OVERVIEW

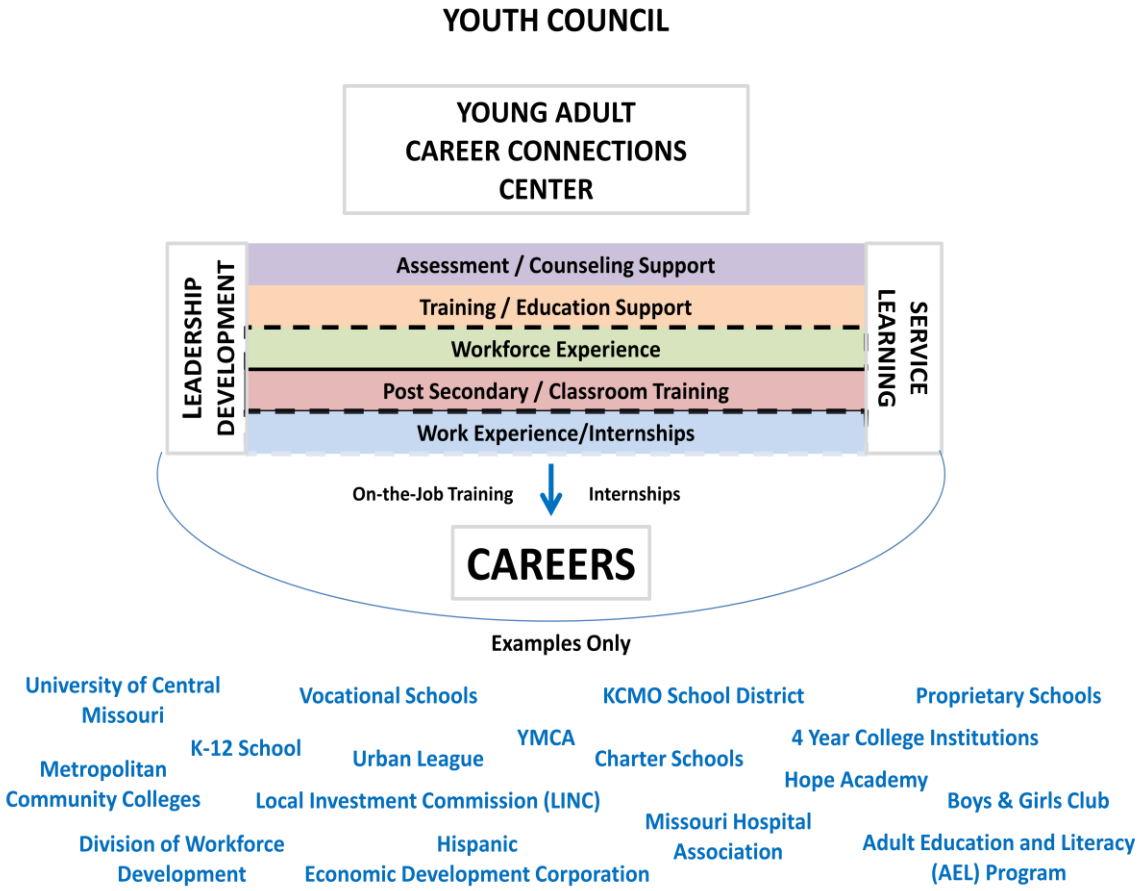
Inform unemployed / underemployed job seekers of services they are eligible for, and ensure resources are available. Use Job Centers at well as partnerships with community organization and social technology.

WORKFORCE SERVICES FOR ADULTS (ages 25 and up)

Use a combination of computer assisted training and job search systems to increase proficiency in computer based job search, applications and social networking for employment.
Conduct "Career Clinics" designed to provide job seekers with the appropriate information and tools to identify where the jobs are; soft skill techniques; teamwork; problem solving skills.
Utilize and "organize training systems that include "just in time" non semester based training; semester based training; as well as training "combos" that integrate classroom training with work based training to train job seekers to achieve occupational certifications and employment specific competencies.

OPERATIONAL TACTICS

YOUNG ADULT WORKFORCE DEVELOPMENT SYSTEM

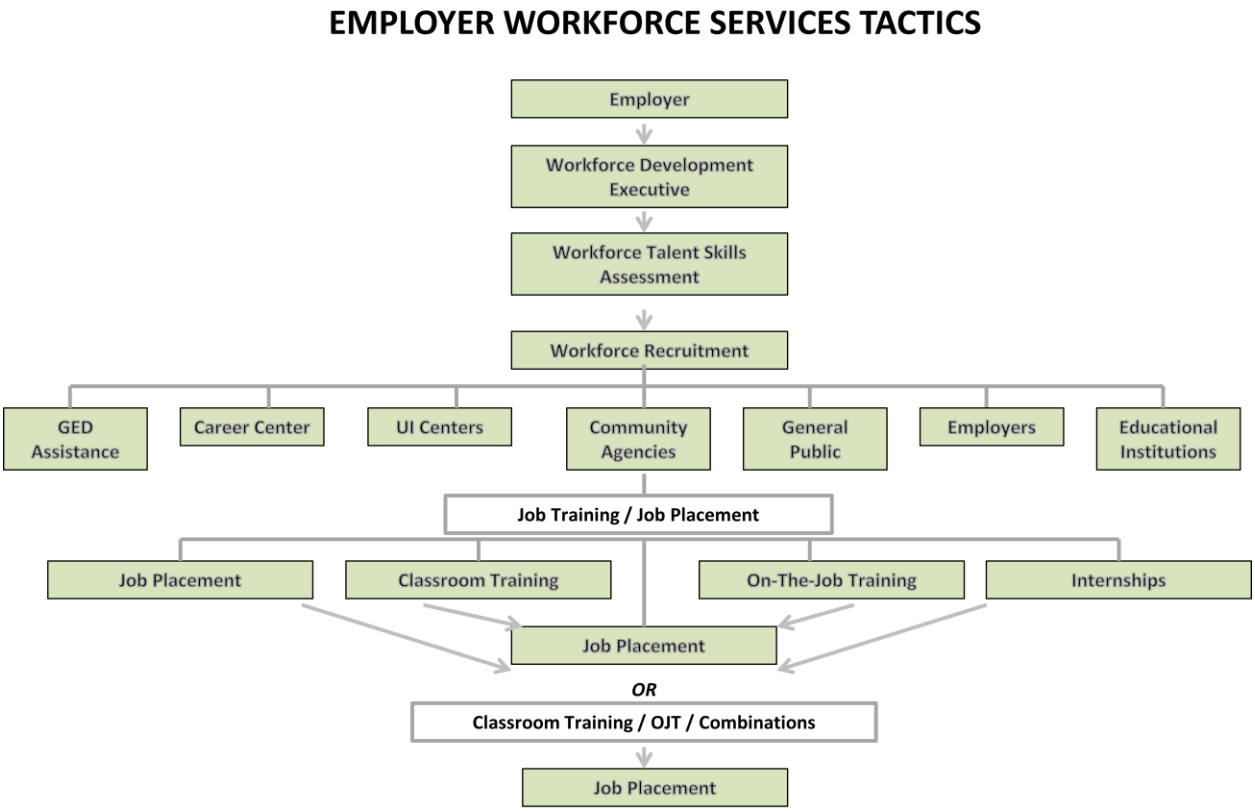


Develop a young adult workforce training system that provides:

1. Diverse learning and job training opportunities through community colleges, vocational schools, and 4 year institutions and proprietary schools
2. Provide opportunities for paid and unpaid work experience that develops the work ethic, while emphasizing the value of life- long learning and skill development through internships, service learning, part time employment, and full time careers upon graduation or credentialing from post secondary institutions (community colleges, vocational schools, 4 year institutions)
3. Develop vocational occupations and business specific skills for the 21st Century through completion of semester and non semester based training programs.
4. Provide leadership opportunities to develop work maturity and citizenship skills that enhance the workplace and communities in which they live.
5. Integrate use of soft skill training i.e. communication, teamwork, problem solving into skilled based employment
6. Provide counseling support and career information through a youth collaborative through staff and community agencies.
7. Provide connections to
    a. Good jobs and careers
    b. Post secondary education opportunities
8. Provide counseling and support that leads to the engagement, retention, and completion of education, training, and work opportunities.
9. Provide an accountability mechanism with continuous improvement aspects.
10. Develop and execute an adult career mentoring component that provides mentors that can help the youth workforce and identify career, trends, and skill needs; develop a sense of community; and develop the "soft skills" necessary for a talented workforce.
11. Provide entrepreneurial training components as appropriate into classroom training courses

OPERATIONAL TACTICS

EMPLOYER/WORKFORCE SERVICES TACTICS



1. Provide in the field professionals "Feet on the street" to work with employers to identify workforce needs, and development of specific employment and training strategies.

2. Utilize the Job Center and onsite services to assess workers and recruit workforce talent to meet employer needs.

3. Recruit potential workers through the Missouri Job Center unemployment insurance system, community agencies, or general public etc, to meet the workforce needs for employers.

4. Coordinate just in time training, semester based training, or training combinations to skill up incumbent workers or develop a skilled workforce to meet employer talent needs.
5. Provide computerized / customized assessment system to determine the skill levels of job seekers in order to determine the appropriate job training/recruitment strategy.

6. Analyze and categorize the skill levels of UI referrals for more accelerated matching with job opportunities.

7. Use of referral mechanism to accelerate the referral of applicants to employment opportunities while providing superior tracking capabilities.

The EJAC WDB is dedicated to ensuring that our region has a workforce development system that is responsive to the needs of employers, job seekers, and incumbent workers. The EJAC WDB is committed to the ideal that workforce development is an essential part of economic development, and that a system that can produce workers with skills matching the needs of employers provides significant benefits to the region's economy. The Board's Vision and strategies for implementing that vision as outlined above fully supports the Governor's vision as outlined in the State of Missouri's Workforce Integrated Plan for Program Years 2016 -2020 (July 1, 2016–June 30, 2020).

The EJAC WDB plan incorporates using data-driven strategic and tactical plans to accomplish the vision and target high-growth industries that will drive economic growth in the region.

The EJAC WDB supports the governor's vision to "encourage entrepreneurship and small-business growth; enhance our workforce; and embrace emerging science and technology as critical industries of tomorrow." Key strategies the state intends to implement, based on its economic analysis, to achieve the governor's vision and goals, include

- Targeting specific clusters of populations and industries, through non-semester based training
- Promoting flexible education methods that provide substantive skills training,
- Developing key strategic partnerships,
- Leveraging other Federal, state, local, and private resources, in order to effectively and efficiently provide services
- Aligning policy to prevent duplication of services
- Utilize information/research to make effective decisions regarding the allocation of employment and training resources within the region
- When feasible incorporate entrepreneurial training components into workforce training curriculum to identity entrepreneurship as a viable career options
- Incorporate financial literacy and skill training finance opportunities to provide trainees with appropriate information to increase skills in personal and family, financial tools, to increase the economic viability of job seekers, and help identify all available options.

Cross-Program Strategies: integrated cross-program strategies for specific populations and sub-populations identified in the state's economic analysis, strategies for meeting the workforce needs of the state's employers, and regional and sector strategies tailored to the state's economy.

The target industries include businesses in the following sectors:

- Advanced Manufacturing
- Health Sciences & Services
- Information Technology
- Business & Professional Services
- Transportation & Logistics
- Financial Services
- Construction

Workforce Development Initiative through Special Demonstration Projects

Target high-growth industries sector - FEC in the Eastern Jackson County Region (EJAC WDB) will continue to develop strategies for and allocate resources to provide special focus to target high-growth healthcare, advanced manufacturing, energy solutions, biosciences, health sciences and services, information technology, financial and professional services and transportation and logistics and construction. FEC was able to generate funding for unemployed and dislocated workers through a number of special funding programs in PY 2015. These will continue until funding ends..

Economic Development

Healthcare Careers - FEC in the Eastern Jackson County Region (EJAC WDB) has been successful in generating additional resources for the region's unemployed through successful applications to the U.S. Department of Labor which awarded a $5 million grant to provide training and placement services to unemployed workers pursuing careers in nursing, allied health, long-term health care and healthcare information technology to increase the number of trained healthcare workers. This program is called the Greater Kansas City Healthcare and Healthcare Information Technology Grant (GKCHHIT) served and enrolled in Training 2284, Total 2192 Completed Training, Total 1,871 Received Credentials and 976 Total Placed at an Average wage of placement - $16.61 or received a wage increase, promotion or job title change. FEC in the Eastern Jackson County Region (EJAC WDB) also received a $5 million grant award from the U. S. Department of Health and Human Services to train low-income adults, Food stamp recipients, TANF recipients, low-income unemployed adults; economically disadvantaged youth aged 16-24 and low-wage healthcare workers seeking career progression in the healthcare field. The program has served 1,025, 1,014 enrolled in training, 746 completed training and 702 have been placed in employment at a wage of $14.69. As a result of FEC's success, FEC continue to research and seek additional resources for the region's unemployed and successfully partnered with the State of Missouri and the St. Louis and Central WD Region and was awarded a second 5-year $5 million grant award from the U. S. Department of Health and Human Services to provide training and placement services to assist low-income adults, Food stamp recipients, TANF recipients, low-income unemployed adults; economically disadvantaged youth aged 16-24 and low-wage healthcare workers. These targeted funds will go through 2020.

KC Regional Jobs and Innovation Accelerator Challenge Grant - FEC in the Eastern Jackson County Region (EJAC WDB) was awarded $1,000,000 from the ETA H-1B Technical Skills Training Grant funds for training and related employment activities to develop a skilled workforce for the cluster. The region will receive $1,891,338 from a Coordinated Initiative to Advance Regional Competitiveness, funded by three Federal Agencies: the Economic

Development Administration, Department of Labor's Employment and Training Administration and the Small Business Administration (SBA) for its project to increase employment opportunities at the intersection of two industry clusters — advanced manufacturing and information technology. FEC partners with a regional team, led by Mid-America Regional Council, University of Missouri-Kansas City Innovation Center, KCSourceLink, Kansas Workforce Partnership and three community college systems- Johnson County Community College, Metropolitan Community College District and Kansas City Kansas Community College, and will use its funds to raise the technical skill levels of American workers so they can obtain or upgrade employment in high-growth industries and/or occupations and to reduce their use of skilled foreign professionals permitted to work in the United States on a temporary basis under the H-1B visa program. FEC will recruit 300 participants, provide tuition/scholarship classroom occupational training to 200 participants with at least 160 completing training, and place 120 participants in jobs. These targeted funds go through 2016.

"Innovation Skills Training Infrastructure"

These special training initiatives will provide the innovation infrastructure that will accelerate the pace and offerings of skill training of vocational schools, community colleges, 4 year institutions, and proprietary schools, beyond traditional spring, summer, and fall semester based training courses.

In addition, these funds have enabled the Eastern Jackson County Region to put into place a "multiple credential" training system, whereas training candidates can achieve multiple skill certifications concurrently, without having to re-enroll in a new training program.

A key element of the EJAC WDB's vision for the workforce development system is that it focuses on and meets the demands of employers throughout the labor market. We believe that the board is the key link between employers and the largely public and nonprofit sector workforce development system. To fulfill this role, the EJAC WDB and the One-Stop system will continue to develop connections with the business community and with organizations providing employment related services to individuals and the One-Stop system will develop services designed to meet business needs.

A key aspect of developing a truly demand-driven system is understanding the nature of the demand for labor. Therefore, the EJAC WDB is dedicated to gathering, analyzing, and disseminating labor market information that will clearly establish it as the area's leading expert on workforce issues.

Developing key strategic partnerships

Partnerships strategies: Key strategic partnerships that is necessary to successfully implement the strategies, preparing its workforce for the future economy means that all stakeholders in Missouri's economy must come together to face those challenges successfully. Missouri's key strategic partnerships involve education institutions, workforce trainers, economic developers, and businesses that continue to implement many of the strategic initiatives for economic growth.

Leveraging other Federal, state, local, and private resources

Leveraging Resources strategies : coordinate discretionary and formula-based investments across programs , use program funds to leverage other Federal, state, local, and private resources, in order to effectively and efficiently provide services.

Implementing NGCC was the opportunity in maximizing resources so that WIOA Title 1 funds could be leveraged with other resources in a seamless integration of partner agencies. Cost-sharing agreements means o more partners are contributing to leveraging resources and participating as full one-stop center partners.

Aligning policy to prevent duplication of services
Policy Alignment strategies : align policies, operations, administrative systems, and other procedures to assure coordination and avoid duplication of workforce programs and activities, The Next Generation Job Center service model, Missouri's unique implementation strategies for workforce development ensure policy alignment to prevent duplication of services in two significant ways.1) NGCC creates basic outreach and marketing, customer registration, initial assessment and referral to the appropriate services in the same manner for all persons. There is no duplication of services when service source distinction (the program "silo") is removed from the provision of services. 2)Workforce Board (MoWDB) provides policy alignment by providing representation of various State Agency heads and the review and approval by MoWDB of key policies for service delivery.

Implemented July 1, 2010, the NGCC **Next Generation Job Centers** initiative substantially changed the procedures used to deliver services and provided innovative service delivery strategies that responds to customers seeking the products and services offered through the Job Center, greatly increased the number of Job Center customers accessing skill development and training services, while concurrently transforming the centers to a truly integrated service.

The board embraces Governor's vision of transforming our Missouri economy by focusing on and retaining the jobs, growing and expanding existing businesses and sets a top priority on training and re-skilling the workforce.
One Stop Next Generation Missouri Job Center has implemented the following approaches:

- Redesigned its case management system to be more service-focused, rather than program-focused.
- Developed collaborative partnerships to integrate service delivery.
- Eliminated duplicative services to ensure efficiency in service delivery.
- Implementation of ongoing review of internal and external labor market information that focuses on identifying and providing the skill levels needed by employers.
- Improved client access to all eligible services.
- Provision of business services to employers through the One Stop Job Center.
- Collaboration and coordination with area economic and community development agencies, chambers of commerce, business community and training providers.
- Continue the implementation of NGCC (Next Generation Job Center) model to provide a truly integrated service delivery approach and integrated customer flow to respond more effectively and efficiently to customer needs and increase the number of Job Center customers accessing skill and training services
- Focus on developing sector strategies that target and grow Kansas City

region's high-growth industries, such as healthcare, life sciences, emerging bio-technology and advanced manufacturing, green economy, business sector and transportation and logistics and construction.

- Renewed commitment to leveraging Workforce Development funding and resources from federal, state and local programs and partner agencies to maximize resources available to skill–up and train the region's workforce
- Co-location of program services at one stop centers to increase customer service to job seekers and employers

Developing a fully integrated workforce development system—The EJAC WDB is committed to making the area's system for delivering employment related services more fully integrated. The board will work with One-Stop partners to ensure that services within the One-Stop system are more fully integrated, including ensuring that mandatory partners make comprehensive services available through common physical locations and that services are coordinated. As part of its One-Stop oversight role, the EJAC WDB will require the One-Stop Operator to ensure that mandatory partners are working together to provide a seamless set of integrated services.

The EJAC WDB will also work to more fully integrate the broader workforce development system by working with other organizations providing employment services. The EJAC WDB will work with training providers, schools, nonprofits, and for-profit organizations, labor organizations, governmental entities, faith-based organizations, and economic development organizations to build a comprehensive workforce system. The EJAC WDB will work with system members to ensure that workforce needs are identified and met.

The EJAC WDB One-Stop Operator will continue to work with One-Stop partners to reduce administrative expenditures and make program changes that will maximize the number of individuals trained, and improve the quality of training received.

III. Local Workforce Development Board's Priorities

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.

The WDB's priorities for the Eastern Jackson County Workforce Development Region are to become business-focused on the services provided and to develop strong educational partnerships to meet the skill needs of businesses.

The EJAC WDB has identified that part of its core purpose is to be recognized as the area's Workforce Information System. The EJAC WDB recognizes that having quality information about the area's economic characteristics and labor pool is crucial to building an effective workforce development system. The EJAC WDB is dedicated to developing and making available detailed information about the labor market, both on the demand side and the supply side. Such information includes information about high growth industries and careers, skill shortages, employer needs, labor pool quality, and a wide range of other information. Such information will be disseminated through EJAC WDB reports and publications, posting on the EJAC WDB's web site, and other means.

EJAC WDB uses various operating systems to support local area strategies. **EJAC WDB** uses labor market information (LMI) from a variety of sources. These LMI sources are all accessible via the internet and job seekers are free to browse them in our Job Centers. These sources include:

- MERIC - http://www.missourieconomy.org/
- Regional Workforce Intelligence Network - http://www.kcworkforce.com/
- O*NET - http://www.onetonline.org/

The primary data system for **EJAC WDB** is Toolbox and FEC MIS ACCESS database. We use these systems to enroll, track and manage participant cases for all funding streams. Some grants require separate reporting systems and staff may be required to do dual data entry.

EJAC WDB communicates in numerous ways with partners and with customers. Communicating with partners includes vehicles such as phone, email and in-person face-to-face meetings. These same methods are used when communicating with customers as well. In addition, **EJAC WDB** takes advantage of technology and social media with a website, Facebook page and a Twitter account. These can all be accessed through our website at: http://www.feckc.org/.
Workforce information gathered and disseminated by the EJAC WDB is used by businesses, job seekers, and partners in the workforce development system.

Workforce information is provided to businesses to support their growth. Businesses can benefit from knowledge about available skills in the workforce, current and projected demand for skills, and characteristics of the labor force. Access to such information can help guide businesses' decisions. Such information will be provided through publications,

presentations to business groups, face-to-face meetings with business leaders, and distribution to economic development and business organizations.

Job seekers will benefit from having access to information about high demand and high growth careers and industries, as well as the skills necessary to obtain employment in these careers and industries. Such information can help job seekers make intelligent choices about training programs and education opportunities, and can help expedite their job searches.

System partners benefit by having information about the nature of the regional economy, including growing industries, and the demand for various skills and careers. Such information can help them design services and training programs that will help link job seekers to available jobs, helping to facilitate business growth and advance the well-being of a wide range of job seekers.

One of the primary goals of the EJAC WDB is to provide leadership in the area of workforce issues. To fulfill this goal, the EJAC WDB is working to gather information on a wide range of issues, particularly the needs of existing and prospective businesses as well as those of job seekers and incumbent employees. Developing this expertise is critical to meeting the EJAC WDB's other goals. First, it establishes a level of credibility that will encourage greater levels of business participation in the workforce development system. Second, the information will help identify areas to develop programs and focus training resources. Third, it will help guide the career counseling provided through the One-Stop service delivery system.

The EJAC WDB uses both statistical and qualitative information about Workforce Development needs. Statistical information is gathered from a number of sources. Key sources of statistical information include products of the MERIC. These documents provide a general picture of the needs of area employers and job seekers. Copies of the documents are available in all Job Center locations.

Data from MERIC publications are supplemented from a number of other sources. One of the most valuable of data is the U.S. Census. Household and demographic data gathered by the Census Bureau present a detailed picture of labor market characteristics. Other Census information, including data from the 2010 Census as well as other supplemental Census Bureau surveys provides useful demographic information about the region.

Another major source of statistical information comes from the U.S. Department of Labor's Bureau of Labor statistics.

The EJAC WDB has found and will continue to find survey data useful. Various organizations with which the EJAC WDB partners have conducted or are conducting surveys that have provided important information about workforce issues. Additionally, the EJAC WDB will pursue conducting other surveys to supplement available information when it determines a need to find specific information.

The EJAC WDB will gather qualitative information in a number of ways, as well. The EJAC WDB convened a series of ten forums for businesses, in which businesses were

asked to share their entry, internal skills and advanced skills requirements experiences in workforce issues. These forums allowed EJAC WDB members and staff to interact with business representatives in a focus group like setting to allow the EJAC WDB to gain a better understanding of specific workforce issues facing these businesses. These convening sessions were co-sponsored by the Independence Economic Development Council, Think Big (IT incubator), Kansas City National Tooling and Manufacturing Association, Grandview Chamber of Commerce, Kansas City Economic Development Corporation, Clay County Economic Development Corporation, Platte County Economic Development Corporation and Cass County Economic Development Corporation. The Preliminary Observations were shared in a presentation to the LINC Commission on May 16, 2016.

The EJAC WDB maintains regular contact with business organizations, including Chambers of Commerce, economic development organizations, and industry groups. This contact allows the EJAC WDB to have regular input from organizations that represent many different businesses.

The EJAC WDB participates in a number of task forces and initiatives that help it to remain informed about business and job seeker needs. These groups often bring together representatives or government, private sector businesses, service providers, and economic development organizations to address issues specific to certain industries.

Finally, the EJAC WDB region maintains contact with individual businesses, through face-to-face meetings, participation exclusively serving on Boards of Chamber of Commerce, economic development organizations working with employer intermediaries, direct one-on-one business contacts, working with organized labor and affiliate trade groups and with various other business associations.

The EJAC WDB and One-Stop Operator also participate in groups that are addressing identified skills shortages in certain industries. These groups are working closely with employers to discover what shortages they face or will face, what positions are in particular demand, and what their skills requirements are for these positions.

Employer input is very important in the process of identifying skill requirements and the means to meet these requirements. Employers are the best source of knowledge about the particular skills that they are seeking and the training opportunities that will produce these skills. The EJAC WDB will continue to cultivate relationships with employers to ensure that they play a key part in the process of identifying skill requirements.

The EJAC WDB compile, analyze, and review all the quantitative and qualitative workforce information gathered through the above means. The EJAC WDB will share these reports with partner organizations, will publish them on the Internet, and will make them available in Career Centers.

Specific skill needs are being identified in the region and training opportunities will be provided to ensure that job seekers obtain the training required by employers. The results of this ongoing analysis will encourage partnerships with local school districts and

community colleges to provide the specific training businesses need for their job applicants.

The WDB supports the following long-term priorities:

1) Percentage of citizens who are highly literate (reading, comprehension and math skills at the 11th grade level or above) must increase significantly.
2) High school graduation requirements should be more rigorous including 4 years of English and 3 years each of social studies, mathematics and science.
3) High school graduation requirements should include a nationally recognized work-readiness certification.
4) All adults must be engaged in continuous learning (skills development).
5) Career education and community-technical college system must be expanded and curricula targeted to the just-in-time skill standards, certifications, or licensing requirements of business and industry.
6) Uniform articulation and dual credit mechanisms must be established between and among secondary schools, community college, and university levels to provide degree credit for skill-based education and training, while in the secondary system.
7) A comprehensive public awareness initiative must be deployed to raise clients' aspirations and expectations for education and training, and their relation to their personal economic prosperity and growth in partnership with students and parents.
8) WDBs must conduct regional supply/demand gap analyses to identify the needs of business and industry and identify targeted industries/occupations in the region.
9) WDBs must develop State of the Workforce Reports based, in part, on data from the supply/demand gap analyses. These reports must guide policy and operational decision-making, as well as resource allocation.
10) Strive to increase the labor force participation of those persons traditionally underserved; specifically persons of low-income, women, ex-offenders, at-risk youth, young minority males, and persons with disabilities.
11) Initiate an interagency effort to integrate programs into a continuum of services, including mentoring, to support participation in skills-based training and/or employment retention.
12) Soft skills will be integrated i.e., communications, teamwork, problem solving, will be integrated into job training curriculum to emphasize the necessity of these skills.
13) Just in Time training will be offered to meet external employment workforce demands.
14) Offering courses where trainees can receive multiple credentials to create a higher skilled worker while increasing the efficiency of skill training.
15) Pell grants must be adopted to be utilized in a non-semester based skill training

Workforce Development Needs

INNOVATIVE INFRASTRUCTURE

The EJAC WDB has developed and implemented a number of special projects, initiatives and best practices to further develop and expand the innovative infrastructure and capacity to serve the region.

One of the strategies to address the skills needs of the workforce is promoting flexible education methods that provide substantive skills training, Specific occupational skills are learned through longer-term employment in an industry which provides training or through the more formal education of apprenticeships, community colleges, or four-year universities. Attaining these skills, outside of business experience and training, presents some challenges to job seekers, particularly those who have been unemployed for a long time, and to educational institutions. Job seekers need affordable and flexible training alternatives. One of the strategies that FEC EJAC WDB Job Centers supports to address this challenge is "just in time", "on demand", cohort based training, that integrate developmental educational skills, essential career readiness skills, occupational skills and hands on experience. FEC EJAC WDB Job Centers work collaboratively with the Metropolitan Community College's Institute for Workforce innovation and the University of Central Missouri's Workforce Central to develop and provide "on demand" and "just in time" training to meet the needs of employers and job seekers.

Another initiative is the Disability Navigator Program (DNP). The DNP is co-located within the One-Stop Job Centers to provide services to individuals with disabilities. The DNP ensures that all one-stop services are available to individuals with disabilities. The primary objective of the DNP is to increase employment and self-sufficiency for persons with disabilities by linking them to employers and facilitating access to programs and services that will enable their entry or re-entry into the workforce. Two DNP personnel serve the Job Center located in eastern Jackson County Region, assisting customers and staff at the15301 East 23rd Street South, Independence, MO 64055-1698 Job Center. DNP facilitates trainings and provides disability-related resources and information to ensure that job seekers with disabilities are served effectively. DNP personnel also provide outreach to people with disabilities by disseminating information on workforce services available through the One-Stop Job Centers. FEC will continue to provide the Disability Navigator Program (DNP) initiative.

FEC has hired a Bi-Lingual staff person to provide immediate assistance to Spanish-speaking customers. Two Spanish-speaking, bi-lingual Staff Coordinators have been hired to serve the Spanish-speaking youth and adult populations and help address barriers to employment and career advancement for Latino workers. FEC will continue to offer the bi-lingual mobile program to provide immediate assistance to Spanish-speaking customers with the three Spanish speaking bi-lingual personnel hired to serve the youth and adult of this limited English-speaking populations and help address barriers to employment and career advancement of Latino workers. In addition, the One Stop Centers utilizes Language Link, a language assistance plan, which is an interpretative service that has the capacity to interpret 240 languages. LanguageLink provides written, verbal and sign language interpretation services.

TANF -MISSOURI WORK ASSISTANCE (MWA) PROGRAM

Another major initiative is the TANF (Temporary Assistance for Needy Families), a partnership with the Local Investment Commission (LINC) to provide employment and training services to individuals who receive Temporary Assistance from the state of Missouri with the goal of helping the client to become self-sufficient and no longer dependent upon public assistance.

This is a referral based program. TANF recipients are referred from the Local Investment Commission (LINC) to FEC to provide employment and training services to those clients deemed work ready. Performance for MWA is measured by Participation Rate which is the rate at which clients participate monthly in work activities at their required number of participation hours. Countable activities include: job readiness, job search, Unsubsidized Paid Employment, OJT, Vocational Education, Subsidized Paid Employment, high school AWEP/CWEP (non-paid work experience), and Community Service (volunteer service).

One best practice used is HiSet Training combined with Subsidized Employment. A cohort of MWA participants who do not have their HISET attend HISET training for approximately 25 hours per week and volunteer or participate in Subsidized Paid Employment for 30 hours per week. During the first experience with this option, many students have passed the HISET pre-test and have applied for a date to sit for the state HISET examination. Over the last program year, 5 MWA HISET students have taken the HISET exam and 4 have passed. Another approach is combination of Work Experience and Subsidized Employment with Classroom Training Cohorts in Administrative Assistant, Office Support, and Customer Service.

UI RECIPIENTS

Reemployment services are provided through various programs and agencies at Missouri Job Centers. These services are more intensive and staff-assisted than those provided the normal claimant, because the profiled claimants have been determined to have significant barriers that will hinder their becoming reemployed. In addition, the EJAC WDB Job Center participates in the Emergency Unemployment Compensation Reemployment Services/Reemployment and Eligibility Assessment (EUC RES/REA) program, which is designed to identify claimants transitioning from an initial state unemployment insurance claim The EUC RES/REA program is operated in partnership between the Missouri Department of Labor and Industrial Relations (DOLIR), Division of Employment Security (DES), who administer the unemployment insurance system in Missouri, the Missouri Department of Economic Development (DED), and Division of Workforce Development (DWD). The Division of Workforce Development oversees the public workforce system in Missouri which includes a network of one-stop Job Centers around the state. This program will assess and refer claimants to services that will help them become reemployed. Job Center staff assist customers with a variety of services including the provision of labor market and career information, an assessment of the skills of the individual; orientation to the services available through the One-Stop Centers; a review of the individual's eligibility for EUC relating to their job search activities; comprehensive and specialized assessments; Individual and group career counseling; training services interpreted as referrals to appropriate training; additional reemployment services; and Job search counseling and the development of individual employment plan to include participation in job search activities and appropriate workshops.

YOUTH

Special Program Initiatives for Youth

State Parks Youth Corp - The EJAC Workforce Development Board Missouri participated in the State Parks Youth Corps (SPYC) program, jointly sponsored by the Missouri Division of Workforce Development, Division of State Parks and Missouri's 14 Workforce Development

Boards. The State Parks Youth Corps (SPYC) program placed participants in a work experience to help prepare them for tomorrow's careers while surrounded by nature and the beauty of Missouri's state parks. The Missouri State Parks Youth Corps challenged participants to "Think Outside" by accomplishing interesting projects to help preserve and enhance Missouri's state park system. In addition to developing the critical leadership skills that will prepare them for success in future careers, the program bolsters an appreciation for the environment and "green" concepts that are an exciting part of Missouri's growing industries. The EJAC Workforce Development Board will continue to participate in the State Parks Youth Corps (SPYC) Program.

Learn to Earn - FEC also secured funding of $400,000 from the Kansas City Chiefs Football Club, Kansas City Royals Baseball, and the Jackson County Sports Complex Authority for the Learn to Earn Initiative to provide education and training through scholarships, internships to women and minority youth 18 to 24 years of age in fields related to the professional sports. FEC will utilize funding from the Kansas City Chiefs Football Club and the Jackson County Sports Complex Authority for the Learn to Earn initiative in PY 2016 to provide internships and scholarships of $3,000.

VETERANS

The Missouri Job Center DVOP and LVER are fully integrated into the Job Centers . DVOP/LVER staff assists veterans with serious barriers to gain employment through intensified direct services such as case management and employer job developments within their separate roles. The full array of employment, training, and placement services available under priority of service; this includes connection to education and training programs, benefits and services, connection to supplemental services , one-on-one assessments, resume reviews, follow-up as appropriate, matching to employer base and matching to specific employers committed to hiring veterans, such as employers participating in the "Show me Heroes" initiative.

ADDRESSING THE SKILLS NEEDS AND SKILL GAP WITHIN THE WORKFORCE

The FEC/EJAC WDB operational plan for Workforce Development is designed specifically to address the skills needs and skills gap within the workforce.

The Eastern Jackson County Region has a strong diverse mix of high growth industries and high profile companies that contribute to the local, regional and state economies. In an effort to support and build on that economic foundation, FEC and the EJAC WDB have adopted a number of strategic objectives and direction to address workforce needs of regional employers and create a training network to meet those needs. Through analysis of the Eastern Jackson County Region, FEC/EJAC WDB has concluded that the operational plan and special considerations for programs within the broader services are aimed to close the skills gaps around fundamentals such as communication, problem solving, and process flow. The EJAC WDB has targeted priorities of advanced manufacturing, healthcare transportation and logistics, information technology and green careers in support of targeted skills needs.

Manufacturing careers have some of the highest wages per capita of all industries and occupations. FEC's EJAC WDB commitment to manufacturing is constant and will continue to

make a strategic investment in manufacturing careers. In addition, the greater Kansas City area is rapidly becoming a major labor market for information technology. Careers in information technology are also among some of the highest in the region. The FEC has been successful in securing one million dollars in H1B grant funds from the U.S. Department of Labor for support of advanced manufacturing and information technology.

FEC's EJAC WDB will continue to commit to investing in employment and training in the healthcare careers. The FEC has been successful in securing more than ten million dollars in national and local competitions through the US Department of Labor and US Department of Health and Human Services and in 2015 was awarded $5 million to continue the work started with the 21st Century Healthcare Works program. These grants target training and support for high demand healthcare careers.

The region is one of the most centrally located regions in the country and with a number of key assets poised for growth will make transportation and logistics a major employment influence in the region in anticipation of that growth.

IV. Economic, Labor Market, and Workforce Analysis

IV. Economic, Labor Market, and Workforce Analysis

If using Missouri Economic Research and Information Center (MERIC) data, please indicate the source is MERIC. If using another resource, please reference the source. MERIC regional representatives can be found online at:
https://www.missourieconomy.org/about_us/contactus.stm#Regional Contacts

A. Economic Analysis

1. *Describe the LWDA's current economic condition, including the following information by county (if your LWDA includes more than one county) and the overall region:*
   - *Average personal income level;*
   - *Number and percent of working-age population living at or below poverty level;*
   - *Unemployment rates for the last five years;*
   - *Major layoff events over the past three years and any anticipated layoffs; and*
   - *Any other factors that may affect local/regional economic conditions.*

Average Personal Income Level

The per capita personal income in 2014 ranged from the highest of $ 49,232 in Platte County to the lowest of $ 38,538 in Ray County. The largest county Jackson accounted for 59.2.0% of total personal income in the region. The per capita personal income levels according to the *Bureau of Economic Analysis* are reflected in the chart below.

Area	Income 2014	
	Total Personal Income	Per Capita Income
Cass County	$4,011,090,000	$39,757
Clay County	$10,024,570,000	$42,898
Jackson County	$28,457,275,000	$41,653
Platte County	$4,666,614,000	$49,232
Ray County	$884,398,000	$38,538
Kansas City Summary	$48,043,947,000	$42,311

Produced by MERIC in cooperation with U.S. Department of Labor, Bureau of Labor Statistics

POVERTY

The poverty levels according to the 2010-2014 American Community Survey 5-Year Estimates show the percentage of persons with income below poverty in the cities in the Eastern Jackson County Region overall was 13.4% as reflected in the chart below. Independence had the highest percentage of persons with income below poverty with 17.1%. The percentage of persons with income below poverty in the Grandview , Missouri with 16.1 per cent below poverty.

The percentage of persons with income below poverty in Blue Springs was 9.3%. The lowest percentage of persons with income below poverty was Lee's Summit city, Missouri with 6.6%.

S1701 POVERTY STATUS IN THE PAST 12 MONTHS BY SEX BY AGE

Universe: Population for whom poverty status is determined

2010-2014 American Community Survey 5-Year Estimates

Eastern Jackson County	13.4%
Blue Springs city, Missouri	9.3%
Grandview city, Missouri	16.1%
Independence city, Missouri	17.1%
Lee's Summit city, Missouri	6.6%

Unemployment Rates for the Last Five Years

Unemployment Rates Last Five Years: The annual average unemployment rate for the Eastern Jackson County Region was 10.1% in 2010, 9.0% in 2011, 7.4% in 2012, 7.1% in 2013, 6.5% in 2014, and 5.4% in 2015. The unemployment rate for the top 5 largest cities in Eastern Jackson County Region in 2015 for Blue Springs city was 4.5%, Grandview city was 5.7%, Independence city was 5.6%, Lee's Summit city was 3.8%, and Raytown city was 6.5%

The unemployment rates by county for the past 5 years and the current year are reflected in the table below.

EASTERN JACKSON COUNTY UNEMPLOYMENT

Annual Average Rates for 2010-2015

Annual Average Rates

Area	**2010**	**2011**	**2012**	**2013**	**2014**	**2015**
Blue Springs city	8.5%	7.7%	6.1%	5.9%	5.6%	4.5%
Grandview city	10.3%	9.5%	7.8%	7.4%	6.5%	5.7%
Independence city	10.5%	9.2%	7.6%	7.4%	5.0%	5.6%
Lee's Summit city	6.9%	6.3%	5.1%	4.8%	4.5%	3.8%
Raytown city	10.8%	9.4%	8.1%	7.8%	5.0%	6.5%
Jackson County	10.7%	9.5%	7.8%	7.7%	7.0%	4.2%
Kansas City City, Jackson County Part	11.4%	10.1%	8.4%	8.4%	7.7%	6.4%
EASTERN JACKSON COUNTY WD REGION	10.1%	9.0%	7.4%	7.1%	6.5%	5.4%

Produced by MERIC in cooperation with U.S. Department of Labor, Bureau of Labor Statistics

Major Lay-Off Events Over The Past Three Years And Any Anticipated Layoffs

The major layoffs over the past three years in Eastern Jackson County Region are shown below:

EJAC Missouri WARN Log PY 2012-2013							
DATE RECEIVED	COMPANY NAME	LOCATION	COUNTY	WIA REGION	TYPE	LAYOFF DATE	# AFFECTED
11/16/2012	Hostess Brands/Interstate Brand Corporation	Independence	Jackson	East Jack	Closing	11/19/2012	3
11/16/2012	Hostess Brands/Interstate Brand Corporation	Independence	Jackson	East Jack	Closing	11/19/2012	18
11/16/2012	Hostess Brands/Interstate Brand Corporation	Grandview	Jackson	East Jack	Closing	11/16/2012	41
11/16/2012	Hostess Brands/Interstate Brand Corporation	Blue Springs	Jackson	East Jack	Closing	11/19/2012	4
11/16/2012	Hostess Brands/Interstate Brand Corporation	Raytown	Jackson	East Jack	Closing	11/19/2012	9
8/24/2012	ThyssenKrupp Access Corporation	Grandview	Jackson	KCV	Closing	11/1/2012	45
10/25/2012	Penske Logistics-GM Deramus Ave. Facility	Kansas City	Jackson	KCV	Layoff	12/31/2012	50
11/16/2012	Hostess Brands/Interstate Brand Corporation	Kansas City	Jackson	KCV	Closing	11/16/2012	46
11/16/2012	Hostess Brands/Interstate Brand Corporation	Kansas City	Jackson	KCV	Closing	11/16/2012	59
11/16/2012	Hostess Brands/Interstate Brand Corporation	Kansas City	Jackson	KCV	Closing	11/16/2012	15

11/16/2012	Hostess Brands/Interstate Brand Corporation	Kansas City	Jackson	KCV	Closing	11/19/2012	2
4/5/2013	Lab Corp.	Kansas City	Jackson	KCV	Layoff	6/1/2013	61
4/20/2013	Durham School Services	Kansas City	Jackson	KCV	Closing	7/31/2013	243
Missouri WARN Log PY 2013-2014							
DATE RECEIVED	COMPANY NAME	LOCATION	COUNTY	WIA REGION	TYPE	LAYOFF DATE	# AFFECTED
9/19/2013	Liberty Mutual Insurance	Kansas City	Jackson	KCV	Layoff	11/2/2013	51
10/8/2013	Universal Manufactuing Company	Kansas City	Jackson	KCV	Layoff	9/30/13 - 12/2/13	127
5/20/2014	Durham School Services	Grandview	Jackson	KCV	Closing	7/31/2014	132
6/6/2014	Asurion LLC	Kansas City	Jackson	KCV	Layoff	8/8/2014	98
12/10/2013	Halls LLC	Kansas City	Jackson	KCV	Closing	2/28/14-7/31/14	109
3/3/2014	Laclede Gas Company, Missouri Gas Energy Division ("MGE")	Kansas City	Jackson	KCV	Layoff	4/30/2014	83
4/1/2014	Western Container Company	Kansas City	Jackson	KCV	Layoff	6/2/2014	83
1/27/2014 / 5/29/14	Honeywell Federal Manufacturing Technologies LLC	Kansas City	Jackson / Cass	KCV	Layoff	3/28/2014	155
Missouri WARN Log PY 2014-2015							
DATE RECEIVED	COMPANY NAME	LOCATION	COUNTY	WIA REGION	TYPE	LAYOFF DATE	# AFFECTED
9/11/2014	Magic Touch Cleaning, Inc.	Lee's Summit	Jackson	KCV	Closing	10/1/2014	170
6/3/2015	Summit Technical Solutions	Lee's Summit	Jackson	KCV	Layoff	8/1/2015	unknown
1/29/2015	NCO Financial Systems, Inc.	Kansas City	n/a	n/a	Closing	3/31/2015	179
Missouri WARN Log PY 2015-2016							
DATE	COMPANY NAME	LOCATION	COUNTY	WIA	TYPE	LAYOFF	# AFFECTED

RECEIVED				REGION		DATE	
7/6/2015	Propak Logistics, Inc.	Kansas City	Jackson	KCV	Closing	9/27/2015	88
10/26/2015	Truman Medical Center	Kansas City	Jackson	KCV	Layoff	12/28/2015	106
10/26/2015	DienEquity, Inc. and Applebee's Service, Inc.	Kansas City	Jackson	KCV	Layoff	2/5/2016	107
11/19/2015	Serco, Inc.	Lee's Summit	Jackson	KCV	Closing	1/29/2016	503
11/20/2015	CMI Management, Inc.	Lee's Summit	Jackson	KCV	Closing	1/29/2016	75
11/20/2015	HeiTech Services, Inc.	Lee's Summit	Jackson	KCV	Closing	1/29/2016	151
11/24/2015	Dextera Corporation	Lee's Summit	Jackson	KCV	Closing	1/29/2016	68
11/30/2015	J&M Management	Lee's Summit	Jackson	KCV	Closing	1/29/2016	Unknown

B. Labor Market Analysis

1 Existing Demand Industry Sectors and Occupations

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

Missouri's WIOA partnership includes a functional bureau of state government housed within the Department of Economic Development called the Missouri Economic Research Information Center (MERIC). The following economic analysis has been prepared to explain the Jackson County's economic conditions and trends, as well as to explain pertinent industrial and occupational demand.

Jackson County is actually in 2 different Workforce Development Areas, the Eastern Jackson County Region, which also includes Cass, Clay, Platte and Ray Counties, and the Eastern Jackson County Region, which covers the eastern portion of Jackson County. Data is not available by partial counties, so Jackson County, as a whole, was queried for this analysis.

Real-Time Labor Market Analysis

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

Industrial Demand

Industry demand analysis from February 2015 through January 2016 showed that the Healthcare Industry (Hospitals, Continuing Care/Assisted Living Facilities and Offices of Physicians) was a top job advertisement. Depository Credit Intermediation and Insurance Carriers also had a high number of job advertisers. A few of the industries, such as Retail, Restaurants, and Accommodations, have high turnover rates so the large number of job advertisements can reflect the need to refill positions rather than to add new jobs.

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

Industry	Job Postings
General Medical and Surgical Hospitals	820
Department Stores	586
Restaurants and Other Eating Places	522
Depository Credit Intermediation	421
Insurance Carriers	410
Continuing Care Retirement Communities and Assisted Living Facilities for the Elderly	379
Executive, Legislative, and Other General Government Support	351
Building Material and Supplies Dealers	327
General Freight Trucking	281
Offices of Physicians	258

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

Occupational Demand

Job analysis highlights the top ten occupations Jackson county employers advertised for in the past year. Registered Nurses were in the greatest demand, followed by Retail Salespersons, Truck Drivers and Supervisors of Retail Workers. Customer Service Representatives and Sales Representatives followed. Additional healthcare occupations, Licensed Practical and Licensed Vocational Nurses and Nursing Assistants, also made the list.

Real-Time Labor Market Analysis provides a snapshot of current labor demand that is particularly helpful to current job seekers interested in who is hiring and for what occupations. MERIC has developed products, like the Real Time Labor Market Summary, using this tool. The Labor Market Summary provides both a regional and statewide snapshot of data found in job ads and is published every other month. MERIC and DWD will continue to explore how this data can inform workforce and economic development efforts to meet the needs of businesses around the state.

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

Occupation	Job Postings
Registered Nurses	1,099
Retail Salespersons	988
Heavy and Tractor-Trailer Truck Drivers	933
First-Line Supervisors of Retail Sales Workers	609
Customer Service Representatives	481
Sales Representatives, Wholesale and Manufacturing	357
Licensed Practical and Licensed Vocational Nurses	281
Nursing Assistants	269
Stock Clerks and Order Fillers	262
Combined Food Preparation and Serving Workers	242

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

2. Emerging Demand Industry Sectors and Occupations
   Provide an analysis of the industries and occupations for which demand is emerging.

Industry

MERIC develops long-term employment projections based on industry trends and staffing patterns as a combined projection for the Workforce Development Regions located in the Kansas City area, including the Kansas City and Vicinity and East Jackson County Regions. Since the counties are part of the MSA, we know that the economies, workforce, and commuting patterns of the region are intertwined. The table below describes the industries projected to have the most job openings from 2012 to 2022 based on both growth and replacement needs.

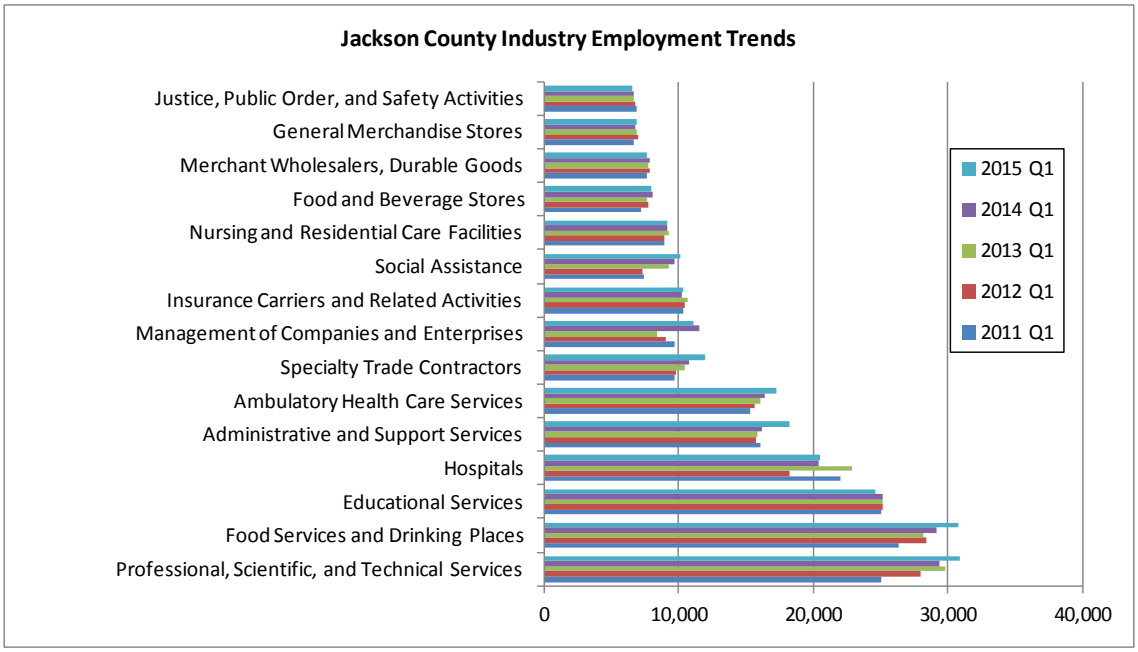
For the 2012-2022 time period, the top net change for industry employment in the Eastern Jackson County Region are projected to be Administrative and Support Services (8,058); Professional, Scientific and Technical Services (7,688); Ambulatory Health Care Services (4,109); and Specialty Trade Contractors (4,049).

Kansas City Region 2012-2022 Industry Projections

Title	Employment 2012 Estimated	Employment 2022 Projected	Change 2012-2022 Numeric	Change 2012-2022 Percent
Administrative and Support Services	23,272	31,330	8,058	34.63%
Professional, Scientific, and Technical Services	35,932	43,620	7,688	21.40%
Ambulatory Health Care Services	20,172	24,281	4,109	20.37%
Specialty Trade Contractors	14,575	18,624	4,049	27.78%
Food Services and Drinking Places	41,766	45,058	3,292	7.88%
Educational Services	40,444	42,974	2,530	6.26%
Hospitals	28,293	30,807	2,514	8.89%
Insurance Carriers and Related Activities	13,447	15,289	1,842	13.70%
Social Assistance	9,182	10,992	1,810	19.71%
Construction of Buildings	3,701	5,429	1,728	46.69%

Source: MERIC Employment Projections

Industry employment trends offer insight on the industries that are growing over time in a given area. The chart below is a snapshot of employment over 5 years in industries located in Jackson County. During the 5 year period, the highest employment growth is in the industries of Professional, Scientific, and Technical Services; Food Services and Drinking Places; Social Assistance; Specialty Trade Contractors; Administrative and Support Services; and Management of Companies and Enterprises.



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

The relationship of the 2012-2022 Greater Eastern Jackson County Regional industry projections to Jackson County's industry employment is evident in the data. Employment in nine of the top ten industries with the highest projected for growth in the region are growing in Jackson County according to the 5 year census data, such as Professional, Scientific, and Technical Services; Food Services and Drinking Places; Educational Services; Hospitals; Administrative and Support Services; Ambulatory Health Care Services; Specialty Trade Contractors; Insurance Carriers and Related Activities and Social Assistance.

Occupations

The long-term occupational projections for the Greater Eastern Jackson County Region show that the top job openings are in the Food and Retail Service Industries. The definition of *Total Openings* is the projected new growth along with replacement needs. Cashiers, for example, shows a total projected employment of 12,169 for 2022, only 208 more than the 2012 estimate of 11,961 jobs. This means of the 5,379 job openings over 10 years, 5,171 are replacement openings due to turnover while only 208 are new. Total openings are important to job seekers while new jobs indicate where new training needs may be found.

In addition to *Total Openings*, several occupations are projected to grow much faster than the overall region and have a large number of openings (at least 500 over 10 years). Market Research Analysts; Personal Care Aides; Software Developers; Computer Systems Analysts; and Construction Laborers are expected to grow by 26 percent or more. Rounding out the fastest growing, larger occupation in the top ten are Carpenters; Electricians; Medical Secretaries; Computer User Support Specialists; and Construction Managers.

Kansas City Region Top Ten Long-Term Occupation Projections Sorted by Total Openings

Occupation	2012 Estimated Employment	2022 Projected Employment	Growth Openings	Replacement Openings	Total Openings
Combined Food Preparation and Serving Workers, Including Fast Food	14,598	16,451	1,853	5,574	7,427
Retail Salespersons	14,709	15,614	905	5,031	5,936
Waiters and Waitresses	10,700	11,093	393	5,148	5,541
Cashiers	11,961	12,169	208	5,171	5,379
Customer Service Representatives	9,257	10,485	1,228	2,519	3,747
Registered Nurses	11,752	13,084	1,332	2,278	3,610
General and Operations Managers	11,828	13,187	1,359	2,213	3,572
Office Clerks, General	11,954	12,748	794	2,511	3,305
Laborers and Freight, Stock, and Material Movers, Hand	6,706	7,575	869	2,077	2,946
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	8,227	9,507	1,280	1,548	2,828

Source: MERIC Employment Projections

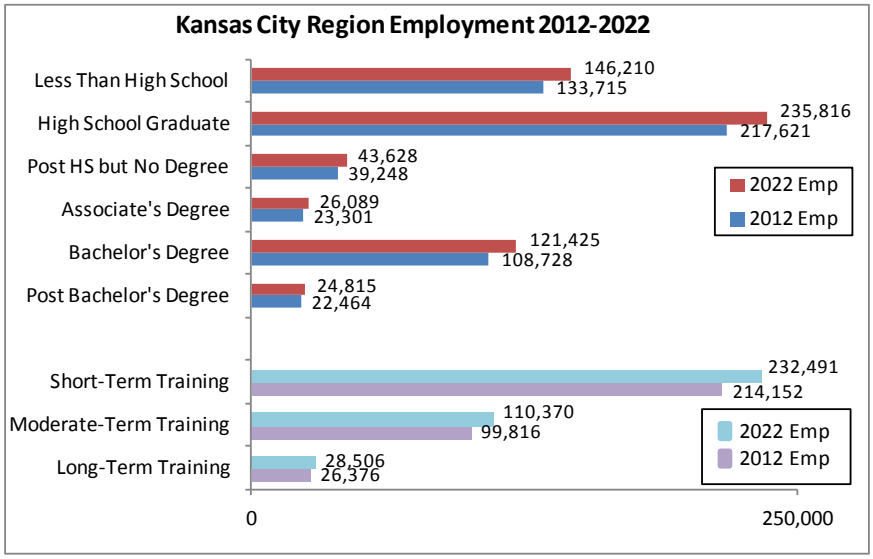
3. Employers' Employment Needs
   Identify the job skills necessary to obtain current and projected employment opportunities. With regard to the industry sectors and occupations, provide an analysis of the employment needs of employers. Describe the knowledge, skills, and abilities required, including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

Long-Term Projections – Jobs by Education Level

Occupations typically requiring short-term OJT are expected to account for the largest portion of 2022 employment change in the Eastern Jackson County Region. Occupations requiring short-term OJT are projected to experience the highest number of increased employment at over 18,000, or 8.6 percent growth. Employment in occupations requiring moderate-term OJT is also expected to grow by approximately 10,000, or 10.6 percent.

Increased employment is also anticipated for occupations requiring a bachelor's degree. Employment for this education level is projected to increase by nearly 13,000, or 11.7 percent. Occupations requiring an associate's degree or some post-high school training will increase by over 7,000 workers.

As estimated for the year 2022, 64 percent of workers in the Eastern Jackson County Region will be employed in occupations that require no formal postsecondary education (includes short-term OJT to work experience in a related occupation). Workers in occupations that require just a bachelor's degree will account for just over 20 percent of the total employment in 2022.



Top Occupations by Education Level

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

Kansas City Region Top Ten Long-Term Occupation Projections Sorted by Total Openings

Occupation	2012 Estimated Employment	2022 Projected Employment	Growth Openings	Replacement Openings	Total
Now - Typically requires short-term on-the-job training					
Combined Food Preparation and Serving Workers, Including Fast Food	14,598	16,451	1,853	5,574	7,427
Retail Salespersons	14,709	15,614	905	5,031	5,936
Waiters and Waitresses	10,700	11,093	393	5,148	5,541
Cashiers	11,961	12,169	208	5,171	5,379
Customer Service Representatives	9,257	10,485	1,228	2,519	3,747
Office Clerks, General	11,954	12,748	794	2,511	3,305
Laborers and Freight, Stock, and Material Movers, Hand	6,706	7,575	869	2,077	2,946
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	8,227	9,507	1,280	1,548	2,828
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	9,891	10,956	1,065	1,190	2,255
Stock Clerks and Order Fillers	6,783	6,690	0	2,049	2,049
Next - Typically requires an associate's degree or long-term training					
Registered Nurses	11,752	13,084	1,332	2,278	3,610
Nursing Assistants	7,000	7,854	854	1,331	2,185
Heavy and Tractor-Trailer Truck Drivers	6,543	7,525	982	1,046	2,028
First-Line Supervisors of Office and Administrative Support Workers	5,069	5,575	506	1,203	1,709
Cooks, Restaurant	4,680	5,318	638	923	1,561
First-Line Supervisors of Food Preparation and Serving Workers	3,594	3,982	388	1,014	1,402
Managers, All Other	4,292	4,732	440	939	1,379
First-Line Supervisors of Retail Sales Workers	5,610	5,723	113	1,221	1,334
Carpenters	3,471	4,295	824	428	1,252
Maintenance and Repair Workers, General	4,421	4,808	387	849	1,236
Later - Typically requires bachelor's degree or beyond					
General and Operations Managers	11,828	13,187	1,359	2,213	3,572
Accountants and Auditors	6,603	7,462	859	1,954	2,813
Elementary School Teachers, Except Special Education	5,214	5,708	494	1,147	1,641
Software Developers, Applications	3,245	4,204	959	416	1,375
Computer Systems Analysts	2,958	3,759	801	465	1,266
Secondary School Teachers, Except Special and Career/Technical Education	3,547	3,642	95	964	1,059
Construction Managers	2,763	3,312	549	435	984
Lawyers	3,783	4,124	341	606	947
Management Analysts	2,358	2,783	425	365	790
Market Research Analysts and Marketing Specialists	1,707	2,216	509	234	743

Source: MERIC Employment Projections

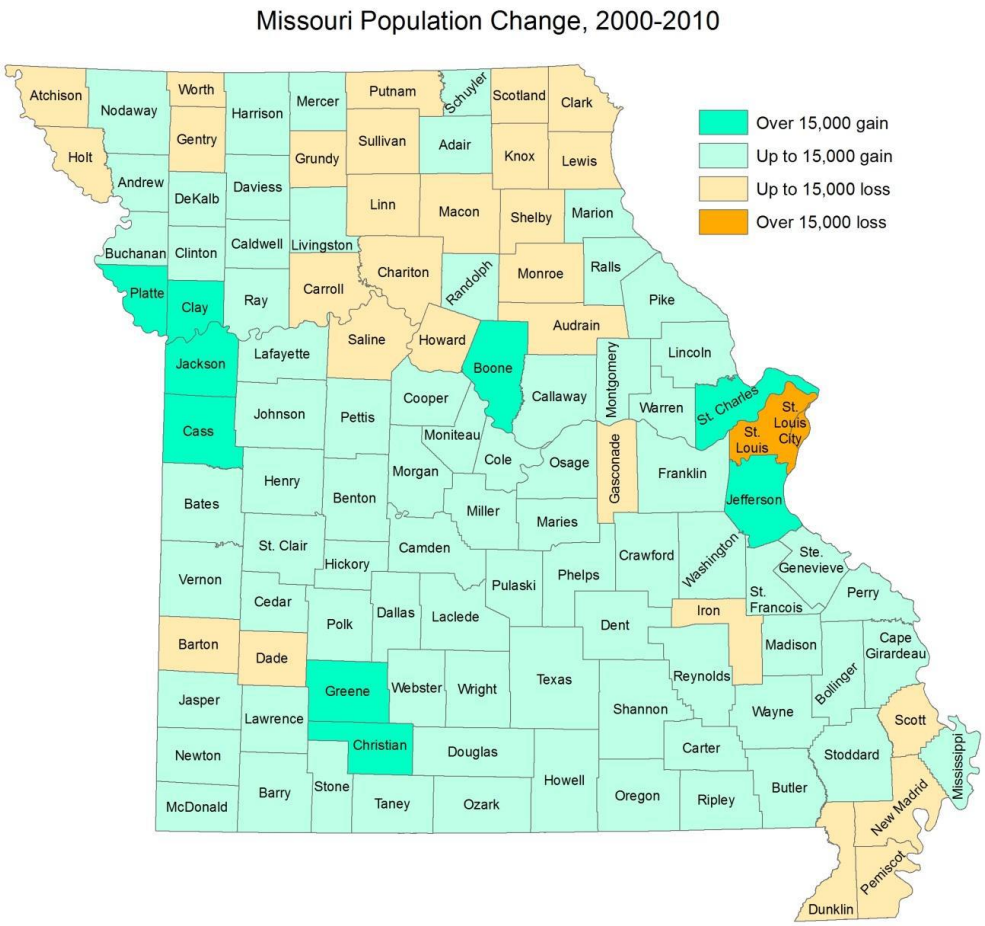
C. Workforce Analysis

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

Geographic Change

With the most recent census, St. Louis and Kansas City remain the largest population centers for Missouri and show some shifting of populations further out from the urban core. The overall population for the Workforce Development Areas in the Eastern Jackson County Region has increased by over 90,000. The population of Jackson County increased by a little over 19,000. Details for all counties can be found in Table 1.

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



Population Growth 2000 to 2030

The Missouri Office of Administration projects Missouri population growth for counties out to 2030. Based on those estimates the population for the 5-county Kansa City region will grow by 272,647, or 26.8% over the period compared to the statewide growth of 20.5%. The largest increase in the numbers of population will occur in Clay county with 116,015, followed by Jackson county with 59,587 and Cass with 54,841. The fastest growth rate is projected in Cass county, up by 66.8%, Clay, up by 63.0%, and Platte, up by 55.7% . the slowest growth is projected in Jackson, up by 9.1% and Ray, up by 4.6%. Despite the slower growth in Jackson County, it will remain the largest county in the region.

Estimates by age cohorts show that the age group 65 and over will experience the largest growth in number , up by 112,521 and percentage growth , up by 93.0%, and the age group of 45 to 64, the next largest number of population , up by 53,448, and 23.9%. The age group of persons under 15 years of age will grow by 42,615 or 19.3% and the slowest growth is projected for 25 to 44 , up by 32,204 or 10.0% and 15 to 24, will grow by 31,859, and a growth rate of 23.9%.

Population Projections - Total Population http://oa.mo.gov/bp/projectio

Missouri Counties: 2000 through 2030

County		2000	2005	2010	2015	2020	2025	2030	change in number 2030-2000	% change 2030-2001
Cass	**Total**	82,092	92,387	102,491	112,247	121,499	129,880	136,933	54,841	66.8%
Clay	**Total**	184,006	199,772	220,635	241,150	261,469	281,228	300,021	116,015	63.0%
Jackson	**Total**	654,880	661,383	668,867	678,274	689,226	701,350	714,467	59,587	9.1%
Platte	**Total**	73,781	81,794	88,964	95,966	102,810	109,228	114,904	41,123	55.7%
Ray	**Total**	23,354	23,563	23,616	23,787	24,012	24,230	24,435	1,081	4.6%
5-County Region	**Total**	**1,018,113**	**1,058,899**	**1,104,573**	**1,151,424**	**1,199,016**	**1,245,916**	**1,290,760**	272,647	26.8%
									-	
Statewide Total		**5,596,687**	**5,781,293**	**5,979,344**	**6,184,390**	**6,389,850**	**6,580,868**	**6,746,762**	1,150,075	20.5%

Cass	**Under 15**	19,477	20,744	22,148	23,906	25,899	27,809	28,935		48.6%
	15-24	9,844	12,411	13,699	14,127	14,563	14,994	15,804		60.5%
	25-44	24,798	24,749	25,183	27,389	29,619	32,597	33,628		35.6%
	45-64	18,337	22,689	26,655	28,648	29,522	27,935	27,517		50.1%
	65 and over	9,636	11,794	14,806	18,177	21,896	26,545	31,049		222.2%
	Total	82,092	92,387	102,491	112,247	121,499	129,880	136,933		66.8%
Clay	**Under 15**	39,617	43,038	47,381	51,514	55,062	58,991	62,786		58.5%
	15-24	23,980	27,340	29,617	32,120	35,310	37,823	39,419		64.4%
	25-44	59,524	59,471	62,750	67,930	72,824	79,873	85,112		43.0%
	45-64	41,037	48,286	55,902	59,409	62,617	62,146	63,926		55.8%
	65 and over	19,848	21,637	24,985	30,177	35,656	42,395	48,778		145.8%
	Total	184,006	199,772	220,635	241,150	261,469	281,228	300,021		63.0%
Jackson	**Under 15**	141,203	140,096	140,868	144,067	144,221	144,825	145,653		3.2%
	15-24	87,359	92,866	92,061	88,078	89,505	93,022	93,558		7.1%
	25-44	203,465	190,267	184,328	187,618	188,896	191,249	193,251		-5.0%
	45-64	140,872	158,463	170,040	169,090	165,525	156,596	154,082		9.4%
	65 and over	81,981	79,691	81,570	89,421	101,079	115,658	127,923		56.0%
	Total	654,880	661,383	668,867	678,274	689,226	701,350	714,467		9.1%
Platte	**Under 15**	15,732	16,651	17,335	18,333	19,385	20,516	21,383		35.9%
	15-24	9,387	11,061	11,965	12,285	12,601	13,050	13,456		43.3%
	25-44	24,051	24,335	25,031	27,189	29,261	31,514	32,555		35.4%
	45-64	18,106	21,976	24,883	25,856	26,508	25,969	26,450		46.1%
	65 and over	6,505	7,771	9,750	12,303	15,055	18,179	21,060		223.8%
	Total	73,781	81,794	88,964	95,966	102,810	109,228	114,904		55.7%
Ray	**Under 15**	5,275	5,028	4,930	5,033	5,147	5,203	5,162		-2.1%
	15-24	2,894	3,352	3,289	3,042	2,936	2,972	3,086		6.6%
	25-44	6,611	6,042	5,705	5,849	5,990	6,237	6,107		-7.6%
	45-64	5,580	6,096	6,477	6,364	6,132	5,570	5,405		-3.1%
	65 and over	2,994	3,045	3,215	3,499	3,807	4,248	4,675		56.1%
	Total	23,354	23,563	23,616	23,787	24,012	24,230	24,435		4.6%
5-County Region	**Under 15**	221,304	225,557	232,662	242,853	249,714	257,344	263,919	42,615	19.3%
	15-24	133,464	147,030	150,631	149,652	154,915	161,861	165,323	31,859	23.9%
	25-44	318,449	304,864	302,997	315,975	326,590	341,470	350,653	32,204	10.1%
	45-64	223,932	257,510	283,957	289,367	290,304	278,216	277,380	53,448	23.9%
	65 and over	120,964	123,938	134,326	153,577	177,493	207,025	233,485	112,521	93.0%
	Total	**1,018,113**	**1,058,899**	**1,104,573**	**1,151,424**	**1,199,016**	**1,245,916**	**1,290,760**	272,647	26.8%

Characteristics and employment-related needs of the region's population, including those from racial, ethnic, linguistic, groups, older persons, and individuals with disabilities

Population and Diversity of the Population:

The population of the **4 of the** 5-major cities in Eastern Jackson County Region grew between 2010 and 2015 by 6,400 , or an 2.0% growth rate. The largest population change occurred in Lee's Summit city, Missouri, which grew by 3700 and Blue Springs city, Missouri which grew by 1,600. Raytown county experienced small population losses over the decade. The fastest

growing county in the region was Lees Summit which experienced the largest percentage change, followed by Grandview and Blue Springs.

Table 1. Annual Estimates of the Resident Population for Incorporated Places Over 50,000, April 1, 2010 to July 1, 2015

Geography	April 1, 2010		Population Estimate (as of July 1)					
	Census	Estimates Base	2010	2011	2012	2013	2014	2015
Blue Springs city, Missouri	52,575	52,618	52,689	52,771	53,032	53,244	53,587	54,148
Grandview city, Missouri	24,475	24,464	24,500	24,532	24,592	25,291	25,292	25,256
Independence city, Missouri	116,830	116,764	116,855	116,805	117,243	117,255	117,502	117,255
Lee's Summit city, Missouri	91,364	91,368	91,542	91,907	92,426	93,094	93,903	95,094
Raytown city, Missouri	29,526	29,503	29,521	29,493	29,512	29,491	29,476	29,401

Source: U.S. Census Bureau, Population Division

Population by Age and Gender

The 5-county Eastern Jackson County Region population of 1,108,391 in 2010 was 51.4 percent are females and 48.6 percent are males. The largest age cohort in the region was the 25 to 44 age group, which accounted for 27.5% of the population, followed by the age group of 45 to 64, which accounted for 26.5%. Together, the age group between 25 to 64 years, generally considered the primary working age population, accounted for 54.0% of the population. The population between 15 to 24 years of age accounted for 13.0%, which when combined with the 25 to 64 year old population accounts for 67.0% of the population in the region. The population under 15 years of age accounted for 20.9% of the population in 2010 and the population 65 and over accounted for 12.3% of the population.. Females account for a larger share of the population in all categories in the region above 20 years of age. Males account for the largest share of the population for all age groups 18 years and under, with 51.0% compared to 49.0% for females.

QT-P1-Geography-5- County, Missouri: Age Groups and Sex: 2010

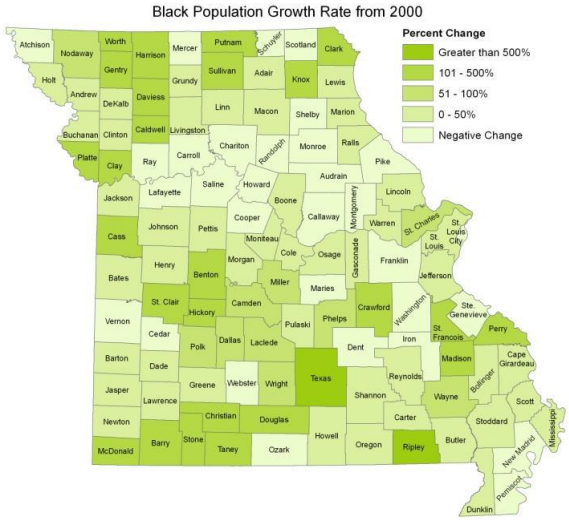
2010 Census Summary File 1

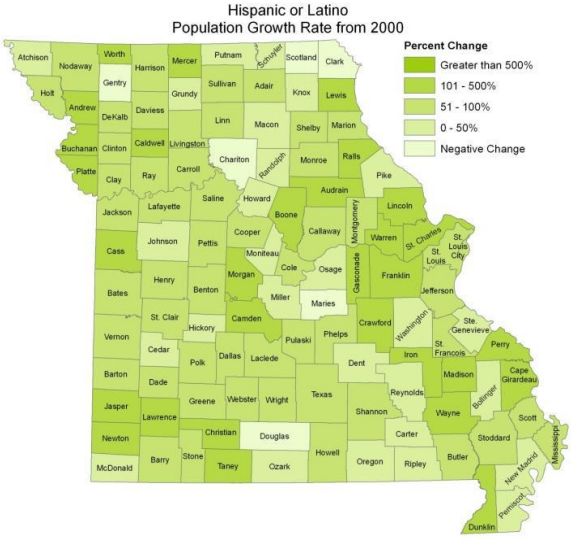
Age	Number					
	Both sexes	Per cent	Male	Per cent	Female	Per cent
Total population	1,108,391	100.0%	538,476	48.6%	569,915	51.4%
Under 5 years	78,095	7.0%	39,887	51.1%	38,208	48.9%
5 to 9 years	77,157	7.0%	39,325	51.0%	37,832	49.0%
10 to 14 years	76,077	6.9%	38,822	51.0%	37,255	49.0%
15 to 19 years	73,773	6.7%	37,518	50.9%	36,255	49.1%
20 to 24 years	69,606	6.3%	34,001	48.8%	35,605	51.2%
25 to 29 years	80,960	7.3%	39,505	48.8%	41,455	51.2%
30 to 34 years	75,317	6.8%	37,148	49.3%	38,169	50.7%
35 to 39 years	74,021	6.7%	36,457	49.3%	37,564	50.7%
40 to 44 years	73,711	6.7%	36,672	49.8%	37,039	50.2%
45 to 49 years	83,322	7.5%	40,888	49.1%	42,434	50.9%
50 to 54 years	82,055	7.4%	39,951	48.7%	42,104	51.3%
55 to 59 years	70,138	6.3%	33,426	47.7%	36,712	52.3%
60 to 64 years	58,265	5.3%	27,576	47.3%	30,689	52.7%
65 to 69 years	42,498	3.8%	19,717	46.4%	22,781	53.6%
70 to 74 years	30,527	2.8%	13,724	45.0%	16,803	55.0%
75 to 79 years	25,084	2.3%	10,493	41.8%	14,591	58.2%
80 to 84 years	19,453	1.8%	7,590	39.0%	11,863	61.0%
85 to 89 years	12,205	1.1%	4,191	34.3%	8,014	65.7%
90 years and over	6,127	0.6%	1,585	25.9%	4,542	74.1%
Under 18 years	277,150	25.0%	141,442	51.0%	135,708	49.0%
18 to 64 years	695,347	62.7%	339,734	48.9%	355,613	51.1%
18 to 24 years	97,558	8.8%	48,111	49.3%	49,447	50.7%
25 to 44 years	304,009	27.4%	149,782	49.3%	154,227	50.7%
25 to 34 years	156,277	14.1%	76,653	49.0%	79,624	51.0%
35 to 44 years	147,732	13.3%	73,129	49.5%	74,603	50.5%
45 to 64 years	293,780	26.5%	141,841	48.3%	151,939	51.7%
45 to 54 years	165,377	14.9%	80,839	48.9%	84,538	51.1%
55 to 64 years	128,403	11.6%	61,002	47.5%	67,401	52.5%
65 years and over	135,894	12.3%	57,300	42.2%	78,594	57.8%
65 to 74 years	73,025	6.6%	33,441	45.8%	39,584	54.2%
75 to 84 years	44,537	4.0%	18,083	40.6%	26,454	59.4%
85 years and over	18,332	1.7%	5,776	31.5%	12,556	68.5%
16 years and over	862,216	77.8%	412,869	47.9%	449,347	52.1%
18 years and over	831,241	75.0%	397,034	47.8%	434,207	52.2%
21 years and over	790,163	71.3%	376,345	47.6%	413,818	52.4%
60 years and over	194,159	17.5%	84,876	43.7%	109,283	56.3%
62 years and over	169,233	15.3%	73,094	43.2%	96,139	56.8%
67 years and over	117,847	10.6%	48,886	41.5%	68,961	58.5%
75 years and over	62,869	5.7%	23,859	38.0%	39,010	62.0%
Median age (years)	189	0.0%	184	97.2%	195	102.7%

Minority Population Growth

Missouri experienced population increases in the Black and Hispanic or Latino minority groups during the 2000's. Jackson County Eastern Jackson County experienced similar increases. In 2010, the Black population is over 161,000. This is an increase of 6 percent from 2000, and accounts for 24 percent of the county's population. The Eastern Jackson County Workforce Region experienced similar increases. In 2010, the Black population is just over 20,500, representing 4.7 percent of the Eastern Jackson County Region's population. By comparison, the Missouri and U.S. Black populations represent smaller percentages of the total population at 11.6 and 12.6 percents, respectively.

The Hispanic or Latino population in the Workforce Region also increased. The minority group numbers over 56,000, an increase of 61 percent, and accounts for 8.4 percent of the county's population. The Hispanic or Latino population in the Workforce Region also increased. The minority group numbers nearly 22,000, and accounts for 5 percent of the Eastern Jackson County Region's population. Three and one-half percent of Missouri's total population was Hispanic or Latino in 2010, compared to 16.3 percent for the U.S. The full datasets are available in Table 2: Black Population Rates and Table 3: Hispanic or Latino Population Rates in the Appendix.





Minority Populations:

In the Eastern Jackson County Region the largest minority race category was *Black or African American*, which accounted for 11.1% of the population in 2010. Those persons indicating two or more races accounted for 2.8% of the population. Eastern Jackson County Region's largest ethnic population was people of *Hispanic or Latino Origin*, which accounted for 7.1% of the population, with the largest Hispanic category indicating Mexico as place of origin. The largest percentage of *Black or African American* was in Jackson County with 88.7. The largest number Hispanic population was also in Jackson County with 72.0 % of all Hispanics.

QT-P3-Geography- Race and Hispanic or Latino Origin: 2010	5-County		KC&V		EJAC	
2010 Census Summary File 1						
Subject	Number	Percent	Number	Percent	Number	Percent
RACE						
Total population	1,108,391	100.0%	894,020	100.0%	214,371	100.0%
One race	1,077,053	97.2%	868,787	97.2%	208,266	97.2%
White	836,983	75.5%	658,215	73.6%	178,768	83.4%
Black or African American	181,940	16.4%	158,113	17.7%	23,827	11.1%
American Indian and Alaska Native	5,640	0.5%	4,619	0.5%	1,021	0.5%
American Indian, specified [1]	3,844	0.3%	3,068	0.3%	776	0.4%
Alaska Native, specified [1]	44	0.0%	40	0.0%	4	0.0%
Both American Indian and Alaska Native,	5	0.0%	10	0.0%	-5	0.0%
American Indian or Alaska Native, not	1,747	0.2%	1,501	0.2%	246	0.1%
Asian	18,059	1.6%	18,703	2.1%	-644	-0.3%
Native Hawaiian and Other Pacific Islander	2,573	0.2%	1,824	0.2%	749	0.3%
Some Other Race	31,858	2.9%	27,313	3.1%	4,545	2.1%
Two or More Races	31,338	2.8%	25,233	2.8%	6,105	2.8%
Two races with Some Other Race	5,284	0.5%	4,561	0.5%	723	0.3%
Two races without Some Other Race	23,673	2.1%	18,741	2.1%	4,932	2.3%
Three or more races with Some Other	494	0.0%	410	0.0%	84	0.0%
Three or more races without Some Other	1,887	0.2%	1,521	0.2%	366	0.2%
HISPANIC OR LATINO						
Total population	1,108,391	100.0%	894,020	100.0%	214,371	100.0%
Hispanic or Latino (of any race)	78,362	7.1%	67,881	7.6%	10,481	4.9%
Mexican	59,485	5.4%	52,151	5.8%	7,334	3.4%
Puerto Rican	3,038	0.3%	2,687	0.3%	351	0.2%
Cuban	1,918	0.2%	2,017	0.2%	-99	0.0%
Other Hispanic or Latino [2]	13,921	1.3%	11,026	1.2%	2,895	1.4%
Not Hispanic or Latino	1,030,029	92.9%	826,139	92.4%	203,890	95.1%

QT-P3-Geography Race and Hispanic or Latino Origin: 2010	Subject	RACE	Total population	One race	White	Black or African American	American Indian and Alaska Native	American Indian, specified [1]	Alaska Native, specified [1]	Both American Indian and Alaska Native, specified	Native Hawaiian and Other Pacific Islander	Some Other Race	Two or More Races	Two races with Some Other Race	Two races without Some Other Race	Three or more races with Some Other Race	Three or more races without Some Other Race	Hispanic or Latino (of any race)
Cass County, Missouri:	Number		99,478	97,441	91,261	3,517	544	372	5	0	68	1,410	2,037	281	1,660	21	75	3,988
	Percent		9.0%	9.0%	10.9%	1.9%	9.6%	9.7%	11.4%	0.0%	2.6%	4.4%	6.5%	5.3%	7.0%	4.3%	4.0%	5.1%
Clay County, Missouri:	Number		221,939	215,841	194,100	11,506	1,176	864	5	5	586	3,922	6,098	1,092	4,628	88	290	13,101
	Percent		20.0%	20.0%	23.2%	6.3%	20.9%	22.5%	11.4%	100.0%	22.8%	12.3%	19.5%	20.7%	19.5%	17.8%	15.4%	16.7%
Jackson County, Missouri:	Number		674,158	653,472	451,073	161,367	3,352	2,205	20	0	1,610	25,315	20,686	3,581	15,368	351	1,386	56,434
	Percent		60.8%	60.7%	53.9%	88.7%	59.4%	57.4%	45.5%	0.0%	62.6%	79.5%	66.0%	67.8%	64.9%	71.1%	73.4%	72.0%
Platte County, Missouri:	Number		89,322	87,128	77,914	5,270	449	321	11	0	292	1,152	2,194	299	1,728	34	133	4,424
	Percent		8.1%	8.1%	9.3%	2.9%	8.0%	8.4%	25.0%	0.0%	11.3%	3.6%	7.0%	5.7%	7.3%	6.9%	7.0%	5.6%
Ray County, Missouri:	Number		23,494	23,171	22,635	280	119	82	3	0	17	59	323	31	289	0	3	415
	Percent		2.1%	2.2%	2.7%	0.2%	2.1%	2.1%	6.8%	0.0%	0.7%	0.2%	1.0%	0.6%	1.2%	0.0%	0.2%	0.5%
Kansas City city, Missouri:	Number		459,787	445,206	272,305	137,540	2,331	1,429	16	5	861	20,770	14,581	2,858	10,436	267	1,020	45,953
	Percent		41.5%	41.3%	32.5%	75.6%	41.3%	37.2%	36.4%	100.0%	33.5%	65.2%	46.5%	54.1%	44.1%	54.0%	54.1%	58.6%
			1,108,391	1,077,053	836,983	181,940	5,640	3,844	44	5	2,573	31,858	31,338	5,284	23,673	494	1,887	78,362

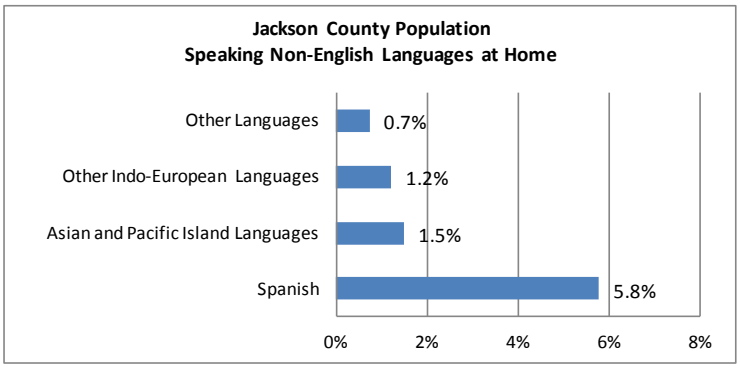
Limited English Proficiency

According to the 2010-2014 American Community Survey 5-Year Estimates, 9.2 percent (39,225) of Jackson County's population age 18-64 spoke a language other than English at home. The most common non-English languages spoken in homes is Spanish (5.8 percent); Asian and Pacific Island

Languages (1.5 percent); Other Indo-European Languages (1.2 percent); and Other Languages (.7 percent).

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

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



Limited English Proficiency

According to the 2010-2014 American Community Survey 5-Year Estimates, 8.9% (56,164) of Eastern Jackson County Region's population aged five and over who spoke a language other than English at home. The five most common non-English languages spoken in Eastern Jackson County Region (Jackson county) homes were *Spanish or Spanish Creole was the most common non-English spoken language* (5.7%), followed by African languages (0.5%), Vietnamese, (0.4) *French including Patois and Cajun* (0.4), *Chinese* (0.2), *German* (0.2), Arabic (0.2) and Tagalog(0.2). For many of those individuals who spoke a language other than English at home, many speak English "very well". The exceptions are for those who spoke Spanish 43.5% of them speak English "less than very well", for Vietnamese speaking 54.5% speak English "less than very well", for Korean speaking 57.3% speak English "less than very well", for Chinese speaking 60.8% speak English "less than very well". In the major cities in Jackson County, the top languages spoken in Independence are Spanish or Spanish Creole, Tagalog, French (incl. Patois, Cajun), Vietnamese, and Other Pacific Island languages; in Lee's Summit city, Missouri are Spanish or Spanish Creole, Vietnamese, French (incl. Patois, Cajun), Mon-Khmer, Cambodian, Other Indic languages, Chinese; in Blue Springs city, Missouri are Spanish or Spanish Creole, Chinese, Other Asian languages, German, Portuguese or Portuguese Creole, Tagalog; in Grandview city, Missouri are Spanish or Spanish Creole, African languages, German, Other Pacific Island languages, Other West Germanic languages; and in Raytown city, Missouri are Spanish or Spanish Creole, French (incl. Patois, Cajun), Tagalog, Other Pacific Island languages, and German.

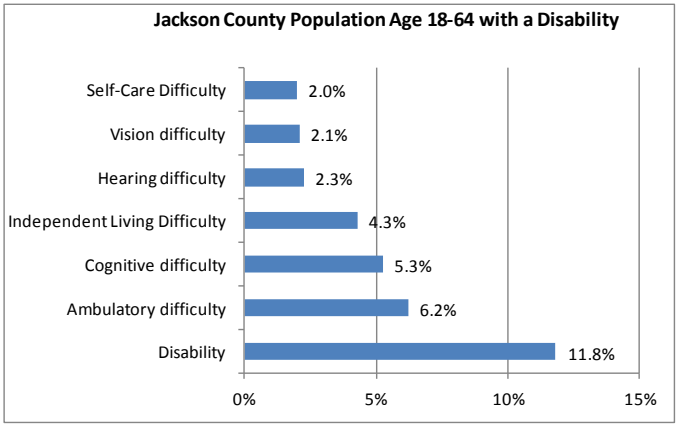
B16001 LANGUAGE SPOKEN AT HOME BY ABILITY TO SPEAK ENGLISH						
Universe: Population 5 years and over						
2010-2014 American Community Survey 5-Year Estimates						
	Jackson County, Missouri Estimate	Independence city, Missouri Estimate	Lee's Summit city, Missouri Estimate	Blue Springs city, Missouri Estimate	Grandview city, Missouri Estimate	Raytown city, Missouri Estimate
Total:	630,981	109,199	86,091	49,788	22,938	27,642
Speak only English	574,817	101,687	81,394	48,076	20,017	26,523
Spanish or Spanish Creole:	35,888	5,579	1,808	656	2,224	789
Speak English "very well"	20,278	3,124	1,472	442	749	546
Speak English less than "very well"	15,610	2,455	336	214	1,475	243
French (incl. Patois, Cajun):	2,212	225	282	74	9	77
Speak English "very well"	1,763	202	258	62	0	50
Speak English less than "very well"	449	23	24	12	9	27
French Creole:	437	99	0	0	9	7
Speak English "very well"	229	69	0	0	0	7
Speak English less than "very well"	208	30	0	0	9	0
Italian:	513	105	37	18	49	18
Speak English "very well"	431	94	23	18	39	18
Speak English less than "very well"	82	11	14	0	10	0
Portuguese or Portuguese Creole:	441	0	28	126	0	0
Speak English "very well"	324	0	28	112	0	0
Speak English less than "very well"	117	0	0	14	0	0
German:	1,081	175	124	144	60	50
Speak English "very well"	935	161	99	109	51	39
Speak English less than "very well"	146	14	25	35	9	11
Yiddish:	0	0	0	0	0	0
Speak English "very well"	0	0	0	0	0	0
Speak English less than "very well"	0	0	0	0	0	0
Other West Germanic languages:	186	55	10	0	54	0
Speak English "very well"	120	55	0	0	37	0
Speak English less than "very well"	66	0	10	0	17	0
Scandinavian languages:	71	12	23	0	0	0
Speak English "very well"	71	12	23	0	0	0
Speak English less than "very well"	0	0	0	0	0	0
Greek:	93	0	14	19	0	0
Speak English "very well"	67	0	0	19	0	0
Speak English less than "very well"	26	0	14	0	0	0
Russian:	290	18	59	0	0	0
Speak English "very well"	170	8	26	0	0	0
Speak English less than "very well"	120	10	33	0	0	0
Polish:	114	25	17	0	0	0
Speak English "very well"	93	4	17	0	0	0
Speak English less than "very well"	21	21	0	0	0	0
Serbo-Croatian:	47	0	9	0	12	0
Speak English "very well"	32	0	9	0	12	0
Speak English less than "very well"	15	0	0	0	0	0
Other Slavic languages:	37	0	26	0	0	0
Speak English "very well"	37	0	13	0	0	0
Speak English less than "very well"	0	0	13	0	0	0
Armenian:	0	0	0	0	0	0
Speak English "very well"	0	0	0	0	0	0
Speak English less than "very well"	0	0	0	0	0	0
Persian:	356	36	171	11	0	0
Speak English "very well"	255	0	171	11	0	0
Speak English less than "very well"	101	36	0	0	0	0
Gujarati:	345	60	157	0	0	0
Speak English "very well"	238	36	85	0	0	0
Speak English less than "very well"	107	24	72	0	0	0
Hindi:	271	18	18	49	0	0
Speak English "very well"	235	18	18	31	0	0
Speak English less than "very well"	36	0	0	18	0	0
Urdu:	407	13	0	5	0	0
Speak English "very well"	259	0	0	3	0	0
Speak English less than "very well"	148	13	0	2	0	0
Other Indic languages:	466	0	226	0	11	0
Speak English "very well"	369	0	166	0	11	0
Speak English less than "very well"	97	0	60	0	0	0
Other Indo-European languages:	160	0	22	0	0	0
Speak English "very well"	132	0	15	0	0	0
Speak English less than "very well"	28	0	7	0	0	0
Chinese:	1,465	128	209	210	8	13
Speak English "very well"	574	30	66	0	8	0
Speak English less than "very well"	891	98	143	210	0	13
Japanese:	198	29	11	20	18	13
Speak English "very well"	116	21	0	0	18	0
Speak English less than "very well"	82	8	11	20	0	13
Korean:	684	72	112	35	9	0
Speak English "very well"	279	20	73	35	0	0
Speak English less than "very well"	405	52	39	0	9	0
Mon-Khmer, Cambodian:	496	0	271	0	0	30
Speak English "very well"	207	0	150	0	0	16
Speak English less than "very well"	289	0	121	0	0	14
Hmong:	68	0	0	0	0	0
Speak English "very well"	68	0	0	0	0	0
Speak English less than "very well"	0	0	0	0	0	0
Thai:	68	0	0	7	0	0
Speak English "very well"	59	0	0	7	0	0
Speak English less than "very well"	9	0	0	0	0	0
Laotian:	240	80	6	0	0	0
Speak English "very well"	132	42	6	0	0	0
Speak English less than "very well"	108	38	0	0	0	0
Vietnamese:	1,607	167	311	33	45	0
Speak English "very well"	1,190	90	311	9	10	0
Speak English less than "very well"	1,427	129	117	24	35	0
Other Asian languages:	581	0	74	162	0	0
Speak English "very well"	336	0	29	73	0	0
Speak English less than "very well"	245	0	45	89	0	0
Tagalog:	1,081	222	291	95	36	62

Individuals with Disabilities

According to the American Community Survey 2010-2014 estimates, 11.8 percent, or 50,074 Jackson County residents age 18-64 had a disability. Ambulatory difficulty was the most prevalent disability type at 6.2 percent of the county population. About 5.3 percent of the population had a cognitive difficulty, followed by 4.3 percent with an independent living difficulty.

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

In the U.S., 10.2 percent of the population age 18-64 had a disability. Nationwide, individuals with ambulatory difficulty total 5.2 percent, while 4.3 percent have cognitive difficulty and 3.6 percent have independent living difficulty.



Individuals with Disabilities

According to the American Community Survey 2010-2014 estimates of the individuals in the major cities in Eastern Jackson County Region with a disability, the estimated Percent of population with a disability in Blue Springs city, Missouri was 9.0%, with the most prevalent disability ambulatory difficulty (4.5%), in Grandview city, Missouri 14.7%, with the most prevalent disability ambulatory difficulty (7.0%), in Independence city, Missouri 14.6%, with the most prevalent disability ambulatory difficulty (7.9%), in Lee's Summit city, Missouri, 6.7%, with the most prevalent disability ambulatory difficulty (2.9%), and in Raytown city, Missouri 11.3% with the most prevalent disability with a cognitive difficulty (6.6%).

S1810: DISABILITY
2010-2014 American Community
Source: U.S. Census Bureau, 2010-2014 American Community Survey 5-Year Estimates

Subject		Blue Springs city, Missouri	Grandview city, Missouri	Independence city, Missouri	Lee's Summit city, Missouri	Raytown city, Missouri
		Percent with a disability	Percent with a disability	Percent with a disability	Percent with a disability	Percent with a disability
		Estimate	Estimate	Estimate	Estimate	Estimate
Population 18 to 64 years		9.0%	14.7%	14.6%	6.7%	11.3%
With a hearing difficulty		2.4%	1.8%	2.6%	1.5%	2.4%
With a vision difficulty		1.4%	2.4%	2.0%	1.2%	2.5%
With a cognitive difficulty		3.5%	6.7%	6.1%	2.9%	6.6%
With an ambulatory difficulty		4.5%	7.0%	7.9%	2.8%	6.0%
With a self-care difficulty		1.6%	2.1%	2.9%	0.8%	2.0%
With an independent living difficulty		3.2%	4.9%	5.5%	2.1%	5.8%

Key strategies include targeting specific clusters of populations and industries. Based on an analysis of the region key population groups that will be targeted are:

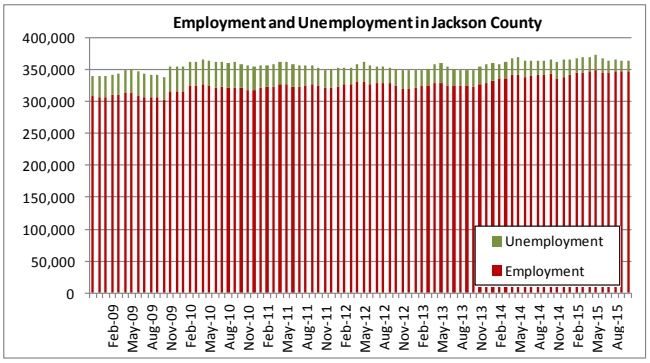
- Individuals with Disabilities
- Educational Attainment - flexible education methods
- Limited English Proficiency

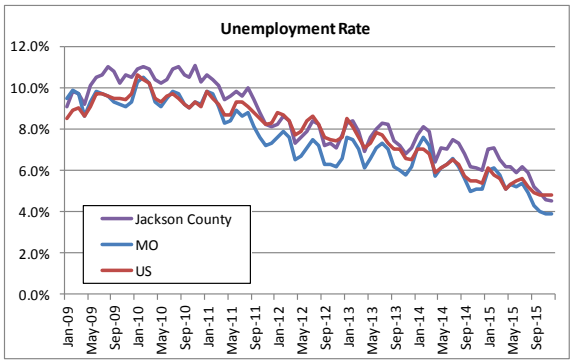
This includes:

1. Employment and Unemployment

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

During the recession, the number of Missourians employed in Jackson County decreased, while the number of unemployed increased to a high of 11 percent. Over time, employers have become more confident in hiring workers, increasing total employment to over 364,000 at the end of 2015. The unemployment rate has decreased to a low of 4.5 percent in December 2015, between the Missouri unemployment rate of 3.9 percent and the US at 4.8 percent. These numbers, queried from Local Area Unemployment Statistics (LAUS), includes include all employment, including self-employed workers.

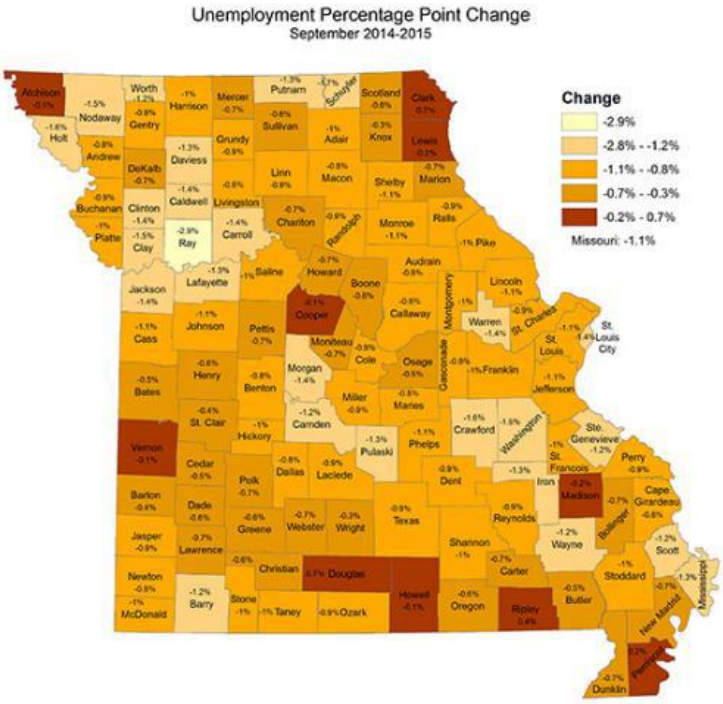




Source: U.S. Department of Labor, Bureau of Labor Statistics

Even with the low unemployment rate statewide, Missouri still has pockets where the unemployment rate is high. The brighter news is that unemployment has decreased in every county during the past year. In Jackson County, the unemployment rate decreased by 1.4 percent from September 2014 to September 2015. In the Eastern Jackson County Region, the unemployment rate decreased in each city from September 2014 to September 2015, as shown below. Numbers for each county are available in Table 4 of the Appendix.

L*ocal *A*rea *U*nemployment *S*tatistics *(LAUS)		
Unemployment Rates for September 2014-2015		
Area	**September 2015**	**September 2014**
Blue Springs city	4.30%	5.10%
Grandview city	5.40%	7.10%
Independence city	4.80%	6.30%
Lee's Summit city	3.40%	4.50%
Raytown city	5.80%	7.90%
Produced by MERIC in cooperation with U.S. Department of Labor, Bureau of Labor Statistics		



2. Labor Market Trends

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

Industry and labor market trends are best described through the combined Workforce Development Regions in Kansas City, including the counties of Cass, Clay, Jackson, Platte and Ray. The combined Eastern Jackson County Region and Kansas City Region experienced overall employment growth of 2 percent from 2009 to 2014, slightly less than the statewide employment growth of 2.2 percent. Industries with the largest employment growth were Social Assistance (39.3 percent), Nursing and Residential Care Facilities (15.4 percent), and Professional, Scientific, and Technical Services (12.5 percent). Only three industries experienced employment loss during this period: Specialty Trade Contractors (-9.5 percent), Educational Services (-3.5 percent), and Administrative and Support Services (-1.7 percent). Other industries outside of the top ten with employment growth were Motor Vehicle and Parts Dealers (11.3 percent) and Transportation Equipment Manufacturing (23.8 percent).

NAICS Sector	2009 Employment	2014 Employment	Change	Percent Change
Total Region Employment	**508,037**	**518,256**	**10,219**	**2%**
Food Service and Drinking Places	40,722	45,818	5,096	2%
Educational Services	43,443	41,931	-1,512	-3.5%
Professional, Scientific, and Technical Services	34,972	39,346	4,374	12.5%
Hospitals	26,344	29,331	2,987	11.3%
Administrative and Support Services	26,709	26,255	-454	-1.7%
Ambulatory Health Care Services	21,351	23,625	2,274	10.7%
Specialty Trade Contractors	16,716	15,170	-1,546	-9.5%
Social Assistance	9,668	13,471	3,803	39.3%
Nursing and Residential Care Facilities	11,526	13,298	1,772	15.4%
Management of Companies and Enterprises	11,632	12,684	1,052	9%

Industry Wage Trends

The combined Eastern Jackson County Region and Kansas City Region saw overall wage growth of 8.4 percent, or over $3,300 from 2009 to 2014, lower than the statewide wage growth of 9.4 percent Industries with the largest wage growth during the time period were Transportation Equipment Manufacturing (32.4 percent), Management of Companies and Enterprises (27.6 percent), and Credit Intermediation and Related Activities (27.6 percent). The only industry where wages declined was Merchant Wholesalers, Nondurable Goods (-14.4 percent). The industries with the highest wages in 2014 were Insurance Carriers and Related Activities ($70,944), Professional, Scientific, and Technical Services ($66,108), and Management of Companies and Enterprises ($66,000).

NAICS Sector	2009 Wages	2014 Wages	Change	Percent Change
Overall Region Average Wage	**$39,708**	**$43,056**	**$3,348**	**8.4%**
Insurance Carriers and Related Activities	$60,780	$70,944	$10,164	16.7%
Professional, Scientific, and Technical Services	$61,128	$66,108	$4,980	8.1%
Management of Companies and Enterprises	$51,708	$66,000	$14,292	27.6%
Transportation Equipment Manufacturers	$48,180	$63,792	$15,612	32.4%
Credit Intermediation and Related Activities	$43,872	$55,992	$12,120	27.6%
Ambulatory Health Care Services	$54,204	$55,692	$1,488	2.8%
Merchant Wholesalers, Durable Goods	$49,656	$55,608	$5,952	12%
Merchant Wholesalers, Nondurable Goods	$63,300	$54,168	-$9,132	-14.4%
Hospitals	$46,788	$50,628	$3,840	8.2%
Specialty Trade Contractors	$45,072	$48,180	$3,108	7%

Industry Clusters

The combined Eastern Jackson County Region and Kansas City Region's highly concentrated industries are in the service and production/manufacturing industry. The location quotient (LQ) indicator describes how concentrated an industry is in a region in relation to the nation, with 1.00 being the national average. The most concentrated service industries in the combined Eastern Jackson County Region and Kansas City Region were Management of Companies and Enterprises, Insurance Carriers and Related Activities, and Professional, Scientific, and Technical Services. The most concentrated production/manufacturing industries were in Transportation Equipment Manufacturing and Specialty Trade Contractors.

NAICS Sector	2009 Location Quotient	2013 Location Quotient
Management of Companies and Enterprises	1.37	1.42
Insurance Carriers and Related Activities	1.27	1.35
Professional, Scientific, and Technical Services	1.14	1.24
Transportation Equipment Manufacturing	1.21	1.22
Truck Transportation	1.18	1.16
Specialty Trade Contractors	1.09	1.13
Amusement, Gambling, and Recreation Industries	1.24	1.13
Food Services and Drinking Places	1.09	1.11
Merchant Wholesale, Durable Goods	1.09	1.08
Motor Vehicles and Parts Dealers	1.06	1.08

The industry demand is consistent with occupational job postings seen in the Top Ten Real-Time Labor Demand Occupations by Job Ads data found in Section IV.B.1. In this table, the highest number of job ads is for Registered Nurses, always in demand in the Healthcare Sector, which employs a high number of workers in the region. In additional, other health care industry workers in high demand are Licensed Practical and Licensed Vocational Nurses and Nursing Assistants. Sales and Logistics occupations are also in high demand, like Truck Drivers; Customer Service Representatives; Sales Representatives; and Stock Clerks and Order Fillers.

The industry structure of the Kansas City Region shows a diverse industry composition. The most recent count in 2015 shows total private non-farm jobs accounts for 84.5% of all non-farm payroll jobs in the region. Government accounts for 15.5% of all nonfarm jobs, with local government accounting for the largest percentage of all public jobs with 10.8%. Professional business services account for the largest number and percentage of jobs with 15.3% of all jobs, followed by education and health services with 14.0%, leisure and hospitality with 11.0%, retail trade with 10.3% and finance with 6.9%5% and natural resources and construction accounts for 4.5%.

Employment of Workers on Nonfarm Payrolls Monthly Data Not Seasonally Adjusted Kansas City, MO-KS Metropolitan Statistical Area, MO part

Industry	Number of Jobs				Net Change From	
					Over the Month	Over the Year
	Apr-2016	Mar-2016	Apr-2015	Apr-2014	Mar- Apr 2016	Apr 2016-Apr 2015
Total Nonfarm	588,800	586,000	581,500	565,900	2,800	7,300
Total Private	495,700	493,000	489,200	474,600	2,700	6,500
Goods Producing	71,800	72,200	69,200	65,600	-400	2,600
Service-Providing	517,000	513,800	512,300	500,300	3,200	4,700
Private Service Providing	423,900	420,800	420,000	409,000	3,100	3,900
Natural Resources and Mining and Constru	26,600	27,300	26,100	24,500	-700	500
Manufacturing	45,200	44,900	43,100	41,100	300	2,100
Trade, Transportation, and Utilities	107,900	107,700	108,500	106,800	200	-600
Wholesale Trade	26,300	25,900	26,000	26,300	400	300
Retail Trade	58,700	58,900	59,400	58,200	-200	-700
General Merchandise Stores	11,900	12,000	12,100	11,800	-100	-200
Transportation Warehousing and Utilities	22,900	22,900	23,100	22,300	0	-200
Information	11,200	11,200	12,200	14,600	0	-1,000
Telecommunications	3,400	3,400	3,600	3,900	0	-200
Finance	41,100	40,600	39,900	39,300	500	1,200
Credit Intermediation and Related Activi	10,600	10,600	10,300	10,400	0	300

Professional and Business Services	90,200	90,300	88,500	80,100	-100	1,700
Professional, Scientific, and Technical	46,700	47,500	46,100	41,100	-800	600
Management of Companies and Enterprises	10,300	10,500	10,000	10,000	-200	300
Administrative and Support and Waste Man	33,200	32,300	32,400	29,000	900	800
Educational and Health Services	83,500	82,800	81,200	79,000	700	2,300
Health Care and Social Assistance	71,800	71,000	69,800	68,900	800	2,000
Hospitals	20,200	20,200	19,400	20,500	0	800
Leisure and Hospitality	64,500	62,800	64,200	63,000	1,700	300
Amusement, Gambling, and Recreation Indu	6,500	5,800	6,600	6,500	700	-100
Accommodation and Food Services	53,900	53,700	53,800	52,400	200	100
Food Services and Drinking Places	48,400	47,900	47,400	45,900	500	1,000
Other Services	25,500	25,400	25,500	26,200	100	0
Government	93,100	93,000	92,300	91,300	100	800
Federal Government	19,700	19,800	19,600	19,600	-100	100
State Government	8,500	8,600	8,500	8,600	-100	0
Local Government	64,900	64,600	64,200	63,100	300	700

Produced by MERIC in cooperation with U.S. Department of Labor, Bureau of Labor Statistics

Employment of Workers on Nonfarm Payrolls Monthly Data Not Seasonally Adjusted		
Kansas City, MO-KS Metropolitan Statistical Area, MO part		
Industry		
	2015 Annual Average	Per Cent of Total
Total Nonfarm	579,900	100.0%
Total Private	490,200	84.5%
Goods Producing	69,600	12.0%
Service-Providing	510,300	88.0%
Private Service Providing	420,600	72.5%
Natural Resources and Mining and Constru	26,100	4.5%
Manufacturing	43,500	7.5%
Trade, Transportation, and Utilities	109,200	18.8%
Wholesale Trade	26,100	4.5%
Retail Trade	60,000	10.3%
General Merchandise Stores	12,500	2.2%
Transportation Warehousing and Utilities	23,100	4.0%
Information	12,000	2.1%
Telecommunications	3,600	0.6%
Finance	40,200	6.9%
Credit Intermediation and Related Activi	10,300	1.8%
Professional and Business Services	88,700	15.3%
Professional, Scientific, and Technical	46,300	8.0%
Management of Companies and Enterprises	10,100	1.7%
Administrative and Support and Waste Man	32,300	5.6%
Educational and Health Services	81,400	14.0%
Health Care and Social Assistance	70,300	12.1%
Hospitals	19,700	3.4%
Leisure and Hospitality	63,600	11.0%
Amusement, Gambling, and Recreation Indu	6,400	1.1%
Accommodation and Food Services	53,500	9.2%
Food Services and Drinking Places	47,400	8.2%
Other Services	25,500	4.4%
Government	89,700	15.5%
Federal Government	18,600	3.2%
State Government	8,400	1.4%
Local Government	62,700	10.8%
Produced by MERIC in cooperation with U.S. Department of Labor, Bureau of Labor Statistics		

The Kansas City Region nonfarm payroll employment in April 2016 totaled more than 588, 800. The top subsectors were Professional and business services with 90,200, education and health services, 83,500, local government with 64,900, retail trade with 58,700, leisure and hospitality with 64,500, and manufacturing with 45,200. Over the past two years from April 2014 to April 2016, the largest increase in employment occurred in professional and business services (up by 10,100 jobs, a 12.6% increase), primarily professional, scientific and technical services (up by 5,600 jobs, 13.6% increase) and administrative and waste management (up by 4,200, a 14.5 % increase), followed by education and healthcare with 4,500 jobs , a 5.7% increase, and manufacturing with 4,100 jobs, an increase of 10.0 %, The fourth largest subsector natural resources and construction, up by 2,100, a 8.6% increase, followed by local government, up by 1,800 a 2.9 % increase and finance up by 1,800, a 4.6% increase, and leisure and hospitality (up by 1,500, a 2.4 % increase). The largest decline occurred in information down by 3400, a 21.8 % decrease and other services, down by 700, a 2.7 % decrease.

Employment of Workers on Nonfarm Payrolls Monthly Data Not Seasonally Adjusted

Kansas City, MO-KS Metropolitan Statistical Area, MO part

Industry	Number of Jobs				Net Change From:		
					Over the Month	Over the Year	Over the Year
	Apr-2016	Mar-2016	Apr-2015	Apr-2014	Mar- Apr 2016	Apr 2016-Apr 2015	Apr 2015-Apr 2014
Total Nonfarm	588,800	586,000	581,500	565,900	2,800	7,300	15,600
Total Private	495,700	493,000	489,200	474,600	2,700	6,500	14,600
Goods Producing	71,800	72,200	69,200	65,600	-400	2,600	3,600
Service-Providing	517,000	513,800	512,300	500,300	3,200	4,700	12,000
Private Service Providing	423,900	420,800	420,000	409,000	3,100	3,900	11,000
Natural Resources and Mining and Constru	26,600	27,300	26,100	24,500	-700	500	1,600
Manufacturing	45,200	44,900	43,100	41,100	300	2,100	2,000
Trade, Transportation, and Utilities	107,900	107,700	108,500	106,800	200	-600	1,700
Wholesale Trade	26,300	25,900	26,000	26,300	400	300	-300
Retail Trade	58,700	58,900	59,400	58,200	-200	-700	1,200
General Merchandise Stores	11,900	12,000	12,100	11,800	-100	-200	300
Transportation Warehousing and Utilities	22,900	22,900	23,100	22,300	0	-200	800
Information	11,200	11,200	12,200	14,600	0	-1,000	-2,400
Telecommunications	3,400	3,400	3,600	3,900	0	-200	-300
Finance	41,100	40,600	39,900	39,300	500	1,200	600
Credit Intermediation and Related Activi	10,600	10,600	10,300	10,400	0	300	-100
Professional and Business Services	90,200	90,300	88,500	80,100	-100	1,700	8,400
Professional, Scientific, and Technical	46,700	47,500	46,100	41,100	-800	600	5,000
Management of Companies and Enterprises	10,300	10,500	10,000	10,000	-200	300	0
Administrative and Support and Waste Man	33,200	32,300	32,400	29,000	900	800	3,400
Educational and Health Services	83,500	82,800	81,200	79,000	700	2,300	2,200
Health Care and Social Assistance	71,800	71,000	69,800	68,900	800	2,000	900
Hospitals	20,200	20,200	19,400	20,500	0	800	-1,100
Leisure and Hospitality	64,500	62,800	64,200	63,000	1,700	300	1,200
Amusement, Gambling, and Recreation Indu	6,500	5,800	6,600	6,500	700	-100	100
Accommodation and Food Services	53,900	53,700	53,800	52,400	200	100	1,400
Food Services and Drinking Places	48,400	47,900	47,400	45,900	500	1,000	1,500
Other Services	25,500	25,400	25,500	26,200	100	0	-700
Government	93,100	93,000	92,300	91,300	100	800	1,000
Federal Government	19,700	19,800	19,600	19,600	-100	100	0
State Government	8,500	8,600	8,500	8,600	-100	0	-100
Local Government	64,900	64,600	64,200	63,100	300	700	1,100

Produced by MERIC in cooperation with U.S. Department of Labor, Bureau of Labor Statistics

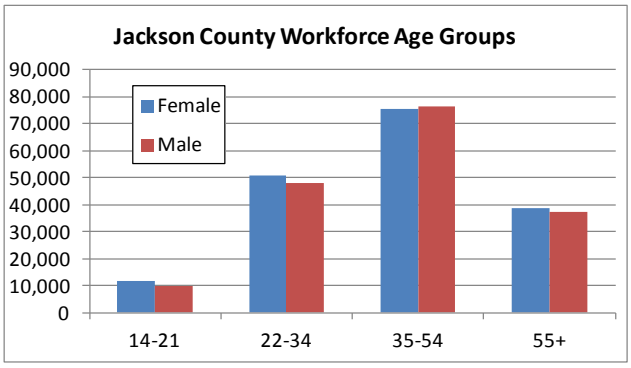
3. Education and Skill Levels of the Workforce

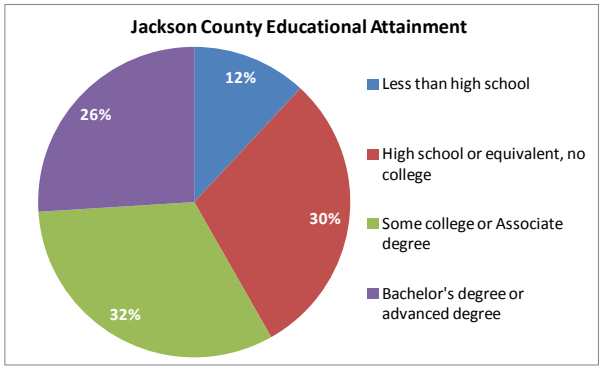
Provide an analysis of the educational and skill levels of the workforce.

The total population of the Missouri workforce is 2,594,137, and Jackson County is home to nearly 349,000, or 13 percent of the state's workforce. The workforce demographic numbers are queried from census data, and include only workers employed by firms in Missouri (self-employed individuals not included). The age group for workforce is defined as 14 years or more.

The population of the workforce in the state is aging. In Jackson County and in Missouri, 22 percent of the workforce is age 55 or more for both the male and female populations.

The educational attainment rate for Jackson County is the same as the average for Missouri. In the Jackson County and Missouri, 88 percent of the workforce has a high school diploma or higher. The number of workers who have not obtained a high school diploma is 12 percent in the region and statewide.





Educational Attainment

Population 18 to 24 years

According to the 2010-2014 American Community Survey 5-Year Estimates, for the major cities of Eastern Jackson County Region's population 18 to 24 years , in Blue Springs 18.3% Less than high school graduate, 27.5% High school graduate (includes equivalency), 44.3% some college or associate's degree, 9.9% Bachelor's degree or higher, in Grandview city, Missouri 17.6% Less than high school graduate, 33.0% High school graduate (includes equivalency), 38.4% some college or associate's degree, 11.0% Bachelor's degree or higher, Independence city, Missouri 82.4% were High school graduates and above, 17.6% Less than high school graduate, 33.0% High school graduate (includes equivalency), 38.4% some college or associate's degree, 11.0% Bachelor's degree or higher. Lee's Summit city, Missouri82.4% were High school graduates and above, 17.6% Less than high school graduate, 33.0% High school graduate (includes equivalency), 38.4% some college or associate's degree, 11.0% Bachelor's degree or higher, in Raytown city, Missouri. 18.3% Less than high school graduate, 27.5% High school graduate (includes equivalency), 44.3% some college or associate's degree, 9.9% Bachelor's degree or higher.

Population 25 years and over

Population 25 years and over in Blue Springs city, Missouri 29.0% High school graduate (includes equivalency), 27.7% Some college, no degree, 7.1%Associate's degree, 19.2% Bachelor's degree, 11.1% Graduate or professional degree; in Grandview city, Missouri Blue Springs city, Missouri 30.9%High school graduate (includes equivalency), 28.6% Some college, no degree, 6.9%Associate's degree, 13.9%Bachelor's degree, 6.2%Graduate or professional degree; in Independence city, Missouri, Missouri 38.0%High school graduate (includes equivalency), 24.9% Some college, no degree, 6.9%Associate's degree, 11.8% Bachelor's degree, 5.7% Graduate or professional degree; in Lee's Summit city, Missouri 21.2% High school graduate (includes equivalency), 23.6% Some college, no degree, 9.0% Associate's degree, 27.6% Bachelor's degree, 15.0% Graduate or professional degree, in Raytown city, Missouri, 32.4% High school graduate (includes equivalency), 27.0% Some college, no degree, 8.3% Associate's degree, 15.8% Bachelor's degree, 7.8% Graduate or professional degree.

S1501: EDUCATIONAL ATTAINMENT
2010-2014 American Community Survey 5-Year Estimates
Source: U.S. Census Bureau, 2010-2014 American Community Survey 5-Year Estimates

Subject	Blue Springs city, Missouri	Grandview city, Missouri	Independence city, Missouri	Lee's Summit city, Missouri	Raytown city, Missouri
	Total	Total	Total	Total	Total
	Estimate	Estimate	Estimate	Estimate	Estimate
Population 18 to 24 years	4,134	2,649	9,804	6,509	2,379
Less than high school graduate	18.3%	21.5%	15.7%	12.1%	13.9%
High school graduate (includes	27.5%	36.7%	37.4%	27.4%	38.4%
Some college or associate's degree	44.3%	37.0%	39.3%	46.8%	40.9%
Bachelor's degree or higher	9.9%	4.8%	7.6%	13.6%	6.8%
Population 25 years and over	34,471	15,862	81,099	60,534	19,576
Less than 9th grade	0.9%	4.4%	3.3%	0.9%	2.4%
9th to 12th grade, no diploma	5.0%	8.5%	9.4%	2.7%	6.3%
High school graduate (includes	29.0%	30.9%	38.0%	21.2%	32.4%
Some college, no degree	27.7%	28.6%	24.9%	23.6%	27.0%
Associate's degree	7.1%	7.5%	6.9%	9.0%	8.3%
Bachelor's degree	19.2%	13.9%	11.8%	27.6%	15.8%
Graduate or professional degree	11.1%	6.2%	5.7%	15.0%	7.8%

4. Skill Gaps

Describe apparent "skill gaps."

Analysis of the skills and education gaps that employers have identified is an important step in determining what training issues need to be addressed. National business surveys point to skills gaps that have negatively impacted the economy, such as a 2015 manufacturing survey that indicated 6 out of 10 positions remain unfilled due to talent shortage, even with a large number of unemployed manufacturing workers available for hire[3]. MERIC has developed target industry competency models, conducted business surveys, and recently acquired a real-time labor market skills demand tool that provides valuable insight into the needs of Missouri employers.

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

The Industry Competency Model reports also highlighted issues related to the overall aging of the workforce. The imminent retirement of a large segment of workers across the targeted sectors could result in a shortage of this specialized labor pool. The ability to produce a sustainable pipeline of skilled workers will be important for the success of these sectors and the economy as a whole.

Top Jackson County Real-Time Labor Demand Skills

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

HEALTHCARE Top Specific Skills Needed	Rank
Patient Care	1
Treatment Planning	2
Advanced Cardiac Life Support (ACLS)	3
Home Health	4
Surgery	5

INFORMATION TECHNOLGY Top Specific Skills Needed	Rank
SQL	1
Technical Support	2
Repair	3
.NET Programming	4
Web Site Development	5

FINANCE Top Specific Skills Needed	Rank
Accounting	1
Personal Computers	2
Sales	3
Purchasing	4
Scheduling	5

ENGINEERING Top Specific Skills Needed	Rank
Repair	1
Programmable Logic Controller (PLC) Programming	2
AutoCAD	3
Inspection	4
Electrical Engineering	5

MANUFACTURING/PRODUCTION Top Specific Skills Needed	Rank
Inspection	1
Cleaning	2
Mathematics	3
Repair	4
Machining	5

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

Each year MERIC staff assist the St. Louis Community College to survey hundreds of companies in the St. Louis MSA regarding workforce issues[4]. In 2015 the survey found that 57 percent of businesses identified a "shortage of workers with knowledge or skills" as the main barrier to expanding

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

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

employment, followed by "economic conditions" at a distance second of 35 percent. The top shortcomings of job applicants were mostly soft skills such as poor work ethic (#1), lack of critical thinking (#2), and lack of communication or interpersonal skills (#3). Lack of general business or industry knowledge rounded out the top four. These shortcomings are consistently the top issues business identify in this survey and mirror the "soft skills" challenge that can be seen across the country in various business surveys. This very large business survey, while limited to the St. Louis MSA, is a good proxy for the issues other businesses face throughout the state. Furthermore, the importance of soft skills revealed in these surveys can be seen in online job ads that consistently rank these skills as a top desire for applicants.

MERIC analyzes the real-time job ads for workforce regions, which are one representation of job demand, versus the supply of job seekers in the state's workforce development system and develops a report each year highlighting results[5]. In 2015 the combined Eastern Jackson County Region and Kansas City Region had the largest labor supply and demand gaps in Science and Technology, Business and Sales, and Health Care and Related occupations. For example, Science and Technology job ads accounted for 16 percent of all postings but 3.4 percent of job seekers were looking for employment in these occupations. These gaps represent opportunities for job seekers, who can get training, to apply for occupations that are in higher demand.

Jackson County employers indicate through job advertisements the basic and specialized skills needed to be successful in their business. While these needed skills do not necessarily point to gaps, it does provide a snapshot of skill demand and reinforces some of the findings from earlier surveys and competency model analysis. MERIC researchers analyzed over 16,158 online job advertisements from February 1, 2015 to January 31, 2016 using a tool from Burning Glass Technologies, to determine what skills were in greatest demand over the year.

When considering all occupations, common skills are listed the most in job advertisements and show that basic business fundamentals, communication, customer service and organizational skills are the most cited. Writing and problem solving complete the list of top five common skills.

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

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

Specific occupational skills are learned through longer-term employment in an industry which provides training or through the more formal education of apprenticeships, community colleges, or

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

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

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

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

D. Workforce Development, Education, and Training Activities Analysis
*Describe the workforce development services and activities, including education and training in the LWDA, to address the education and skill needs of the workforce. Include education and training activities of the core programs and mandatory and optional One-Stop Delivery System partners.*6

The EJAC WDB FEC One-Stop system provides a full array of employment and training activities. All basic and individualized career services, including eligibility determination, assessment, comprehensive assessment, development of individual employment plan, individual and group counseling, labor market information, job search and placement assistance , short-term prevocational services, internships and work experiences, career planning, financial literacy, workforce preparation, and follow-up, and training services, including occupational skills training, on-the-job training, incumbent worker training, transitional jobs, workplace training and cooperative education, skills upgrading and retraining, entrepreneurial training, job readiness training, adult education and literacy, Digital literacy, customized training WIOA pre-apprenticeship and registered apprenticeship.

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.

In addition to the full array of employment and training services that EJAC WDB FEC One-Stop system provides, one of the major strengths of the system is the collaboration and cooperation of a myriad of partnership that bring a wide range of diverse efforts to meet the education and skill needs of the job seekers and the employment needs of employers. Another major strength of the EJAC WDB FEC One Stop is range of resources that are available for the job seeker customer through the additional funding generated by the Operator for the region.

The Strengths of these activities is that there has been major integration of systems previously in the region. In the Eastern Jackson County region there is presently one comprehensive one stop centers where the programs of TANF, CSBG, AEL, WAGNER PEYSER, WIOA, Carl Perkins Providers, and the Community College are all located. The public Workforce System also has at least one affiliate office located in each county it serves, which is important in a region that stretches overt 2700 square miles with limited transportation. Further there are three sector intermediaries that have been procured for the next four years, which include Think BIG for the information technology sector; KC Chapter of the National Tooling and Machining Association of Advanced manufacturing; and Missouri Healthcare Alliance for healthcare. The Metropolitan Community College has the Institute of Workforce Innovation which provides just in time training, customized training, and site based training for real time delivery of training services

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

for expanding businesses where semester based training is too long to wait. The Business Technology College of the Metropolitan Community College system provides extensive skill based training in manufacturing, and other skill based occupations identified in the demand sectors. Workforce Central of the University of Central Missouri provides similar training flexibility in our university system. Northwestern University also provides training at these branch locations as well.

In Eastern Jackson County the AEL program offered by the Independence School District is located at the Youth Career Center, immediately across the street, from the Full Service Career center on Noland Road where training and employer recruitment and interviewing events are hosted as well. Eastern Jackson County Region has two community college offices located in Lee's Summit Missouri, Long View Community College, which create greater accessibility for the eastern Jackson County community given its lack of comprehensive transportation options.

In addition, WDB/FEC has had an extensive partnership with the TANF Service Provider, the Local Investment Commission, (LINC) which spans over two decades in providing employment and training services while LINC provides the Intensive Case management support, at locations that are co-located at Missouri Career Center offices. This partnership consistently delivers the highest work participation rate for TANF recipients in the state of Missouri.

Working in Partnership with the Missouri Division of Vocational Rehabilitation, for the last ten years the WDB has contracted with the Jewish Vocational Services to provide a Disability Navigator, to provide services to youth and adults with unique needs in working with the Public workforce System. The Disability Navigator will continue to work with this system to provide said services to this population.

The Community services Block Grant Providers are key participants in the KCV Regional workforce system. The United Service Community ACTION Agency serving the Jackson, Clay, Platte, Counties is co-located in the Northland Full Service Career Center serving Clay and Platte County, and the West Central Missouri Community Action Agency is a full service provider providing Career Services in the Cass County section of the KCV region. THE CSB providers have been an essential component of the KCV regional workforce system.

Weaknesses

One weakness is the lack of adequate funding for placing Adult in training services, the limited amount of staff available to serve the most vulnerable population with numerous barriers to employment and training. Another weakness is the number of qualified and the response time for training providers to scale up vocational offerings at the secondary level to meet the real time workforce needs of area employers. In the Kansas City region a major weakness is the Lack of adequate public transportation to meet the needs of job seekers and employers.

1) There needs to be an acceleration of the skill training calendar that is still primarily dependent on a semester based system, which is more appropriate for an agricultural based economy. Given the global competition and the rate of accelerated change in the market, more non semester based coursework must be organized and offered as a matter of course, not merely when purchased with special funding.

2) There needs to a stronger focus of competency based credentialing that is employer advised given the focus of employers upon demonstrated competencies and skills vs. the credit or non-credit nature of the course as illustrated through performance on the job and or written assessment and credentialing.
3) The determination of eligibility for Pell based course work overwhelmingly favors semester based coursework that relies upon hours in seats and semesters in time vs. demonstrated competency through written assessment and work based demonstration of skills and competencies.
4) Soft skill development or workplace based social competencies need to be constructed in secondary systems as well as postsecondary curriculum to include financial literacy, conflict resolution, teamwork skills, and problem solving to facilitate accelerated labor market attachment upon high school graduation or postsecondary credential achievement.
5) Funding of postsecondary credentialing and training at the high school level, in growth sectors at no cost to the student to be able to accelerate job placement in the region where presently 85% of job openings do not require a four year degree.
6) Inadequate funding of OJT, Classroom Training, or work based learning efforts in the public workforce system where presently only 5% of the eligible population can take advantage of these accelerated type of training programs.
7) Parents of students must be provided better communication and explanation of career pathways that do not require a four year degree through better articulation of career pathways that provide good paying careers.

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.

The local workforce development capacity of the EJAC area may be analyzed through (1) the secondary educational system represented by the public school districts; charter and vocational schools; (2) the post-secondary school system consisting of community colleges, four year institution, vocational technical schools: and (3) the public workforce system which represents the organizations governed by the Workforce Innovations and Opportunity Act. The secondary educations system is made more complex by the multiplicity of school districts,, charter schools , and vocational schools within the EJAC Region, all of which are charged with developing the workforce development pipeline for the employers. However, The secondary system is poised to develop programming to meet the workforce needs of the 21st Century spurred on by the passage of the "Student Success Act" which replaced "No Child Left Behind". The secondary system can now teach soft skills within the school system, which a number one workplace skill requirement indicated by over 120 employers is representing over 40,000 jobs in over ten convening sessions undertaken by the Full Employment Council, Mo. Job Center Operator. Further, the best practices exemplars of the development of soft skills, vocational education at the secondary level, is illustrated through the Northland Caps program, and sponsored by the North Kansas City school District, with sending schools through the entire Clay/Platte Region of the EJAC region. This Best practice will provide a best practice of other districts attempting to incorporate more skill specific education at the secondary level. Further the reauthorization of the Carl Perkins Vocational Educational Legislation provides an idea opportunity for the business sector to elevate the need for technical education at the secondary level, particularly when it has been indicated through forums with over 100 employers representing over 40,000 jobs that 4 year credentials are required by only 20% of their labor force at best. This presents an excellent opportunity for the secondary school system to develop the workforce pipeline through providing opportunities for securing credentialing and soft skills training at the secondary level.

The improvement in the region as a whole is the need to scale up more vocational offerings at the secondary level, and better educate teachers, parents, and students about the needs of vocational education to meet the dramatic workforce needs of area employers. Retirements and an aging workforce are extreme, in the advanced manufacturing, building and construction trade areas for example with the construction industry nationally experiencing the largest amount of voluntary exits of any industry nationally, according to the BLS, yet there is a dearth of programs as a whole at the secondary level. Advanced manufacturers through employers forums have revealed that only 15% of their jobs paying $35,000-$45,000per year require a four year degree. The secondary system has shown the ability of the system to train for these opportunities, and with the right financial support and business interface can execute this effort.
However, these best practices need to be scaled and parents and students need to better informed about these opportunities and their career potential in order to help create a stronger awareness and demand for this vocational expansion at the secondary level.

There is a strong connection at the AEL level as all AEL programs In the EJAC region and East Jackson County region are either co-located or immediately adjacent to the Full service career centers, and directly connected to the career center by formalized agreements. The AEL programs are excellent

The Post-secondary system is poised at the Community College, University, and Technical school level to meet 21st Century Workforce Needs. Metropolitan Community College with the Institute for Workforce Innovation has developed a market oriented response to on demand training driven either by workers in transition or expanding employers, and at the University Level the University of Central Missouri, and the University of Missouri do have the capacity to meet 21st Century workforce needs. The vocational/technical schools have also been able to make courses available validated by training related job placements. The system has been further advanced by the requirement of report card reporting on course completion and placement in training related job placements.

The complicating factor is the availability of resources for low income families and the unemployed, given the low funding levels of WIOA, as it can only serve 5% of the eligible population with training services. The KC Scholars program, spearheaded by the Kauffman Foundation, is anticipated to meet part of this challenge by funding over 2000 scholarships to assist college non completers; high school graduates pursue certificate based programs or degree programs, and or family college savings programs. This effort needs to be also combined with the modernization of Pell grant programs to also enable focus on certificate based programs tied to high growth careers not requiring a four year degree that will enable more of the population to receive 21st Century career training.

The workforce capacity of the core and mandatory partners is prepared to provide 21st Century skill and development to out of school youth, economically disadvantaged adults, and dislocated workers in the region. The Adult Education Literacy system represented is integrated with high school diploma and non- diploma options for out of school and at risk youth. Missouri Options is a high school diploma option for youth at risk of dropping out and AEL is available for dropout youth. In the Eastern Jackson County region, the Independence School District is located in the youth career center adjacent to the American Job Center that serves the Eastern Jackson County Region. The Blue Springs School District and Independence School District serve as out of school youth providers, and have systematic alignment with the Eastern Jackson County Workforce System. This will enable efficient services to the out of school youth and adults in the region. This alignment will enable more efficient services in a customer friendly way especially in a way that takes into consideration a region that has limited transportation options.

The Career and Technical Education Programs represented by the Metropolitan Community College system has four Campuses located in the Eastern Jackson County and KCV regions. In the Eastern Jackson County Region the region is served by Maplewoods Community and Longview Community College. The campuses are served by the Institute for Workforce Innovation (IWI) which provides customized and on demand training for employers target by the WDB in the target sectors. MCC operates the Business & Technology College which provides sector based training in advanced manufacturing, vocational trades, information technology, and other target sectors. These five campuses provide sufficient training infrastructure to meet the 21st Century Sector training needs I the region.

Vocational Rehabilitation Agency --The rehabilitation agency is positioned to work effectively working with the public workforce system to create more opportunity for youth and individuals with unique needs. FEC contracts with the Jewish Vocational Services for a disability navigator, to work with VR youth and adult programs to provide sector focused tanning in demand driven occupations. FEC has convened joint planning sessions with VR office to create a fluid system of referral between WIOA and VR. The VR office has worked effectively with programs targeting in school youth as well as core-driven programs for adults with unique needs. Presently VR have an aggressive employer services effort that when combined with their premier assessment system provide excellent career opportunities with persons with unique needs. Their director of job placement works on an ongoing basis with WIOA business representatives and training providers to provide meaningful career pathways for youth and adults with unique needs focused on the growth sectors with career pathways.

Temporary Assistance to Needy Families (TANF)--FEC works closely with the TANF Agency has been working in partnership with the Local Investment Commission to provide employment and training services to TANF recipients for the last 8 years. This partnership has led to the higher participation rate in the state of Missouri through utilizing a combination of work based learning and classroom training. LINC which provides the intensive case management is co-located at comprehensive career centers in KCV region and Eastern Jackson County, creating easily accessible services. The AEL program is no longer a singular program but is integrated with work experience and classroom training leading to a sector focused career oriented employment and training programs targeted on growth sectors. System alignment is significantly achieved with the TANF program leading to sector focused careers and training.

The CSBG provider United Services Community Action agency has co-located its services at Full service AJC in the region. The CSBG provider coordinates with the AJC on client recruitment, job training, and youth employment programs.

V. Local Structure

OPERATIONAL ELEMENTS

V. Local Structure

A. LWDA Profile

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

The Eastern Jackson County Workforce Development Area is comprised of the County of Jackson county, exclusive of the City of Kansas City, Missouri, and covers over 300 square miles and a population of 214,371. The overall Kansas City Metropolitan Statistical Area accounts for 20 percent of the state's workforce.

QT-P3-Geography- Race and Hispanic or Latino Origin: 2010	5-County		KC&V		EJAC	
2010 Census Summary File 1						
Subject	Number	Percent	Number	Percent	Number	Percent
RACE						
Total population	1,108,391	100.0%	894,020	100.0%	214,371	100.0%
One race	1,077,053	97.2%	868,787	97.2%	208,266	97.2%
White	836,983	75.5%	658,215	73.6%	178,768	83.4%
Black or African American	181,940	16.4%	158,113	17.7%	23,827	11.1%
American Indian and Alaska Native	5,640	0.5%	4,619	0.5%	1,021	0.5%
American Indian, specified [1]	3,844	0.3%	3,068	0.3%	776	0.4%
Alaska Native, specified [1]	44	0.0%	40	0.0%	4	0.0%
Both American Indian and Alaska Native,	5	0.0%	10	0.0%	-5	0.0%
American Indian or Alaska Native, not	1,747	0.2%	1,501	0.2%	246	0.1%
Asian	18,059	1.6%	18,703	2.1%	-644	-0.3%
Native Hawaiian and Other Pacific Islander	2,573	0.2%	1,824	0.2%	749	0.3%
Some Other Race	31,858	2.9%	27,313	3.1%	4,545	2.1%
Two or More Races	31,338	2.8%	25,233	2.8%	6,105	2.8%
Two races with Some Other Race	5,284	0.5%	4,561	0.5%	723	0.3%
Two races without Some Other Race	23,673	2.1%	18,741	2.1%	4,932	2.3%
Three or more races with Some Other	494	0.0%	410	0.0%	84	0.0%
Three or more races without Some Other	1,887	0.2%	1,521	0.2%	366	0.2%
HISPANIC OR LATINO						
Total population	1,108,391	100.0%	894,020	100.0%	214,371	100.0%
Hispanic or Latino (of any race)	78,362	7.1%	67,881	7.6%	10,481	4.9%
Mexican	59,485	5.4%	52,151	5.8%	7,334	3.4%
Puerto Rican	3,038	0.3%	2,687	0.3%	351	0.2%
Cuban	1,918	0.2%	2,017	0.2%	-99	0.0%
Other Hispanic or Latino [2]	13,921	1.3%	11,026	1.2%	2,895	1.4%
Not Hispanic or Latino	1,030,029	92.9%	826,139	92.4%	203,890	95.1%

In the Eastern Jackson County Region the largest minority race category was *Black or African American*, which accounted for 11.1% of the population in 2010. Those persons indicating two or more races accounted for 2.8% of the population. Eastern Jackson County Region's largest ethnic population was people of *Hispanic or Latino Origin*, which accounted for 7.1% of the population, with the largest Hispanic category indicating Mexico as place of origin. The largest percentage of *Black or African American* was in Jackson County with 88.7. The largest number Hispanic population was also in Jackson County with 72.0 % of all Hispanics. Additional information on the population of the region can be found in Chapter IV.

Regional Profile and Growth Trends: The regional profile based on data from the Missouri Economic Research and Information Center indicates the following:

- Ray and Jackson counties have higher unemployment rates than both the state and national levels.
- Poverty was higher in Jackson County than the Missouri average but lower in Cass, Clay, Platte and Ray lower in the Eastern Jackson County Region than the Missouri average.
- The largest employment industries in the Kansas City MSA include: Health Care and Social Assistance, Accommodation and Food Services, Educational Services, Public Administration, Professional, Scientific, and Technical Services, and Retail Trade
- The fastest growing industries in the region include: Professional, Scientific, and Technical Services, Administrative Support; Waste Management and Remediation Services, Construction of Buildings, Health Care (Health and Personal Care Stores and Nursing and Residential Care Facilities), and Social Assistance, Performing Arts, Spectator Sports, and Related Industries, and Internet Service Providers, Web Search Portals, and Data Processing Services
- The highest paying industries in the Eastern Jackson County Region include: Management of Companies and Enterprises $77,463, Utilities $73,177, Professional, Scientific, and Technical Services $71,669, Finance and Insurance $62,036 and Information $56,110
- Occupations `with the largest number of annual openings include: Cashiers, Waiters and Waitresses, Combined Food Preparation and Serving Workers, Including Fast Food, Retail Salespersons, Customer Service Representatives, Office Clerks, General, and Registered Nurses. These occupations have many openings each year, but pay less than $18,000/year. The exception is registered nurses, which pay above average wages of $56,670/year and require at a minimum an Associates Degree.

Major Employers: The top employers in the Eastern Jackson County region include the following: Peterson Manufacturing Co, Central Missouri State Univ, Pavilion At John Knox Village, Centerpoint Medical Ctr, John Knox Village, Lee's Summit Finance, John Knox Village Catering, St Mary's Medical Ctr, GE Transportation, AT&T, Lee's Summit City Public Works, and GE Energy

NAICS	NAME	CITY	EMPLOYMENT	BUSINESS DESCRIPTION
336390	Peterson Manufacturing Co	Grandview	3000	Automobile Parts & Supplies-Mfrs
611310	Central Missouri State Univ	Lees Summit	2000	Schools-Universities & Colleges Academic
713940	Pavilion At John Knox Village	Lees Summit	1500	Recreation Centers

622110	Centerpoint Medical Ctr	Independence	1200	Hospitals
623311	John Knox Village	Lees Summit	1000	Retirement Communities & Homes
921120	Lee's Summit Finance	Lees Summit	850	Government Offices-City, Village & Twp
722320	John Knox Village Catering	Lees Summit	850	Caterers
622110	St Mary's Medical Ctr	Blue Springs	740	Hospitals
336510	Ge Transportation	Grain Valley	600	Railroad Equipment (Mfrs)
517110	At&t	Lees Summit	600	Telephone Companies
237310	Lee's Summit City Public Works	Lees Summit	600	Parking Area/Lots Maintenance & Marking
333413	Ge Energy	Raytown	600	Fan & Blower Parts-Manufacturers
452111	Walmart Supercenter	Blue Springs	500	Department Stores
448190	Rally House Independence	Independence	500	Sportswear-Retail
623110	Harden Hospice Missouri	Independence	500	Hospices
452111	Walmart Supercenter	Independence	500	Department Stores
452111	Walmart Supercenter	Lees Summit	500	Department Stores
611310	Unity Institute	Lees Summit	500	Theological Schools
561422	Cvs Caremark Call Ctr	Lees Summit	450	Call Centers
922120	Missouri State Highway Patrol	Lees Summit	425	State Government-Police
445110	Hy-Vee	Blue Springs	400	Grocers-Retail
811113	Certified Transmission	Independence	400	Transmissions-Automobile
623110	Grove's Rosewood Health Ctr	Independence	400	Rest Homes
621511	Quest Diagnostics	Lees Summit	400	Laboratories-Medical
611310	Metropolitan Community College	Lees Summit	400	Schools-Universities & Colleges Academic
452111	Walmart Supercenter	Raytown	400	Department Stores
322121	Wausau Paper Corp	Lees Summit	399	Paper-Manufacturers
561422	USA 800	Raytown	375	Call Centers
445110	Hy-Vee	Lees Summit	363	Grocers-Retail
322219	Burd & Fletcher	Independence	360	Boxes-Paper (Mfrs)
333999	Fike Corp	Blue Springs	350	General Ind Machinery/Equip NEC (Mfrs)
424610	Mead Westvaco Calmar	Grandview	350	Plastics-Products-Finished-Who
562119	Republic Services-Kansas City	Independence	350	Garbage Collection
445110	Hy-Vee	Lees Summit	340	Grocers-Retail
813910	Ooida Inc	Grain Valley	325	Associations
561440	Altek Financial Inc	Raytown	325	Collection Agencies
325998	Sika Corp	Grandview	300	Chemicals-Manufacturers
452112	Unilever	Independence	300	Home & Personal Care Products
722310	American Food Svc	Lees Summit	300	Foods-Institutional
238160	Aspen Contracting Inc	Lees Summit	300	Roofing Contractors
445110	Hy-Vee	Raytown	300	Grocers-Retail
518210	Winchester Data Ctr	Raytown	300	Data Processing Service
611110	Lee's Summit High School	Lees Summit	285	Schools
611110	Schools Oak Grove R Vi Schools	Oak Grove	280	Schools
813110	Community of Christ Church	Independence	275	Churches
326199	R & D Leverage	Lees Summit	275	Plastics & Plastic Products (Mfrs)

447190	Petro Stopping Ctr	Oak Grove	275	Truck Stops & Plazas
921120	Blue Springs Human Resources	Blue Springs	251	Government Offices-City, Village & Twp
238330	Kenny's Tile & Floor Covering	Grandview	250	Floor Laying Refinishing & Resurfacing
238220	United Heating & Cooling Inc	Grandview	250	Air Conditioning Contractors & Systems
238220	United Heating Cooling & Plbg	Grandview	250	Heating Contractors
333921	Thyssen Krupp Access	Grandview	250	Elevators & Moving Stairways (Mfrs)
622210	Comprehensive Mental Health	Independence	250	Mental Health Services
451110	Bass Pro Shops	Independence	250	Sporting Goods-Retail
445110	Hy-Vee	Independence	250	Grocers-Retail
611110	Lees Summit R7 Public Sch Dst	Lees Summit	250	Schools
926120	Transportation Department	Lees Summit	250	State Government-Transportation Programs
721110	Spirit Path At Unity Village	Lees Summit	250	Hotels & Motels
452111	Walmart Supercenter	Oak Grove	240	Department Stores
325412	Pfizer Global Mfg	Lees Summit	235	Drug-Manufacturers
334413	Diodes Fab Tech Inc	Lees Summit	230	Semiconductor Devices (Mfrs)
238210	Independence Power & Light	Independence	220	Electric Contractors
445110	Price Chopper	Independence	215	Grocers-Retail
444110	Home Depot	Independence	210	Home Centers
922120	Independence Police Dept	Independence	204	Police Departments
922120	Independence Police Chief	Independence	204	Police Departments
441310	Blue Springs Ford Collision	Blue Springs	200	Automobile Parts & Supplies-Retail-New
445110	Price Chopper	Blue Springs	200	Grocers-Retail
445110	Hy-Vee	Blue Springs	200	Grocers-Retail
623312	St Mary's Manor	Blue Springs	200	Residential Care Homes
238340	Kenny's Tile & Floor Covering	Grandview	200	Tile-Ceramic-Contractors & Dealers
623110	Life Care Ctr of Grandview	Grandview	200	Nursing & Convalescent Homes
624310	Springbridge Wellness & Rehab	Grandview	200	Rehabilitation Services
445110	Hy-Vee	Independence	200	Grocers-Retail
522110	Blue Ridge Bank & Trust Co	Independence	200	Banks
813410	Disabled American Veterans	Independence	200	Veterans' & Military Organizations
813319	Alcohol & Drug Rehab Helpline	Independence	200	Alcoholism Information & Treatment Ctrs
452910	Costco	Independence	200	Wholesale Clubs
524210	Government Employees Health	Lees Summit	200	Insurance
442299	Cut Co Cutlery	Lees Summit	200	Cutlery-Retail
445110	Hy-Vee	Lees Summit	200	Grocers-Retail
623312	Wilshire At Lakewood	Lees Summit	200	Residential Care Homes
444110	Lowe's Home Improvement	Lees Summit	200	Home Centers
452111	Macy's	Lees Summit	200	Department Stores
813410	Optimist Club of Sugar Creek	Sugar Creek	200	Clubs
445110	Price Chopper	Lees Summit	199	Grocers-Retail
452111	Dillard's	Independence	198	Department Stores
445110	Price Chopper	Lees Summit	185	Grocers-Retail
623312	Carmel Hls Healthcare & Reha	Independence	180	Residential Care Homes

541380	Geha	Lees Summit	180	Electrical Power Systems-Testing
611110	Lee's Summit North High School	Lees Summit	180	Schools
326199	Plastic Enterprises Co Inc	Lees Summit	175	Plastics-Products-Finished-Man
922120	Lees Summit Police Dept	Lees Summit	173	Police Departments
999990	Gemaco Playing Card Co	Blue Springs	170	Nonclassifiable Establishments
236220	Maxi Seal Harness Systems	Grandview	170	Building Contractors
336390	Cable-Dahmer Chevrolet Inc	Independence	170	Engines-Supplies-Equipment & Parts-Mfrs
611110	Truman High School	Independence	170	Schools
922120	Lees Summit Police Chief	Lees Summit	170	Police Departments
561720	Magic Touch Cleaning	Lees Summit	165	Janitor Service
444110	Lowe's Home Improvement	Independence	162	Home Centers

Post-Secondary Institutions: Data from the Missouri Department of Higher Education shows Post-secondary institutions with undergraduates from the 5 county Eastern Jackson County Region are listed in descending order below:

TABLE 65

FIRST-TIME UNDERGRADUATE ENROLLMENT AT PUBLIC BACCALAUREATE AND HIGHER DEGREE-GRANTING INSTITUTIONS,

BY MISSOURI COUNTY, FALL 2011

UMC	727
UMKC	488
NWMSU	481
MO STATE	311
MWSU	257
TRUMAN	170
MO S&T	109
LINCOLN	45
MSSU	43
SEMO	14
HSSU	3
UMSL	3
UCMO	0
Grand Total	2,651

TABLE 66

FIRST-TIME UNDERGRADUATE ENROLLMENT AT PRIVATED NOT-FOR-PROFIT (INDEPENDENT) BACCALAUREATE AND HIGHER DEGREE-GRANTING INSTITUTIONS,

BY MISSOURI COUNTY, FALL 2011

Park University	97
William Jewell College	87
Rockhurst University	78
Avila University	61
Missouri Valley College	53

Southwest Baptist University	35
Saint Louis University	24
Central Methodist University-College of Liberal Arts & Sciences	15
Columbia College	13
Washington University in St Louis	13
Drury University	11
Evangel University	11
Stephens College	11
Westminster College	11
Lindenwood University	8
Culver-Stockton College	6
Hannibal-Lagrange College	6
Webster University	6
William Woods University	6
College of the Ozarks	5
Cottey College	4
Missouri Baptist University	3
Maryville University of Saint Louis	2
Central Methodist University-College of Graduate & Extended Studies	0
Fontbonne University	0
Grand Total	566

TABLE 67

FIRST-TIME UNDERGRADUATE ENROLLMENT AT PUBLIC CERTIFICATE AND ASSOCIATE DEGREE-GRANTING INSTITUTIONS,

BY MISSOURI COUNTY, FALL 2011

MCCKC LV	1522
MCCKC MW	1293
MCCKC PV	1095
MCCKC BR	804
MCCKC B&T	159
LINN STATE	28
STATE FAIR	27
NCMO	13
OTC	9
MOBERLY	4
CROWDER	3
JEFFERSON	1
MINERAL	1
ST CHARLES	1
THREE RIVERS	1
STL CC	1

EAST CENTRAL	0
Total	4962

TABLE 68

TOTAL UNDERGRADUATE ENROLLMENT AT PUBLIC BACCALAUREATE AND HIGHER DEGREE-GRANTING INSTITUTIONS,

BY MISSOURI COUNTY, FALL 2011

UMKC	4,320
UMC	3,012
UCMO	2,781
NWMSU	1,737
MO STATE	1,359
MWSU	1,052
TRUMAN	644
MO S&T	529
LINCOLN	141
MSSU	131
SEMO	55
UMSL	39
HSSU	7
TOTAL	15,807

Training Institutions: A listing of DESE approved training institutions in the Eastern Jackson County Region are shown below

ADAM AND EVE COLLEGE OF COSMETOLOGY
ANTHEM COLLEGE - KANSAS CITY
ASSOCIATED BUILDERS & CONTRACTORS INC. HEART OF AMERICA CHAPTER
AVIATION INSTITUTE OF MAINTENANCE
CAREER & TECHNOLOGY CENTER AT FORT OSAGE
CARPENTERS DISTRICT COUNCIL OF KS & VICINITY APPRENTICESHIP
CASS JOB CENTER
CITY VISION COLLEGE
CLEVELAND CHIROPRACTIC COLLEGE
COLORADO TECHNICAL UNIVERSITY
COLUMBIA COLLEGE-KANSAS CITY
CONCORDE CAREER COLLEGE
DEVRY UNIVERSITY-KANSAS CITY (MAIN CAMPUS)
EA LA MAR BARBER COLLEGE
EA LA MAR BEAUTY COLLEGE
EVEREST COLLEGE - KANSAS CITY
EXCELSIOR SPRINGS AREA JOB CENTER
GLAZIERS LOCAL UNION #558 J.A.T.F. APPRENTICESHIP
GRACELAND UNIVERSITY-INDEPENDENCE
GUADALUPE CENTERS'; CULINARY ARTS INSTITUTE
HEARTFELT TRAINING PROGRAM
HERITAGE COLLEGE
HERNDON JOB CENTER

HOUSE OF HEAVILIN BEAUTY COLLEGE - BLUE SPRINGS
HOUSE OF HEAVILIN BEAUTY COLLEGE - KANSAS CITY
IHM HEALTH STUDIES CENTER - INDEPENDENCE
INDEPENDENT ELECTRICAL CONTRACTORS INC. - NORTH KANSAS CITY
ITT TECHNICAL INSTITUTE-KANSAS CITY
KANSAS CITY ART INSTITUTE
MARTINEZ SCHOOL OF COSMETOLOGY
METROPOLITAN COMMUNITY COLLEGE-BLUE RIVER
METROPOLITAN COMMUNITY COLLEGE-BUSINESS & TECHNOLOGY COLLEGE
METROPOLITAN COMMUNITY COLLEGE-INSTITUTE OF WORKFORCE INNOVATION
METROPOLITAN COMMUNITY COLLEGE-LONGVIEW
METROPOLITAN COMMUNITY COLLEGE-MAPLE WOODS
METROPOLITAN COMMUNITY COLLEGE-PENN VALLEY
MO-KAN IRONWORKERS
NATIONAL AMERICAN UNIVERSITY - INDEPENDENCE
NATIONAL AMERICAN UNIVERSITY - LEE';S SUMMIT
NATIONAL AMERICAN UNIVERSITY - ZONA ROSA
NAZARENE THEOLOGICAL SEMINARY
NORTHLAND JOB CENTER
NORTHWEST MISSOURI STATE UNIVERSITY - KC (1950 NE 46TH ST)
NORTHWEST MISSOURI STATE UNIVERSITY - KC (2000 NE 46TH ST)
NORTHWEST MISSOURI STATE UNIVERSITY - KC (EAST 3RD AVE)
NORTHWEST MISSOURI STATE UNIVERSITY - LIBERTY (CONISTOR)
NORTHWEST MISSOURI STATE UNIVERSITY - LIBERTY (VICTORY LANE)
OPERATIVE PLASTERS & CEMENT MASONS APPRENTICESHIP & TRAINING
PAINTER'S DISTRICT COUNCIL #3 APPRENTICESHIP TRAINING
PARK UNIVERSITY-PARKVILLE
PINNACLE CAREER INSTITUTE
PINNACLE CAREER INSTITUTE-BRANCH
REGENCY BEAUTY INSTITUTE - KANSAS CITY
REGENCY BEAUTY INSTITUTE - MEHLVILLE
RESEARCH COLLEGE OF NURSING
SAINT LUKE'S COLLEGE
SOUTH METRO FIRE PROTECTION DISTRICT
SOUTHEAST MISSOURI STATE UNIVERSITY - KANSAS CITY
TAYLOR SOLAR TECHNOLOGIES
TRANSFORMED BARBER AND COSMETOLOGY ACADEMY
UMKC INSTITUTE FOR LABOR STUDIES
UNIVERSITY OF CENTRAL MISSOURI - FORD MOTOR COMPANY
UNIVERSITY OF MARY - KANSAS CITY
UNIVERSITY OF MISSOURI-KANSAS CITY (UMKC)
VATTEROTT COLLEGE-KANSAS CITY
WEBSTER UNIVERSITY-KANSAS CITY
WELLSPRING SCHOOL OF ALLIED HEALTH
WILLIAM JEWELL COLLEGE

B. Local Workforce Development System

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

The AJC operator has strong alignment with the AEL and CSBG system. In the KCV region, the AEL provider is co-located either within or immediately adjacent to the American Career center or the youth engagement Center. In Eastern Jackson County the CSBG Provider coordinates with recruitment and referral services. An MOU has been signed which will provide referral and coordination of services with the American Job Center.

The Workforce development system involves secondary and post-secondary educational systems integrated with the public workforce system. The EJAC WDB works with the secondary education system by working with the Adult Education Literacy System in the Independence School District and the Blue Springs Missouri School district through formal arrangements utilizing MOUs' and formal contract means. In the EJAC region all AEL programs are co-located with the Missouri Job Center offices located in the northern location at the Missouri Career Center at the Northland Human Services Center located at the Maplewood's Community College, the Central Kansas City Missouri Career Center, and the Southern Region Missouri Career. Each of these Full service Centers has a young adult career connections Center either co-located within the career center proper or immediately adjacent to the main career center location. These youth career engagement centers provide alternative education offerings which enable youth to pursue alternative educational offerings, and pursue postsecondary training after completion. The system also works with public educational systems to work with graduating juniors and seniors for career exploration and to identify career opportunities that require non semester based career credentialing as well as enrollment for four year and two year credentials in demand occupations in the region. The WDB through its one stop operator Full Employment Council also recruits for non WIOA funded work experience programs for youth at the secondary level as well as youth who are in alternative education programs. The WDB through FEC, Missouri Job Center Operator, will work to invigorate vocational offerings at the secondary level independently as well as through partnerships with post-secondary institutions at the community college and university level. Further the WDB will work to mobilize more awareness about the employer workforce needs in the region, which based on over ten employer convening's with over 100 employers representing over 40,000 jobs, where at least 70% of the jobs do not require a 4 year credential. In addition the WDB will also work to promote soft skills curriculum adoption by the schools to be utilized as part of the curriculum offerings in the implementation of the student success act. Alignment of programs at the secondary level will elevate best practices implemented at secondary district systems that elevate the ability of the secondary system to meet the talent pipeline needs of the region. Further, the WDB will work with vocational programs offered through the Core partner of the Missouri Vocational Rehabilitation Department to make more students and parents aware of education and employment offerings made available to students with non-traditional needs. These program offerings will be supported by the utilization of a Career Navigator, that will assist in identifying program offerings for youth with disabilities.

The WDB will be very active though its volunteer membership in the reauthorization of the Carl Perkins Vocational Education Act. The WDB will work diligently to promote vocational programs that provide postsecondary credentialing at the secondary level in growth occupations in the region. The WDB will also work to advocate for financial assistance for secondary students to be able to secure such post-secondary credentials while in the secondary system.

The Post-secondary System, in the EJAC region has moved substantially to increase the availability of skill based offerings at the community college and university level on a non-semester basis. Examples include but are not limited to the Institute for Workforce Innovation at the Metropolitan Community College, which provides site based, non-semester credential based skill training. The University of Central Missouri has also launched a number of credential based skill training programs on a non-semester calendar at community sites. The WDB will promote the just in time offering of skill courses at sites that are available throughout the region of over 2700 square miles. The WDB will also promote the publishing of report cards regarding training courses, completion, graduation, certification, and training related job placement rates of courses operated by all training institutions.. The one stop Operator will verify such data before the financing of any such course at the career center. Further the WDB will continuously work with the Job Center Operator, Full Employment Council, to focus upon the defined growth sector in the regions combining classroom training with work based approaches where appropriate to meet workforce needs of employers. Apprenticeship programs, work experience, internships, and on the job training will be utilized in meeting the talent changes of the future. Greater accessibility to employment and training services will be made available by the diverse facilities managed/ owned by FEC one stop operator, which have been negotiated with limited to no rent being required increasing accessibility by the general public while increasing funds available for career and training services. Further FEC will utilize data extensively to make employment and training investments and or to make strategic adjustments in the approaches utilized by employment and training entities in the EJAC system. The one stop Operator will utilize its vast array of sector partnerships to convene employers. Alignment of Services will be promoted at the WDB level through its Planning and Operations Committee which will look at the planning and execution of core and operational programs at the planning and operational levels for program alignment.

The Job Center Operator, Full Employment Council, also is the service provider for the TANF agency in the region, and also provides employment and training service for the food stamp employment and training program. Further through the Job Center Operator, the WDB authorizes the procurement of a disability navigator to provide services to person with disabilities within the system, while working with the Missouri Department of Vocational rehabilitation. The operator provides services of a seasoned and highly effective team of business Workforce development professionals that will service the business customers of the WDB to insure there is an array of organizational tools to meet the workforce needs of the region. Further workforce development facilities will be offered as assessment, training, and interviewing facilities for employers to meet workforce requirements. These efforts are designed to represent an organic employment and training system to meet the employment needs of the 21str Century employer.

The WDB Standing Committees are Planning and Operations; Youth Committee/Council; and the Finance and Budget Committee.

C. Local Facility and Partner Information

1. *Identify the One-Stop partners that are physically located at <u>each</u> of the comprehensive (full-service) center(s) in the LWDA, and the services provided by these partners, and list them in **<u>Attachment 1</u>** 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 **<u>Attachment 1</u>** to the Plan.*

3. *Identify the local affiliate sites, including current mailing and street addresses, telephone and fax numbers and list them in **<u>Attachment 1</u>** to the Plan.*

4. *Identify the One-Stop partners that are physically located at <u>each</u> of the affiliated sites and the services provided by these partners and list them in **<u>Attachment 1</u>** to the Plan.*

A listing of the One Stop Centers is included as **Attachment 1**.

A listing of the One Stop partners located at the One Stop Centers is included as **Attachment 1.**

The Local affiliate One-Stop sites are included as **Attachment 1.**

A listing of the one-stop partners located at the affiliated sites is included as **Attachment 1.**

VI. Local Strategy Implementation

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;*

(1) Definition of Sectors, (2) identification of core skill competencies within sectors, (3) publicize those career pathways and make available to secondary and post-secondary systems, (4) promote secondary and post-secondary integration and make financial aid available for low income while at the secondary level, (5) promote non-semester based training, and (6) promote work based learning combined with classroom instruction

2. *Employer Engagement;*

(1) Dedicated team of business engagement professionals (2) memberships in Chambers of Commerce and economic development organizations to interact regularly with the business sector (3) Staff efforts focused upon development, non-transaction- based activities as well as transaction based activities focused upon job placement (4) ongoing interface with trade associations and other sector specific organizations.

3. *Business Needs Assessment;*

The WDB will use sector convening sessions to identify sector specific workforce needs, as this pioneered by WDB, in develop of this workforce plan by convening over 100 businesses with over 40,000 jobs. One stop operator and the WDB committees will also bring employers into WDB and Committee meetings to determine employer workforce needs as well as best practices utilized by the public workforce system.

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

Alignment and Coordination of Core Programs will occur through (1) quarterly meeting with core partners to determine best practices and areas for improvement (2) Presentation to the WDB or best practices of partners that increased services to employers and or job seekers with results. (3) MOU with core partners establishing the template for coordination with each core partner

5. *Outreach to Jobseekers and Businesses;*

Outreach to Job seekers (1) will be accomplished through Client referral MOUs with Client serving agencies, (2)utilization of social media, (3) participation and sponsoring of community events, (4) door to door recruitment in high impact target areas; **Outreach to Businesses**(1) Individual contacts to companies; (2) referrals from present employer clients to supply chain or employer, (3) presentations at employer organizations including Chambers Of Commerce, Trade associations, or other organizations

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

The WDB has career center full service centers or branch office locations in every region that it serves while also utilizing technology and on line training to reach underserved regions of the area. All regions are single story buildings on a bus line. The WDB contracts for a Career Navigator to service persons with disabilities, working in concert with the vocational rehabilitation agency of he state of Missouri. WDB has an ongoing staff development program that focuses on customer service and professional development programs

7. *Assessment; and*

Talify – the system will use sector based systems for assessments through Talify, Health care assessment through HIS, TABE, WorkKeys, and other systems as they may occur. The WDB will use a variety of Assessment platforms based on the sector and industry preference. In the Healthcare Sector, the WDB will use the Healthcare Skills Inventory (HSI), which is sanctioned by the Missouri Healthcare Alliance, to provide healthcare career assessments. FEC will use sector informed industry specific assessments, through Talify, with specific focus on advanced manufacturing, and information technology. The TABE will be used to determine basic reading, math, and language skills. Work Keys will be used when requested for industry specific testing not necessarily in the sectors targeted by the WDB if there are specific jobs tied to that sector identified.

8. *Support Services.*

WDB will provide support services to one stop and work in conjunction with other agencies where possible. The WDB will use the one stop partnership and community collaborators as a matter of practice to look first at external resources before spending WIOA resources for support services. Presently the WDB generates support services for clientele such as childcare through the TANF partner; emergency energy assistance and housing through the United Services Community Action Agency and the West Central Missouri Community Action Agency; transportation through the Kansas City Area Transit Authority; food through the Harvester's Network and homeless shelters, etc. FEC will provide support services on the backend for employer specific items such as work wardrobes and uniforms, bus passes until the first paycheck for riding to and from training sites, work tools, medical required exams, vaccinations, and exams. etc,

VII. Assurances

ADMINISTRATION

VII. Assurances

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

The WIOA plan and plan modifications are made available for public review and comment for a minimum of 30 calendar days. Plans and modifications are approved by the WDB and require both the WDB Chair and chief local elected official signatures. A public notice was placed in the local newspaper and on the FEC web site and directing any comments to be sent to either the local WDB chair or the One Stop Next Generation Missouri Job Center, or to the Division of Workforce Development's Planning and Research Section.

VIII. Local Policies and Requirements

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."*

The procedures and methods for providing needs based payments and support services to clients are included in Issuance 2001-08, Mod. 26 for Adults and Dislocated Workers and Issuance 2001-09 Mod. 19 for Youth. Both issuances are included as Attachment 2. Only support services which cannot be provided through other agencies will be submitted for approval for payment through One Stop Next Generation Missouri Job Center. Documentation of referral to other agencies must be included as a case note in the Toolbox. The referrals will be made through Toolbox and tracked under seeker services.

Support Services are defined as those services, which are necessary to enable an eligible client to participate in employment and training activities, and are available to WIOA registered clients participating in employment and training activities or placed in employment.

Support services may be provided to registered adults at the **"career services"** and training levels of service, and dislocated workers at the "**"career services"** and training levels of service, if the need has been documented and the support service cannot be provided through another agency. Customers must be enrolled at the **"career services"** and training level and demonstrate financial need and that there are no other resources that can provide this service. If another region has already provided the supportive service requested, the FEC EJAC will not duplicate this service.

Support Service Categories include transportation assistance; work related clothing, tools and equipment and employment related testing as described in the Issuance. The length of time, the specified maximum amount dollar limit, and the procedures and conditions for exceptions to this limit are also described. The processes for requesting support service payments are also described. For transportation assistance, actual mileage should be documented in the files for payment.

One Stop Next Generation Missouri Job Center utilizes a variety of vendors for the provision of support services. W-9s must be completed for each vendor. Only adults and dislocated workers at the **"career services"** and training levels of services are eligible for support services.

Please refer to Attachment 2. Although clients are asked to explore other funding sources, minimum co-payments by participants are not required. One Stop Next Generation Missouri Job Center's fiscal department verifies receipts, and works with vendors to verify purchases prior to payment of support services.

Support services provided to adult and dislocated worker client are generally limited to a maximum amount, and the maximum amount of Support Services to be provided a youth client will be determined is based upon need, unless the client's employer submits a letter outlining the need for employer-based clothing, tools, or equipment, then the amount may exceed that maximum if approved by the One Stop Next Generation Missouri Job Center President/CEO and/or his designee. In extraordinary circumstances, requests for exemption to the stated policy are documented with rationale or reason for the request for exemption and submitted by the counselor to the manager for approval and then to the Vice President of Operations and Chief Fiscal Officer and then to the President and CEO for final approval. All funds are contingent upon allowable costs in the approved budget and are subject to funding availability.

Policy Modifications – Policies can be modified or adjusted based on changes and funding, regulations, or Board priorities.

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.*

In the event that funds for adult employment and training activities are limited, priority for career and training services funded with the Title I WIOA adult funds will be given to **priority for individuals on public assistance, TANF recipients, other low-income individuals, and individuals who are basic skills deficient,** low-income and economically disadvantaged individuals, and to individuals who do not qualify for other programs administered by the One Stop Operator, in accordance to the following criteria: Up to 40 percent of the WIOA Title I adult funds may be used to serve those clients who have incomes which do not exceed 200 percent of the Lower Living Standard Income Level. The balance of the funds (60 percent or more) will be expended on adults who are economically disadvantaged - incomes are 70 percent of the Lower Living Standard Income Level or 100 percent of the Poverty Level, whichever is lower.

In an effort to serve more individuals and reach a broader spectrum of individuals, in an environment of reduced overall budgets and when funds are limited, One Stop Next Generation Missouri Job Center is initiating a re-entry policy which states that any paid support, including tuition assistance and supportive services assistance, will be limited to a two-year period. Although an individual may not receive additional paid support, that individual may receive **"career services"** and placement services and other non-monetary workforce services that are available.

When priority of service for veterans is applied in conjunction with recipients of public assistance and other low income individuals, veterans and their spouses will receive the highest priority followed by **priority for individuals on public assistance, TANF recipients, other low-income individuals, and individuals who are basic skills deficient.**

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.

An Eligible Out of School Youth: Out of School Youth, at the point of registration. **Out-of-School Youth:** An individual is eligible to participate in the Out-of-School Youth program under the following guidelines:

• Not attending any school
• 16-24 years of age
• One of these Barriers:

o A school dropout
o Supposed to be in school but did not attend the last calendar quarter (Compulsory Attendance)
o Low Income high school graduate, and is an individual who is basic skills deficient or an English language learner
o Subject to the juvenile or adult justice system
o Homeless, runaway, foster child, or aged out of foster system
o Pregnant or parenting
o Individual with a disability
o Low Income individual who needs additional assistance to enter or complete an educational program or to secure or hold employment (as defined by the Local Board)**:**

- Little or no successful work experience, unemployed and has been involved in a long and unsuccessful work search, little if any exposure to successfully employed adults
- Has been fired from a job in the last six (6) months
- Has below average grades
- Previously dropped out of an educational program
- Behind grade level
- Significant personal or family problems
- Limited English proficiency
- Limited access to reliable transportation
- Is an individual who is a first generation college student
- Children of incarcerated parents

Special Rule: Low Income includes youth living in a high-poverty area.

An Eligible In-School Youth: An individual is eligible to participate in the In-School Youth program under the following guidelines:

• Attending any school
• 14-21 years of age
• Low Income
• One of these Barriers: o Basic skills deficient
o English language learner
o Offender
o Homeless, runaway, foster child, or aged out of foster system
o Pregnant or parenting
o Individual with a disability
o Individual who needs additional assistance to enter or complete an educational program or to secure or hold employment **Local Board defined barriers:**

- Little or no successful work experience, unemployed and has been involved in a long and unsuccessful work search, little if any exposure to successfully employed adults
- Has been fired from a job in the last six (6) months
- Has below average grades
- Previously dropped out of an educational program
- Behind grade level
- Significant personal or family problems
- Limited English proficiency
- Limited access to reliable transportation
- Is an individual who is a first generation college student
- Children of incarcerated parents

EJAC WDB will identify, document, and serve youth participants meeting this eligibility criteria as prescribed in FEC Issuance 2009-1, Mod 3 WIOA Youth Participants Eligibility Requirements.

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

Veterans' priority of service is a requirement in all programs funded wholly or in part by DOL. Priority is measured in terms of enrollment in affected programs. Referral to the Veteran's Representative – DVOP and/or LVER - does not constitute priority of service.

For all programs with statutory requirements, veterans must meet the program eligibility requirements in order to obtain priority of service. If they meet those specific program eligibility requirements, they will receive priority of service.

In the WIOA Adult and Dislocated Workers Program, the current law requires that first priority for career and training services be given to public assistance recipients and low-income individuals when adult funds allocated to a local area are limited.

When veteran's priority is applied in conjunction with recipients of public assistance and other low income individuals, veterans and their spouses will receive the highest priority followed by these non-veteran members.

In regard to veterans, the priority of provision of services is established as follows: First to be served will be economically disadvantaged and low-income individuals who are also veterans. Among participants who are not public assistance recipients or low-income individuals, veterans will receive priority over non-veterans.

Additionally, in those programs, where targeting of groups is a discretionary or optional priority at the local level, veterans' priority takes precedence over those optional or discretionary priorities. Veterans' priority is applied in advance of the opportunities and services provided to the population group covered by the optional priority.

Veterans and their spouses are identified and engaged at the point of entry at Job Center. Upon identification of an individual as a veteran, such individual will be provided with information regarding any applicable (statutory) eligibility requirements for those programs and/or services. This includes ensuring that the veteran is aware of:

1) Their entitlement to priority of service;

2) The full array of employment, training, and placement services available under priority of service; this includes connection to education and training programs, benefits and services, connection to supplemental services , one-on-one assessments, resume reviews, follow-up as appropriate, matching to employer base and matching to specific employers committed to hiring veterans, such as employers participating in the "Show me Heroes" initiative; and

3) Any applicable eligibility requirements for those programs and/or services. (Reference DWD Issuance 09-08, Priority of Service to Veterans, dated January 20, 2009.)

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.

Veterans will be notified regarding priority of service by providing printed materials describing all services. They will also be informed of the required priority of service and services available at orientation.

The Missouri Job Center DVOP and LVER - will be fully integrated into the Job Centers as detailed by the DVOP/LVER agreement with the Secretary (Veterans State Plan). The role of the DVOP/LVER staff will be to assist veterans with serious barriers to gain employment through intensified direct services such as case management and employer job developments within their separate roles. The DVOP/LVER will not be assigned duties that violate Title 38. The DVOP will share case management for veterans enrolled in WIOA and other programs with the providers of those programs. The DVOP/LVER grant requires compliance with Title 38, Chapters 41 and 42, in that all service delivery points of the grantee will provide veterans priority of service in the provision of all labor exchange services and specifically, when making referrals to job openings and training opportunities.

All Job Center staff, Designated veteran and non-veteran Job Center staff, in all programs, have on going objectives to invest in partnerships with local organizations serving veterans in order to establish the Job Center's credibility among those organizations serving veterans in order to provide access to and referrals for veterans, especially returning veterans and their families. All Job Center staff, Designated veteran and non-veteran Job Center staff, in all programs, are trained to highlight the priority of services to veterans and the value in self attestation of veteran status and to better identify walk in job seekers that are veterans and spouses by proactively asking them about their veteran status at multiple points for priority and dedicated services.
All Job Center staff, non-veteran and veteran Job Center staff, in all programs, assist veterans with serious barriers to gain employment through intensified direct services such as case management and employer job developments and provide veterans priority of service in the provision of all services and when making referrals to job openings and training opportunities. Veteran status is recorded in the FEC MIS and Toolbox databases to further assess the effort to target veterans and spouses.

Job Center Local offices will be monitored to ensure that programs are providing the required priority service to veterans. Whenever necessary, corrective action plans will be developed and appropriate technical assistance concerning priority of service to veterans will be provided.

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

The funding limit for the Individual Training Accounts for adults, dislocated workers, and National Dislocated Worker Grant (DLWG) clients and youth are outlined in Issuances 2012-1 Mod 2, Classroom Occupational Skill Training For WIOA Adults And Dislocated Workers Procedures, Issuance 2012-2, Modification 4, On-The-Job Training, And Internships/Subsidized Employment For Adults, Dislocated Workers Procedures, Issuance 2004-7 Mod. 13 Classroom Occupational Skill Training; On-The-Job Training, Internships, And Work Experience for Youth The funding limit is $3,500 unless specifically requested and may be exceeded based on budget availability, in-demand occupational training targeted by the Workforce Development Board and lack of availability of training at community colleges or other state supported schools, etc.

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

The One Stop Next Generation Missouri Job Centers have been evaluated for program and physical accessibility for individuals with disabilities; any barriers to one stop services have been addressed. The One Stop Next Generation Missouri Job Centers ensures the full array of One-Stop services are available to individuals with disabilities and that the services are fully accessible. During the Welcome Team and Skills team interview with clients, individuals **may** self identify that they have a disability. Clients with a disability who have an employment barrier are **offered Disability Navigator services in addition to the other Job Center services available.**

One Stop Next Generation Missouri Job Center staffs are mandated to undergo ongoing training on vocational and disability aspects, so that they have a body of knowledge to provide professional services to individuals with disabilities.
Additionally, the One Stop Next Generation Missouri Job Center, through the Disability Navigator Program (DNP), that is co-located within the One Stop Job Centers, provides services to individuals with disabilities. The Disability Navigator Program (DNP) is utilized to ensure all one stop services are available to individuals with disabilities. The purpose of DNP is to provide expertise to workforce staff, job seekers and businesses on the programs and services that impact the successful employment of people with disabilities including workplace accommodations, adaptive and assistive technologies, work incentives, tax incentives and accessibility. The primary objective of the Navigator is to increase employment and self-sufficiency for persons with disabilities by linking them to employers and facilitating access to programs and services that will enable their entry or re-entry into the workforce.

Two Navigators serve the Job Center located in Eastern Jackson County. The Navigator assists customers and staff at the 15301 East 23rd Street South, Independence, MO 64055-1698 Job Centers. The Navigator facilitates trainings and provides disability-related resources and information to staff in order to ensure that job seekers with disabilities are served effectively. Navigators also provide outreach to people with disabilities by providing information on workforce services available through the One-Stop Job Centers. In addition, Navigators also make information available to businesses and business organizations regarding work accommodations, accessibility, tax incentives and other resources available to businesses. The Navigators facilitate systems change within the One-Stop system by collaborating with disability-related service organizations in order to enhance the capacity of the One-Stop Job Center to provide a comprehensive array of services for our job seeker and business customers.

In addition, the Job Center has an MOU with Vocational Rehabilitation and local Vocational Rehabilitation staff provides onsite services on a regular basis as well are available for consultation with DNP staff. In addition, since the state of Missouri requires

that qualified VR counselors must have fluency in American Sign Language (ASL) to swerve individuals who are deaf or hard of hearing, sign language interpreting services (ASL) may be made available upon request.

Some of the services provided by the Navigators are:

- Guide One-Stop staff in helping people with disabilities access and navigate the complex provisions of various programs that impact their ability to gain/retain employment.
- Develop linkages and collaborate on an ongoing basis with employers to facilitate job placements for persons with disabilities.
- Develop partnerships to achieve integrated services, systemic change, and expand the capacity to serve customers with disabilities.
- Facilitate the transition of in- or out-of-school youth with disabilities to obtain employment and economic self-sufficiency.
- Conduct outreach to agencies/organizations that serve people with disabilities.
- Serve as resources on SSAs: work incentives and employment support programs and the provision of services through Benefits Planning, Assistance and Outreach organizations.
- Serve as resources on federal, state, local and private programs that impact the ability of person with disabilities to enter and remain in the workforce.

The One Stop Job Centers are equipped with assistive technology equipment per the state of Missouri's recommendations, and one stop staff has been trained on the use of this equipment.

The following adaptive equipment is available in the One Stop Center: TTY; hands-free speakerphone with large key pad; 21" large monitor with moveable mounting arm; screen enlargement software; screen reading software; word prediction software; height adjustable table; and CCTV (electronic enlarging).

<u>Product & Services Box</u>

- UbiDuo – a communication device that enables deaf, hard of hearing, and hearing people to communicate with each other face to face
- Assistive Technology – various assistive technology use to assist individuals with disabilities
- Missouri Assistive Technology – a variety of services and devices on loan to individuals with disabilities
- Missouri Disability Portal – connecting the public with national, state and local disability resources
- Disability.gov – on-line resource for information on career counseling, finding a job and job preparation for individuals with disabilities
- GettingHired.com – site where people with disabilities can post resumes, participate in job search networking and employers can post job openings.

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.*

One Stop Next Generation Missouri Job Centers ensures access to services through its One-Stop delivery system for Limited English Proficiency (LEP) persons. The EJAC WDB agrees to comply with DWD Issuance 06-2014 regarding Providing Meaningful Access to Services for Individuals with Limited English Proficiency (LEP). EJAC WDB staff and partners are provided training on basic LEP services, such as interpreter and translation policies, Multilanguage website, telephone interpreter services to ensure that all staff and partners are knowledgeable and capable of providing services to LEP individuals. To ensure meaningful access to Job Center programs, customers with LEP are informed about the availability of language assistance at no cost. Customers with LEP are informed of these services through multilingual posters, signs and brochures, as well as statements on application forms and informational material distributed to the public, including electronic forms such as agency websites, **taglines** in English, and written documents. During the Welcome Team orientation, and Skills Team intake, interviews, and assessment, individuals are screened for limited English proficiency, and individuals in need of translation services are provided that assistance using language interpreting services or immediately referred to staff that are bi-lingual. If One Stop Next Generation Missouri Job Center staff is not proficient in a particular language, the One Stop Centers utilizes CTS Language Link, a language assistance plan, which is an interpretative service that has the capacity to interpret any common language. CTS Language Link provides written, verbal and sign language interpretation services. Additionally, outreach counselors are assigned to identify resources within the community to assist the One Stop Job Center staff in the provision of services to individuals with limited English proficiency. EJAC WDB One Stop Job Center labor market research has established that the largest non-English speaking group in the region is Spanish-speaking customers and as a consequence has made a specific interest and commitment to provide immediate assistance to Spanish-speaking customers. Three Spanish-speaking, bi-lingual Staff Coordinators have been hired to serve the Spanish-speaking youth and adult populations and help address barriers to employment and career advancement for Latino workers. FEC will continue to offer the bi-lingual mobile program to provide immediate assistance to Spanish-speaking customers with the three Spanish speaking bi-lingual personnel. The One Stop Job Center also partners with the Jewish Vocational Service which provides training and placement services to refugees to assist in the provision of services to individuals with limited English proficiency.

The WDB has also partnered with local community college and developed training courses that are targeted to bi-lingual population. One such program is the Bi-lingual Pre LPN nursing program developed with local hospitals. Additional courses of training are currently being explored and developed.

To ensure universal access and equal opportunity to LEP customers to WIOA programs and services, the following effective practices are used as a base to find flexible ways to

customize services to both limited English proficiency populations in their local communities and local employers who can put them to work.

- Employ staff who are bilingual and, if possible, bicultural.
- Develop partnerships to create credibility in those communities.
- Provide bilingual signage, informational web resources, media sources, such as radio and newsprint, and other materials targeted towards LEP
- Offer job readiness and placement assistance in their native language
- Provide access to English as a Second Language courses, including specific vocational language instruction.
- Conduct meetings with agency directors or board members to discuss potential partnerships and conduct needs assessment.
- Host a series of information/public meetings in strategic, high growth communities of individuals with limited English proficiency.
- Publicize new community partnerships and satellite offices (non-traditional methods, not just print ads)
- Several Job Center brochures and flyers have been translated for Spanish speaking job seekers
- Collaborate and network with community groups and schools that serve LEP populations in order to understand needs and market and outreach to LEP population.

EJAC WDB will continue to implement an outreach plan for LEP population that includes sharing public information resources with individuals with LEP and with local culturally diverse community organizations that describes the types of reasonable LEP accommodations that are available, considering the needs of individuals with LEP in evaluating existing and emerging technologies that are available to meet their needs, and the effect of technology on the LEP population, and utilizing various methods and networks, including public service announcements, non-English media and community- and faith-based resources to ensure that the agency's target LEP populations are reached, and implementing other strategies and practices identified in the Promising Practices in Achieving Universal Access and Equal Opportunity: A Section 188 Disability Reference Guide.

Additional strategies utilized include:

- Creating the capability to perform intake and work assessments in other languages also is proving to be an effective and highly utilized tool for organizations working to help individuals with limited English proficiency find jobs.
- Engaging in targeted employer outreach - Work to educate employers about the benefits of bilingual employees in all types of occupations within their organizations, and identify local companies that have bilingual management staff.

Product & Services Box

- LanguageLink – a telephone interpreting service in a variety of languages
- English as a Second Language – resources available on the DESE website
- Missouri Migrant Education English Language Learning – an English language learning program
- About.com – allows individuals to build their vocabulary with free English courses

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

The WDB promotes dual enrollment to increase the benefits to customers and by making available service options, and enabling customers to be active participants in the decision-making process. The provision of multiple services concurrently is cost effective to the One Stop partners. Dual enrollment provides immediate entry into the workforce system, streamlines the delivery of services to dislocated worker, avoids duplication of efforts and encourages and provides comprehensive services delivery from assessment to re-employment, maximizes the resources available to customers to insure all services available to the participant are utilized. The collaboration required by Dual enrollment offers an eligible customer immediate access to the different funding sources and resources in the Job Center, so that the customer benefits from the coordination of these services. All new registrants should be dually-enrolled. Overall, the system benefits by integrating the One Stop partner's services.

Based on DWD Issuance 21-2009, the dislocated worker enrolled in the WIOA Dislocated Worker Program, who is eligible or who may become eligible for funds because of a layoff, plant closing, or a mass layoff, may also be eligible for targeted funding from a National Emergency Grant, or Trade Act if the layoff was a result of foreign trade impact as determined by the US Department of Labor.

Combined Staff: All NGCC teams, the Welcome, Skills, and Employment Teams are comprised of DWD and FEC staff. All services available at the Job Center will be offered by (DWD and FEC) staff, any customer can be referred for Intensive and Training enrollment by a Skills Team Member following the process below. All staff can provide immediate assistance each time the customer comes into the Job Center including reviewing a customer's online file in Toolbox 2.0, determining their status, and assisting the customer to the appropriate staff person.

Initial Customer Discussion: The EP development process will actually begin in the one-on-one interview with each individual customer. When a customer enters a Missouri Job Center, staff will greet them and begin the assessment process to determine the customer's eligibility for services. Following the verification of birth date the individual begins receiving core services. All customers complete the initial assessment to help the customer determine which career path to pursue. The Career Ready 101 assessment should be done on all new customers as referenced in DWD Issuance 25-2009. If training activities are being discussed, the Team Member will explain to the customer the need for an EP and what to expect from the service planning process. The IEP Individual Employment Plans (IEP) is developed based on this initial assessment and any additional assessments that may be warranted.

Develop EP with Customer: After appropriate discussions with the Team Member, the customer should be prepared to commit their training, job, and wage goals to writing (if not, additional exploratory meetings may be necessary). The Team Member and the customer will work together to plan the customer's service strategy based on the results of these discussions and all prior assessment activities. For customers that will be attending training activities, the Toolbox

EP format will be used to capture all service strategies and plans. Additional information about the EP will be collected in the case note supporting the EP activity.

Ongoing Communication with the Customer: A Member of the Skills Team will review the customer's progress in planned training activities, will schedule customer meetings as appropriate to ensure customer success in these activities, and will make adjustments to the EP as needed. Upon completion of every planned training activity and at appropriate times during the course of activities (for example, when mid-term grades are released), the Team Member will evaluate the progress of the customer in their skill development and job placement efforts.

Staff Training. Additionally all Job Center staff meet weekly to ensure the integration of services and to increase the number of clients dually enrolled in WIOA and Wagner-Peyser activities. During these weekly meetings all staff are informed of and provided copies of relevant DWD and FEC Issuances and provided training on Issuances as needed. As a result of on-going combined Staff training customer seeking help at a Job Center can be immediately referred to the WIOA case manager or supervisor for assistance through the dual enrollment process and joint case management, all available WIOA staff are able to assist the customer and offer the full range of services available to them. Additionally, a Job Corps representative has been assigned to the One Stop Center to promote the dual enrollment of Job Corps youth.

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.*

Proposed Training Expenditure Rate for new registrants Adult will be 45% and for new registrants Dislocated Workers will be 40% of Total Program Services Allocation.

(Training includes Classroom, On-The-Job Training, Internship and Work Experience)

The EJAC WDB FEC operator has enrollment approval process is to screen, assess, and register eligible applicants into FEC programs to increase their success rates, thereby positively impacting WIOA performance standards while providing quality services to customers, as spelled out in ISSUANCE 2001-05, Modification 6 An Enrollment Committee has been established and will be responsible for reviewing all applicant enrollment packets and approving/disapproving the enrollment of customers. This process will be followed for all programs operated by FEC. Following ISSUANCE NO. 2000-17, Mod. 4 Referral to training must follow a needs assessment, and should be in an occupational area wherein demand is sufficient to ensure that clients who successfully complete training will be able to obtain a job.

Enrollment Determination: EP Planning and Development
The development of an Individual Employment Plan (EP) is critical and required for all **NGCC** customers attending any training activity (such as, occupational skills training, on-the-job training, and customized training). The focus of this plan is to ensure that the customer has a plan for successfully completing the training activity and for achieving their job search and employment goals. Further, as customers participate in various training activities and services, their progress in attaining needed skills and in securing employment must be constantly evaluated. As this on-going evaluation occurs, many times a customer will need additional services to further improve their skills and/or to enhance their job placement prospects. When this occurs, the EP must be adjusted to reflect any additional activities and services that are planned.

***Financial Aid Determination*:** Customers attending a training activity (Occupational Skills Training, Job Training or Internship) or in need of supportive services must attend a financial aid session to determine eligibility for funding. Programs for which customers are eligible will be determined at this time.

***Recommendation of Customers for Training Services*:** Prior to receipt of a training service, a documented intensive service must have been received by the client. Sequence of Services—Clarifies that individuals are not required to receive core or intensive services prior to receiving training services. Customers must have already completed the Financial Aid eligibility session; registered in Jobs.mo.gov; completed ONet assessment; completed TABE or required school entrance exam and completed an Employment Plan prior to being enrolled in a training service. The Enrollment Committee must approve

the enrollment of the client prior to the client starting classroom occupational skill training.

***Purpose of the Enrollment Committee*:** The purpose of the enrollment committee / approval process is to screen, assess and register eligible applicants in Job Center Career /Training services to increase their success rates, thereby positively impacting performance standards while providing quality services to clients. The enrollment committee is:

- A financial management tool for the fiscal agent and safeguards against over obligation of funds
- Comprised of NGCC staff (FEC & DWD)
- Represented by staff from each Job Center

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).*

AEL services will be co-located either adjacent to or within a Missouri Career Center site.

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.*

Vocational Rehabilitation services will be assigned on a rotating basis to a Missouri Career Center site.

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

EJAC WDB supports the integration and Registered Apprenticeship (RA) into local workforce planning and recognizes RA as a proven industry-driven workforce education, preparation and training strategy for workers and will promote RA as work based learning and career pathways for youth and adults and will use WIOA resources to support RA and will collaborate and engage with employers and education and training providers to create new RA opportunities and recognizes that the integration will positively impact performance outcomes in the region in terms of higher earnings , credential attainment , talent development and serving employers. The Board Policy on apprenticeships is that the board will consider apprenticeship training in those sectors identified by the board that are certified by the US Department of Labor. The present sectors identified by the board are business services, logistics and transportation, healthcare, information technology, advanced manufacturing, financial services, and construction. The primary emphasis will be in healthcare, information technology, advanced manufacturing, and information services, and others relative to their position in the economy. EJAC WDB will include RA as a workforce option for growing skills in targeted industry sectors. EJAC WDB will incorporate RA in career exploration and counseling strategies by referring participants to RA and pre-apprenticeship programs; will continue to work with and encourage Job Center staff to market apprenticeship and refer appropriate candidates; will explore co-sponsoring career fairs and other outreach activities related to education and career opportunities with local RA representatives and will market RA opportunities to employers and workers . The EJAC WDB will expand RA programs by exploring opportunities to fund RA training costs with WIOA funds to leverage the investments of employers and labor organizations. In addition apprenticeship representatives serve as members of the EJAC WD Board. EJAC WDB also supports RA by working with employers and training providers to expand RA in the region and will promote their inclusion as Eligible Training Providers.

The FEC has recently initiated the process with the Office of Apprenticeship for an Apprenticeship in the healthcare field. One employer has been identified and DOL has provided approval.

Full Employment Council
Healthcare Apprenticeship Program
In Partnership with John Knox Village

In 2015 The Full Employment Council in partnership with local Office of Apprenticeship of the Department of Labor, Apprenticeship and Training for the Kansas City Area completed the set of standards and was approved by the U.S. Department of Labor, Office of Apprenticeship for the HPOG Healthcare Apprenticeship Program, the first and the only registered apprenticeship healthcare program of its kind in the region.

The Apprenticeship program is piloted with area employer partner John Knox Village. John Knox Village is a continuing care retirement community and senior living communities located in Lee's Summit, Missouri, and also provide in home care services throughout (16) counties in Missouri and Kansas.

The program provides On-The-Job Learning for Nurse Assistants (C.N.A.). The Trainees will complete their class room training through the HPOG grant at an area school. The length of the On- The- Job Learning and the apprenticeship is 2000 hours which will include competency areas that have been identified by the employer that will help the apprentice attain a basic level of mastery across all competencies so they can successfully integrate in their work to reach the Skilled Level in the Healthcare occupation. DOL Apprenticeship and Training Representative, with the U.S. Department of Labor, Office of Apprenticeship provides technical assistance.

The program started with two cohorts which started in Junes of 2015 and a second one in September of 2015 and it provided classroom and on the job learning to ensure the applicants receive well rounded training with classroom instruction and on the job mentorship and development to maximize the success rate and the skills of the C.N.A position as well as to provide less attrition to the employers workforce.
The first cohort consisted of (7) candidates who were registered in the apprenticeship program and six of the seven individuals have completed their (1440) hours of their (2000) hour training and are having great progress and have received a pay increase from $10 per hour to $12.50 per hour. The one individual who left the program chose alternative employment. A second cohort of (9) apprenticeship candidates were registered and approved in September 2015 and have completed their (1040) hours of hours of their (2000) hour training and are having great progress and have received a pay increase from $10 per hour to $12.50 per hour.

IX. Integration of One-Stop Service Delivery

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;*

All subcontractors are required to provide soft skills training as part of their training program in order to meet and exceed the needs of employers. Subcontractors are also required to meet the performance standards negotiated with DWD. One Stop Next Generation Missouri Job Center staff meets monthly and, more frequently if required, with subcontractors to report on the status of the projects, performance and participants' progress and to discuss issues and questions. Subcontractors are evaluated monthly and corrective action plans required if performance does not meet planned levels of performance. An Addendum To WDB Fiscal Policy Manual Section 400 -Contractor Related Procedures, Section 400 -Policies And Procedures, 400Contractor Related Procedures, 411 Performance Requirements, was incorporated describing the evaluation of service providers for performance and impact. Incorporation of these procedures will ensure that providers meet the needs of employers and participants.

ADDENDUM TO EJAC WDB or its designee **FISCAL POLICY MANUAL SECTION 400 -CONTRACTOR RELATED PROCEDURES**

400 POLICIES AND PROCEDURES
400 CONTRACTOR RELATED PROCEDURES
411 PERFORMANCE REQUIREMENTS

All Contractors and Service Providers contracted by the EJAC WDB or its designee to provide program services shall be contracted with performance based contracts. All contracts will be reimbursed subject to performance measure benchmarks that have been established by EJAC WDB or its designee and spelled out in the contract. Failure to meet the performance benchmarks shall result in full or partial reduction in payment requests submitted. Performance based contracts identify expected activities, deliverables, performance measures or outcomes and are actively managed by the Planning/Administration staff. The Contractor/Service Provider's performance shall be submitted monthly/quarterly by the contractor and verified by the EJAC WDB or its designee, the Fiscal Agent and Operator.

1. The Contractor will submit a Monthly Performance Progress Report reflecting actual performance and accrued expenses for the contractor's program.

2. EJAC WDB or its designee Planning/Administration Staff will review each report for projected compliance with the monthly/quarterly Performance benchmarks.

3. Performance Reports will be prepared by the EJAC WDB or its designee Planning/Administration Department regarding identified goals.

4. EJAC WDB or its designee Planning/Administration Staff will compare the Contractor progress against targeted monthly/quarterly benchmarks to develop monthly performance reports.

5. Letters will be prepared to the Contractor each quarter regarding any board approved action to be taken. Necessary contract amendments will be prepared.

6. Technical assistance will be offered and provided by EJAC WDB or its designee staff to the Contractor as requested or as deemed appropriate by the board.

7. Regardless of a determination or non-determination of de-obligation or other loss of funds, a Contractor who fails to meet or exceed minimum targeted levels of service to participants for the quarter will prepare and submit a written corrective action plan within 15 days of the end of the quarter. A copy of this plan will be provided to EJAC WDB or its designee Officers upon receipt.

8. In accordance with the fully executed contract, the Contractor may request a budget adjustment at any time during the contract period to realign budgets with targeted participant activities, thereby allowing for a higher percentage of expenditure and numbers served.

FAILURE TO MEET PERFORMANCE TARGET LEVELS

If the Contractor fails to meet minimum targeted levels of service performance for a quarter; the contractor shall prepare and submit a written corrective action plan to EJAC WDB or its designee within 15 days of the end of the quarter. Failure to meet corrective action plan will result in sanctions, which will include a reduction of funds, termination, or a combination of both. The EJAC WDB will review and approve the plan, or modify the plan and review monthly to insure alignment with target goals.

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:*

Integration of Services: One Stop Next Generation Missouri Job Center follows the Service Integration Guidelines established by the DWD and has adopted the Minimum Standards for compliance with Missouri's NGCC model to ensure quality and consistency of service delivery. This includes that the Career Ready 101 assessment should be done on all new customers and all new registrants should be dually-enrolled as referenced in DWD Issuance 24-2015. One Stop partners have integrated common services such as resource area assistance, orientation to services, workshops, job development, etc. These services are provided through the NGCC Welcome, Skills and Employment Teams, coordinating and integrating partner services to customers.

The One Stop Next Generation Missouri Job Centers conduct weekly meetings with co-located partner staff and sub-contractor staff to ensure the integration of services, and protocols to ensure that services are integrated and not duplicated .

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 LWDAs. See DWD Issuance 12-2015 https://jobs.mo.gov/sites/jobs/files/dwdissuance12-2015_12232015.pdf*. **(See Infrastructure Cost Sharing note in section 3 on page 9.)**

Memorandum of Understanding: Copies of the Memoranda of Understanding with one-stop partners is included as ***Attachment 3*** One Stop Next Generation Missouri Job Center has MOUs with the following agencies:

- Job Corps;
- Independence Missouri School District Adult Education and Literacy (AEL) (Title II)
- Blue Springs Missouri School District Adult Education and Literacy (AEL) (Title II)
- Metropolitan Community Colleges;
- Missouri Division of Vocational Rehabilitation;
- Missouri Division of Workforce Development;
    - WIOA Adult Program (Title I)
    - WIOA Dislocated Worker Program (Title I)
    - WIOA Youth Program (Title I)
    - Trade Adjustment Assistance
    - Wagner-Peyser labor-exchange/employment services
    - Jobs for Veterans State Grants
- Local Temporary Assistance for Needy Families TANF Agency- LINC -contact Jeriane Jaegers at Jeriane.jaegers@dss.mo.gov
- Community Services Block Grant -contact Jeriane Jaegers at Jeriane.jaegers@dss.mo.gov
- United Services Community Action Agency
- State Unemployment Compensation Law activities- contact – Chris Miller at DOLIR and copy Spencer Clark, chris.miller@labor.mo.gov, spencer.clark@labor.mo.gov
- YouthBuild (WIOA Title I)
- The Senior Community Service Program
- Perkins Career and Technical Education
- U.S. Dept. of Housing and Urban Development employment and training activities.
- Reintegration programs for eligible offenders

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.

UMOS will provide bilingual staff to each Job Center deemed "significant" in service to MSFWs performing outreach and referrals to employment services. In addition, UMOS will provide a list referencing a contact person in each of its offices who are familiar with the terms of this MOU. In turn, DWD and MO Job Centers will provide: adequate work space for the State Monitor Advocate; information about the Compliant System; violations of employment-related laws; employment opportunities; and contact information of registered customers who have indicated farm work experience.

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.)**

An interim infrastructure cost agreement will be determined.

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.*

Input in the development of this plan was solicited from WDB members and service providers, and public notice for comment was placed on the FEC web site. In addition, the President and CEO conducted a series of strategic planning sessions in 2012 for the Board and Job Center staff on strategic directions and leadership focus for the Job Center organization for the coming years. Workforce information and intelligence is gathered from Advisory groups, forums and meetings with partners, contractors and program participants, partners representing the Business Retention Council, input from employers, surveys with job seekers, and continuous input from local Board and Chamber members and education and training provider partners.

Eastern Jackson County **Workforce Development Board** will be undertaking **Sector Strategies Convening S**essions the results of which will be incorporated into the four year workforce development plans developed by the Eastern Jackson County Workforce Development Boards. Described below is a description of Eastern Jackson County **Workforce Development Board Sector** Strategies **Convening** Project in which we would like your participation. We are required by passage of the Workforce Innovation and Opportunity Act, signed by President Obama on August 22, 2014 to collaborate with key entities within the regional economy to develop industry sector strategies as a key component of the workforce development regional plan. The new law requires that the Public Workforce System, which is governed by WIOA, create a system of workforce career counseling, job training, and support services that focuses upon long term job retention and career pathways for adults. The law further concentrates on the systems coordination with TANF recipients, Ex-offender recently programs, persons with disabilities, and many other programs that serve individuals and families in poverty.

Eastern Jackson County Workforce Development Board Sector Convening Objective

Objective:

The objective of sector convening grants would be to support economic development organizations or specific industry sector organizations to convene employers. These grants will be made to economic development and sector specific organizations in the region. The objectives of the convening sessions will be to determine:

1. short and long term workforce skill/talent requirements;
2. identify gaps and barriers that exist in meeting their workforce and talent development needs;
3. labor market analysis of target sectors;

4. specific career readiness activities that can occur at the secondary level which include but not limited to:
    a. Bridge skill certification programs that can allow students in high school to enroll in training courses at the post-secondary level and allow for the credentialing and or college credit at the post-secondary level;
    b. Enable financial support for these students to enroll in such secondary courses;
    c. Provide framework for "essential skills" and training at the secondary level that focuses on teamwork; inter personal communication; conflict resolution; and
5. specific system enhancements at the post-secondary level that include but are not limited to a) expanded accelerated training calendars in addition to semester based training courses; b) Pell approved training courses that also include expanded approvals of non-semester based training curricular; c) increased utilization of peer industry instructors in the credit and non-credit offices offset secondary institutions ;stackable credentials acquired by students through a concurrent or sequential training design; and
6. the utilization of work based learning approaches that include apprenticeships, internships, on- the-job training, and or subsidized employment.

There will be a minimum of two sessions that will be convened by convening organizations:

1) The first, consisting of a listening session where employers, will provide their analysis of skill shortages in their present workforce; demographic trends that may create specific workforce challenges or opportunities; recommended training strategies; secondary and post-secondary system recommendations for improvement; etc.

2) The second, based upon these recommendations, will be strategy development sessions convened by the Full Employment Council of the public Workforce System to develop a strategic outline to respond to the workforce challenges and opportunities identified by the employers.

3) Then, there will be a third session where the employers convened in the first meeting will be provided the strategic outline to respond to those areas determined through the strategy session convened by the public workforce system. This input will then be incorporated into the four year workforce plans developed by the Eastern Jackson CountyWorkforce Development Boards.

There will be Multiple Sector and Sector Specific convening undertaken in the EJAC Region.

In the EJAC REGION, Sector Specific Convening will be attended by the following entities; however, sector companies will be drawn from the EJAC Region as a whole including Eastern Jackson County businesses or businesses that may have offices or affiliates in Eastern Jackson County.

Think Big--Information Technology Sector
KC Smart Port--Warehouse/Logistics Sector
Missouri Hospital Association--healthcare /biosciences Sector
Economic Development Corporation of Kansas City-Financial Services Sector
National Tooling and Machining Association--Advanced Manufacturing
Heavy Highway Contractors Association
The Builders Association

Multi Sector convening sessions will be attended by economic development organizations that service specific geographic areas of the EJAC region designs to address the target sectors in their specific regions and follow the same format :

Jackson County Multi Sector Convening-- Economic Development Corporation

Minority Business Sector Convening's will be hosted by:

Hispanic Chamber of Commerce
Greater Kansas City Black Chamber of Commerce

In order to insure effectiveness, group dynamics facilitated sessions will target upon no less than 10 or more than 15 senior business leaders for each Multi sector session with representatives from each target session, unless those industries are not represented in their region. Sessions will be facilitated with minutes taken at each session. Once all sessions have been convened there will be a system based response to the areas noted.

The Full Employment Council (FEC), the one-stop job operator for the Kansas City & Vicinity and Eastern Jackson County Workforce Development Boards have convened 10 business convenings in Independence MO, Kansas City, MO, Grandview, Clay County, Platte County, Cass County and Kansas City, MO proper. These convenings were co-sponsored by the Independence Economic Development Council, Think Big (IT incubator), Kansas City National Tooling and Manufacturing Association, Grandview Chamber of Commerce, Kansas City Economic Development Corporation, Clay County Economic Development Corporation, Platte County Economic Development Corporation and Cass County Economic Development Corporation.

The convening sessions hosted approximately 130 employers and who represented at least 40,000 jobs in the greater KCMO region. The purpose of these convenings were to determine the workforce needs of employers at the entry level, intermediate level, and advanced position.

1. Three major observations were noted through the convening sessions. Entry level workers need to have more developed skills in interpersonal relations (soft skills), STEM related areas specifically math/analytics, writing and speaking skills, as well as the ability to solve problems at the workplace as well as at home.

2. Skilled employers in areas such as Information Technology, Advanced Manufacturing and Finance indicated the need for more vocational education to be taught at the secondary level. Particularly and focusing on areas that include welding, machining, construction trades, mathematics, and other precision based skills.

3. Skill based employers as represented by the Kansas City chapter, the National Machining and Tooling Association indicated that their membership has experienced a 10 year increase in the average age of their skilled workers, which implied that the transition of younger workers into their industry was at minimum. The demand for skilled workers was also echoed by the convening session hosted by Think Big in the IT sector and indicated the need for younger workers to be exposed to IT skills earlier in the K-12 educational system.

4. All employers indicated that at best, 20% of the jobs needing to be filled required a 4 year degree, and that the majority of the skills they needed could be met through certificates issued at a vocational school or community college, with certifications issued through a state examining process.

5. All employers indicated a need to inform students and their parents of the opportunities available in these high growth areas in the Kansas City region.

6. The value of internships and subsidized employment opportunities connected with classroom training, typically referred to as an apprenticeship model, increasingly seems to be a preferred training and employment model by many employers.

7. There needs to be a more universal framework by which vocational skill training approaches are incorporated at the K-12 level in the Kansas City region serving both Missouri and Kansas residents.

8. The services available to students engaged in support services programs to enable them to successfully complete employment and training programs must be packaged in a comprehensive manner so that employers know the complete array of services available to prospected trainees, regardless of program type.

9. Internship programs including summer job programs.

10. Exposure to soft skills training and work based learning programs as early as possible in the secondary school system is preferred.

X. Administration and Oversight of the Local Workforce Development System

X. Administration and Oversight of the Local Workforce Development System

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

The Full Employment Council is currently designated and certified as the local one-stop operator of the full-service one stop center in the Eastern Jackson County region.

Under provisions of the Workforce Innovation and Opportunity Act, July 1, 2016, begins a period covering the ensuing twelve months whereby the Eastern Jackson County board will procure a One-Stop Operator. The EJAC WDB will designate and certify the One Stop Operator through a competitive bid process. A public notice announcing plans for the procurement process has been posted.

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.*

A listing of the board members, the organizations they represent and their area of representation is included as *Attachment 5*.

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

A copy of the WDB's current by-laws is included as **Attachment 6**.

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

Not applicable.

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 Development Board Decisions" or successive issuances).

Code of Ethics And Conflict Of Interest Policy For The Board Of Directors

The Eastern Jackson County Workforce Development Board ("EJAC WDB") Workforce Development Board ("EJAC WDB") seeks to create and sustain an ethical business climate, which is critical to the success of the EJAC WDB and in the best interests of the EJAC WDB. Each director of the EJAC WDB must observe the highest standards of ethical business conduct, including strict adherence to this Code. Each director of the EJAC WDB must comply with the letter and the spirit of the following and must certify annually that it has reviewed and agrees to comply. WDB members may not vote on matters under consideration by the WDB regarding the provision of services by such member, by an entity that such member represents (or by which the member is employed), or that would provide direct financial benefit to such member or the immediate family of such member. A WDB member may not engage in any other activity determined by the Governor to constitute a conflict of interest as specified in the State Plan.

All subcontracts contain a section regarding CONFLICT OF INTEREST clause that the Contractor shall maintain a written code of standards of conduct governing the performance of persons engaged in the award and administration of the WIOA contract(s).

In addition all staff agrees to in the agency's personnel policy and is required to sign a statement regarding adherence to conflict of interest.

See ***Attachment 8.***

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

Program Monitoring

The EJAC WDB monitoring plan guidance is contained in the Fiscal Manual; 362 Monitoring Procedures - Non-WIOA Contract Monitoring Procedures. See Attachment 9. The monitoring of WIOA and other special program performance is performed by an Outside consultant. The independent monitor is required to provide administrative, financial and programmatic monitoring for all formula funded programs including WIOA, Welfare to Work formula, stand alone summer youth programs and other special initiatives and programs for program specific compliance and to ensure funds are administered in accordance with terms and conditions of contracts. Furthermore, the monitor will monitor FEC, the One-Stop Partner's and sub-recipients in compliance with guidelines contained in the state of Missouri's Division of Workforce Development (DWD) Issuance #16-2015 or other updates as they come. This process ensures compliance with the WIOA and non-WIOA program requirements. As outlined in Fiscal Manual; 362 Monitoring Procedures – WIOA and Non-WIOA Contract Monitoring Procedures, annual programmatic and financial monitoring reviews are conducted and reported to the WDB and CLEO. These programmatic and financial reviews, conducted during program operation, include comprehensive reviews of participant files, selected using random sampling techniques, compliance issues, questionnaires and on site visits as appropriate, financial monitoring to include accounting processes specified in the Fiscal Manual; 362 Monitoring Procedures (Attachment 9).

ONE STOP OPERATOR/FISCAL AGENT'S ISSUANCE NO. 2014-01, Modification 2

ORIGINAL ISSUANCE DATE:	February 25, 2014
REVISION DATE:	**December 29, 2015**
TO:	American Job Center/FEC Staff
FROM:	Clyde McQueen, President/CEO
SUBJECT:	Monitoring Policy for WIOA Adult, Dislocated Worker, and Youth Programs
EFFECTIVE DATE:	**July 1, 2015**

BACKGROUND: This issuance is created to implement the WIOA Program Monitoring Policy.

PURPOSE: The purpose of this issuance is to establish a protocol for programmatic monitoring and describe the Workforce Development Board (WDB)-approved Policy, Procedures, and Tools for monitoring Workforce Innovation and Opportunity Act (WIOA) Adult, Dislocated Worker, and Youth Programs in order to complement the American Job Center integrated service delivery method.

XI. Service Delivery

PROGRAM ACTIVITIES

The core programs partners in Missouri are:

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

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

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

XI. Service Delivery

A. One-Stop Service Delivery Strategies

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

Prior to issuing ITAs**,** One Stop Next Generation Missouri Job Center staff review demand occupational data with clients to ensure that clients are aware of demand data available in occupational fields. Clients access MERIC web site to review target industry and occupational demand data. All adult and dislocated worker customers receiving classroom occupational skill training are issued an ITA voucher. The customer is provided the ITA to choose among eligible classroom occupational skill training providers. The client is provided the web-site for WIOA approved training courses and may review each course of study prior to selecting an eligible provider that best meets his/her needs. Only training in demand areas is approved.

The website of approved trainings provided on the Missouri Training Provider Search Tool https://jobs.mo.gov/mcs/mech/MECHSearch/InstitutionSearch.aspx should be shared with the customer as well as the labor market information regarding occupational demand so that the customer can research eligible training providers and make an informed choice. (Please refer to related issuances: Issuance 2000-10, Individual Training Accounts and Issuance 2000-17, Mod. 3, Policies Governing Regional Targeted Job Training, Selection of In-Demand Occupations, and Training Re-entry Policy).

- Labor Market Information Sessions

- Career Information Training – provisions of performance information and program cost of providers of training services

In addition:

- Workforce Information workshops on labor Market Information
- Career Exploration Sessions
- On staff Labor Market Information specialist

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.*

One-Stop Next Generation Missouri Job Centers provide **"career services"** and training services and business services including point of access to individual training accounts for training services; other programs and activities carried out by one-stop partners; and other permissible local employment and training activities (customized training and screening and referral of qualified participants in training services to employment); support services; and needs-based payments.

To meet the needs of dislocated workers, displaced homemakers, low-income individuals, disabled individuals and others with multiple barriers to employment, employment plans are developed based on a comprehensive assessment to identify skill deficiencies and support service needs. The needs of these groups are met through participation in allowable Workforce Development activities. Basic skill deficiencies will be addressed first to ensure success in occupational skills training. In addition, all clients enrolled in **"career services"** and training services, are required to complete training to improve their soft skills. Once these skills have been improved, occupational skill deficiencies are addressed.

"Career services" are provided through the One Stop Next Generation Missouri Job Centers integrated service delivery system requires automatic enrollment of any customers (18 and older) in the WIOA Adult program to ensure universal access and consistency of service. These services include the following:

- Eligibility determination;
- Outreach, intake and orientation to the information and other services available through the One Stop System;
- Welcome Team provide initial assessment of skill levels, aptitudes, abilities and support service needs; and recommend a service pathway; collect initial registration data, and connect customers with the Skills Development Team, Jobs Team, and initial service delivery. A Career 101 assessment should be done on all new customers and all new registrants should be dually-enrolled as referenced in DWD Issuance 25-2009;
- Skills Development Team provides the initial skills assessment, as well as additional assessment of customer needs and support requirements, facilitate career and job-search planning; deliver and/or connect customers to skill building services covering work readiness skills, basic skills, computer literacy skills, occupational skills and job search skills; oversee and facilitate self-service delivery, assist customers in development of job-search skills and tools, and provide information

on eligible training providers and performance outcomes of training providers. The assessment completed by the Skills Team is more comprehensive since it includes O*Net review, and review of other assessments that have been completed by the customer. In addition, a more detailed interview utilizing the assessment tab in Toolbox is completed.

- Jobs Team provides services to job-ready job seekers, and services to hiring employers. For job seekers, they provide job search information, employment statistics including job vacancy listings, job skills necessary to obtain jobs described in job vacancy listings; information related to local occupations in demand and the earnings, skill requirements for such occupations; they plan, provide job development, job search and placement assistance and assessment of job search activities, automated job matching, referrals and hiring process support. For employers, they provide job order assistance and consultation, respond to new hiring practices, screening, conduct proactive search for candidates, and customized recruitment services., and where appropriate, career counseling (This Career Counseling is provided to job seekers who are referred to jobs, but who may not be hired, based on employer feedback).

"Career services" provided include the following:

- More extensive assessment of job skills, work readiness and need for support services;
- Individual counseling that results in the development of a career plan;
- Career planning and group counseling program;
- Short-term training in pre-vocational services;
- Internships/work experience;
- Support services;

Training Services for Adults and Dislocated Workers includes:

1. Individual Training Accounts (ITAs) for occupational skill training;
2. Employer-based training services, including on-the-job training and customized training, made available to employed and unemployed adults and dislocated workers.
3. Adult education and literacy provided concurrently or in combination with with any of the above activities.

Adult and dislocated worker training activities

Accelerated Classroom Occupational specific training- in demand jobs and emerging careers – open entry courses

• One Stop Next Generation Missouri Job Center will develop collaborative partnerships with education, 2-year and 4-year institutions and community colleges, and other training providers, economic development organizations, targeted industry entities, employers, business and other labor organizations and other partners in high growth industries to explore and develop regional sector strategies, in order to develop short term, on-demand, open entry six to eight week occupation specific classroom training courses to meet the employment needs of employers in

high demand occupations in growth industries in consultation with these training providers.

• **On Demand/Just in Time, On-site** Training approaches: One Stop Next Generation Missouri Job Center will coordinate On Demand/Just in Time, On site, Distance learning where feasible, WIOA approved, Classroom Occupational Training at worksites/community based organizations and on site at Job Center locations leading to a certificate (credential). Just in time training is non –semester based training outside normal fall winter spring summer semesters. These training methods are implemented through partnerships with Metropolitan Community College's Institute for Workforce Innovation", provide on demand training for business and job seekers and the University of Central Missouri's Workforce Central, which provides of "Just in time" training along with other training institutions that have non semester based training formats.

• One Stop Next Generation Missouri Job Center Stackable Credentials Training that provides occupational skill training in a sequence of credentials that can be accumulated over time to build up an individual's qualifications and help them to move along a career pathway or up a career ladder to different and potentially higher-paying jobs. These include C.N.A. with geriatric, insulin or, mental health certification, that leads to patient care tech or EMT, that leads to a LPN then to RN.

• One Stop Next Generation Missouri Job Center Combo Training that involves implementation and expansion of training model that combines short term classroom occupational and vocational skill training, with basic skills attainment tutorial and remediation and incorporates work readiness and soft skills, and or combines training with On-the-Job training, in order to reduce the amount of time for training.

Adult Internships

• One Stop Next Generation Missouri Job Center will provide Internships at the end of training for work Based Learning, at the end of training with potential employers in high demand occupations to encourage and facilitate job placement, when needed.

• One Stop Next Generation Missouri Job Center will provide Direct Placement assistance and activities.

• One Stop Next Generation Missouri Job Center will provide Follow-up services to participants placed in unsubsidized employment.

• One Stop Next Generation Missouri Job Center has an early warning network/layoff aversion Services initiative to economic development partners to support business retention and job placement for dislocated workers, to identify existing businesses at risk for closing or relocating, to leverage resources for providing assistance designed to avert layoffs and closings, and provide job referral and job development services working through Missouri Job Centers.

INNOVATION INFRASTRUCTURE

Non-WIOA funded programs for Adults and Dislocated Workers

Missouri Work Assistance (MWA) (TANF) - job readiness and training for TANF individuals engaged in work related activities. Activities include job placement, assessment, and job training.

Kansas City Area Transportation Authority Program- takes people to job locations that are not serviced by KCATA transit lines.

Target high-growth industries sector - FEC will continue to develop strategies for and allocate resources to provide special focus to target high-growth healthcare, information technology and advanced manufacturing industry sectors.

Healthcare Career Programs -
FEC has been successful in generating additional resources for the region's unemployed through successful applications to the U.S. Department of Labor which awarded a $5 million grant 2010-2013 to provide training and placement services to unemployed workers pursuing careers in nursing, allied health, long-term health care and healthcare information technology to increase the number of trained healthcare workers.

This initial investment has helped create a healthcare workforce infrastructure that has developed approaches that involved multi-credentialed training, clinical internships and classroom training combinations.

FEC also received a $5 million grant award 2010 to 2016 from the U.S. Department of Health and Human Services to train low-income adults, Food stamp recipients, TANF recipients, low-income unemployed adults, economically disadvantaged youth aged 16-24 and low-wage healthcare workers seeking career progression in the healthcare field. FEC will continue to implement the 5 year, $5 million grant from the U. S. Department of Health and Human Services to provide training to low-income adults, Food stamp recipients, TANF recipients, low-income unemployed adults, economically disadvantaged youth 16-24, and low-wage healthcare workers seeking career progression in the healthcare field. FEC was awarded a second healthcare training grant from HHS in partnership with the state of Missouri Department of Social Service, Division of Family Service. This project will go through 2020.

KC Regional Jobs and Innovation Accelerator Challenge Grant - FEC was awarded $1,000,000 from the ETA H-1B Technical Skills Training Grant funds for training and related employment activities to develop a skilled workforce for the cluster. The region received $1,891,338 from a Coordinated Initiative to Advance Regional Competitiveness, funded by three Federal Agencies: the Economic Development Administration, Department of Labor's Employment and Training Administration and the Small Business Administration (SBA) for its project to increase employment opportunities at the intersection of two industry clusters — advanced manufacturing and information technology. FEC partnered with a regional team, led by Mid-America Regional Council, University of Missouri-Kansas City

Innovation Center, KCSourceLink, Kansas Workforce Partnership and three community college systems- Johnson County Community College, Metropolitan Community College District and Kansas City Kansas Community College, and used its funds to raise the technical skill levels of American workers so they can obtain or upgrade employment in high-growth industries and/or occupations and to reduce their use of skilled foreign professionals permitted to work in the United States on a temporary basis under the H-1B visa program. FEC will recruit 300 participants, provide tuition/scholarship classroom occupational training to 200 participants with at least 160 completing training, and place 120 participants in jobs. This project will go through 2016.

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.*

The purpose of the Individual Training Account system is to increase customer choice and involve the client in his/her reemployment effort. The One Stop Next Generation Missouri Job Center makes available to clients the web-based list of approved training providers which includes a description of the programs through which the providers offer training services as well as cost and performance information. One Stop Next Generation Missouri Job Center staff also provides clients with demand data and target industry data so that they may make better informed choices.

Clients complete career services and be unable to obtain self sufficiency, prior to being considered for occupational skill training. Clients are issued an ITA voucher which they may use to choose among the eligible classroom occupational skill training providers which best meets the client's needs.

The ITA is issued by One Stop Next Generation Missouri Job Center conducting the initial eligibility determination and One Stop Next Generation Missouri Job Center staff determines the funding source. All available sources of funds are considered, in determining a client's overall need for WIOA funds. The exact mix of funds is determined based on the availability of funding for either training costs or support services, with the goal of ensuring that the costs of the training program the client selects are fully paid and necessary support services are available so that training can be successfully completed. To enroll in classroom training, the ITA must be validated by One Stop Next Generation Missouri Job Center staff two weeks prior to the class start date. When the ITA is validated, staff completes forms required to access payment. The maximum amount of funds available for classroom occupational skill training is outlined in an issuance.

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.*

The Missouri Division Employment Security selects Unemployment Insurance claimants who are likely to exhaust benefits before potential re-employment to participate in the Worker Profiling and Re-Employment Services program (WPRS). Job Center staff provides re-employment services to these profiled claimants.

Missouri uses a statistical model to identify UI Claimants who need intensive reemployment services because they are otherwise likely to become long- term unemployed. Information gathered determines the probability of an individual's chances of exhausting benefits.

Individuals identified to be likely to exhaust Unemployment Insurance benefits are referred to a Missouri Job Center to receive reemployment services. Up to twenty (20) claimants are called in to each Job Center each week to participate in the WPRS program.

When the customers report to the Job Centers they go through the NGCC process. They are first directed to the Job Center overview where they learn about available services. After the overview they take a short Career Ready 101 assessment where they answer five questions in each of three categories: reading; math; and locating information. After the participant becomes a member, the Welcome Team gathers more information and enrolls the participant in WIOA and Wagner Peyser programs. They are then directed to a member of the Jobs team to complete the WPRS procedure. With input from the referred individual, a Reemployment Service Plan/Individual Employment Plan (IEP) is developed. This is an agreement between the service provider and the profiled worker. The profiled claimant agrees to follow the plan or risk denial of UI benefits for one or more weeks.

Reemployment services will be provided through various programs and agencies at Missouri Job Centers. These services will be more intensive and staff-assisted than those provided the normal claimant, because the profiled claimants have been determined to have significant barriers that will hinder their becoming reemployed. Providing self-directed job search alone is not providing the claimant service above and beyond what the average claimant receives. If it is determined that the profiled individual would benefit from WIOA-defined intensive or training services, the individual will be referred to the appropriate Skills Team or WIOA partner and introducing the individual to appropriate Skills Team staff.

The WPRS procedure includes:

- completion of claimants information in Toolbox 2.0 - our case management system;
- enrollment into worker profiling and enter service of profile orientation ;
- completion of an Employment Plan; and,
- help with job search activities.

The claimant will stay in the WPRS program until reemployment occurs, s/he is enrolled in training or s/he is no longer claiming benefits. The claimant continues to receive UI benefits for the designated period of time, as long as s/he complies with reemployment plan requirements. Job Center staff document all activities with the claimant in the Toolbox case management data base, in order to ensure a complete and seamless service delivery to the claimant.

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

EMPLOYMENT / TRAINING STRATEGY

One of the key strategies that will be used to promote and increase number of participants in OJT activities is to use the business service team to provide strategic outreach and marketing of OJT program opportunities. The Business services team staff has as its priority to serve business in the region. FEC's extensive training and guidance of its external and internal business services team staff provides continuous and multiple opportunities for staff to become knowledgeable about key industries in the region. Business services team staff actively engage with business in the region to establish one-on-one relationships with businesses. The Business services team routinely review plans to measure success of efforts, utilize continuous improvement techniques to meet and exceed current business expectations, are forward thinking in their approach with an eye towards anticipating future business needs and developing needed solutions to meet the challenges of business. FEC Workforce Development Executives provide this employer business connection with "feet-on-the-street", on the ground relationships. State funded On-The-Job coordinators also take the lead for Dislocated Worker and National Dislocated Worker Grant customers.

On-the-Job Training Report

Business services team staff actively engage collaboratively with Partners, who representative a variety of types of organizations, such as Business Development, Community Action Agencies, Economic Development, Educational, Faith-Based, Public or Private organizations, to ensure that other public intermediaries are viewed as partners, not competitors and to ensure that business services are provided seamlessly and in a timely manner to effectively meet the needs of business. These strategic alliances are developed, through participation in business membership organizations, nurturing partnerships that broaden and strengthen workplace solutions and to increase awareness of the Missouri Job Center name and function by the business community.

The On-The-Job Training (OJT) service, a part of the Next Generation Job Center (NGCC) Products and Services, is a tool used to assist in achieving training and placement goals for Workforce Innovation and Opportunity Act (WIOA) business, by providing training that will enhance their business, cut waste, help train employees, reduce turnover and increase profits, and for WIOA job seeking customers, by giving them an opportunity to gain the knowledge and competencies necessary to be successful in the occupation. The Business Service Team encourages the utilization of the On-the-Job-Training (OJT) Program to meet the needs of the business customer and job seeking customer.

To increase the number of OJT opportunities, FEC EJAC WDB protocol and processes, which have been developed for marketing the OJT, provide minimum standards for company eligibility as required by state guidelines, require minimal paperwork, and does not incorporate unnecessary and cumbersome processes.

Another strategy to increase the number of OJT opportunities is all Business Outreach System staff provide routine Missouri Job Center Workforce Updates – in a non-duplicative manner, particularly to showcase timely and relevant information on quality MCC services and programs available to area businesses. The FEC EJAC WDB utilizes a single point of contact, a specific staff person, who has primary responsibility for building the relationship with a specific business customer and is responsible for targeted outreach programs. This is the "go to" staff person for the business to help address on-going business service needs as they arise and eliminates duplicative efforts and administrative waste.

Another strategy is partnering with hospitals to enable individuals to enter permanent jobs through OJT after completing required classroom training and using WIOA funds to pay for the classroom component of Registered Apprenticeship programs that lead to jobs, such as electrician, plumber and HVAC (heating, ventilation, air conditioning) technician.

The OJT can be incorporated into a regional strategy to prepare individuals for jobs in high-growth sectors, such as using the OJT to place Certified Nursing Assistants and upgrade them to higher-level related occupations. The OJT can be a successful training strategy for individuals who have requisite workplace skills, but who need to upgrade or learn different skills to become reemployed.

<u>Strategies to Market, Sell, Promote OJT Program and Provide High Visibility</u>

- Training staff to market and sell the OJT program using the team approach to ensure that the "team" has a thorough understanding of OJT process within the region, by educating the "team" on benefits to participants and employers; Promoting OJT program to Field Staff on the Business Service Team and encouraging all staff that promote training programs to employers to align within the "team"; Ensuring that the OJT Program is part of the overall menu of business services and activities and is introduced when presenting other WIOA and non-WIOA programs.

- Providing marketing "tools" to staff using consistent marketing materials, including posting announcements on accessible web-based "job boards" that specialize in identifying qualified individuals for OJT, posting in business -related publications, service organizations, public recruiting sources, including One-Stop Job Centers, and using Email blasts, website information and word of mouth.

- Establishing formal arrangements for referral of applicants to match businesses with job seekers by following up with sources, and providing feedback on which applicants were interviewed and hired; Engaging current employees or employee resource groups as referral sources to identify individuals who would make good job candidates.

- Developing specific and targeted strategies for recruiting, hiring, and integrating veterans for OJT and implementing internal training on these strategies

Ongoing Contacts with Existing and New Businesses:

Another strategy is joining employer networking groups that recognize and promote best practices in hiring, retention, and promoting OJT; Speaking to Chambers of Commerce, Networking meetings, other Community organized events, labor organizations; Participating in career fairs targeting individuals for OJT; Conducting special meetings, orientations, and training programs with executives, management, supervisory personnel, union officials, and employee representatives to communicate OJT program benefits; Holding formal and informal briefing sessions to explain the process and describing opportunities for formalizing arrangements for referrals of applicants; Working with Educational institutions, including community colleges, universities, and other institutions of learning and/or training, to combine OJT with classroom instruction leading to a certificate or degree, when OJT does not lead to a recognized credential.

On The Job Training

- Employer Business Services Program - Brochures
- Employer Business Services Program

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

The EJAC WDB has experience with a variety of the options used to promote and increase number of credentials, degrees and certificate attainment of participants.

- The EJAC WDB has a direct relationship with the local HiSet AEL provider in the region to promote the concurrent attainment of the HiSet and high school diploma with occupational skills training. One of the key strategies that will be used is to continue to partner with and develop innovative strategies with local schools and training providers. In the past we have had the local AEL provider contracted and co-located and most recently we have developed an MOU with the local AEL program provider who provides staff training and professional development, site compliance and access to electronic systems to monitor performance, progression and attendance for participant progress, to AEL certified staff hired by the EJAC WDB and providing AEL services, often in combination with Classroom occupational skill training leading to a credential .
- Another option has been the provision of developmental education and HiSet attainment integrated within a specific classroom occupational skills training program, leading to a HiSet and occupational skill credential or certificate. In addition we have contracted with alternative education providers who provide HiSet and high school diploma attainment. Another version of this combo is the combination of the Classroom occupational skill training credential or certificate with on the job training experience.
- Another option is On Demand/Just in Time, On site, non semester based Classroom Occupational Training at worksites/community based organizations and on site at Job Center locations leading to a certificate (credential). Just in time training is non –semester based training outside normal fall winter spring summer semesters. The Metropolitan Community operates five college campuses in the KCV and Eastern Jackson County Regions. The WDB has collaborated with Metropolitan Community College and University of Central Missouri to provide these on-demand, on- site training to make credential and certification attainment easier for customer. FEC coordinates first with the community college by referring all students to the college whose sector focused job training are based in those courses that are Pell Eligible, which the WDB one stop operator will use first before using WIOA funds. FEC will work with Institute for Workforce Innovation for just-in-time training, cohort based training tied to industry demand, and customized industry advised curricula. The Community College also provides training at one stop facilities or affiliate locations based on the accessibility to the clientele and nature of training. FEC facilities are organized to meet training and all accessibility requirements as may be required for accreditation standards.
- Another option is multiple Stackable Credentials Training that provides occupational skill training in a sequence of credentials that can be accumulated over time to build up an individual's qualifications and help them to move along a career pathway or up a career ladder

- On site, on demand training provided by schools and training providers at the Job Center sites that enables training to be accessible to customers and eliminates strain on community college and training providers

In addition to these strategies the WDB generates funding from outside WIOA funding sources to increase the number of credentials and certificates attained by participants. These additional sources of training funds include:

- Missouri Work Assistance (MWA) - job readiness and training for (TANF) Welfare to Work individuals engaged in work related activities.

- HPOG Healthcare , U.S. Department of Health and Human Services, grant to train low-income adults, Food stamp recipients, TANF recipients, low-income unemployed adults, economically disadvantaged youth aged 16-24 and low-wage healthcare workers seeking career progression in the healthcare field.

- KC Regional Jobs and Innovation Accelerator Challenge Grant - FEC was awarded $1,000,000 from the ETA H-1B Technical Skills Training Grant funds for training and related employment activities to develop a skilled workforce for two industry clusters — advanced manufacturing and information technology to increase employment opportunities.

The Welcome, Skills, and Employment Team Members will encourage customers scoring level 3 and above on the Career Ready 101 assessments to attend a WorkKeys session. WorkKeys is used for targeting job-specific skills training and development for individual customers. Clients complete WorkKeys Assessments and when WorkKeys scores identify skill deficiencies and or gaps in the job field of choice and documentation indicates the customer is unable to obtain self sustaining employment through core services the Skills and or Employment Team may recommend a Work Experience and/or an Internship intensive service or if the customer is unable to obtain self sustaining employment through core and intensive service, the customer may be recommended by the Skills and or Employment Team for On-the-job training services.

Another strategy is to continue to market the advantages of selecting WorkKeys profiled job seekers for interviews from the employer perspective. WorkKeys is promoted by the Employer Team as an employer screening tool for candidates who have the skills required for the job. WorkKeys scores at the bronze level and above may be used as a "plus" factor to help employers make their selection and hiring decisions. Since the WorkKeys certificate is portable, the customer is encouraged to use the certificates in their job search efforts.

One key strategy that is used to promote and increase number of participants attaining the WorkKeys assessments and obtaining a National Career Readiness Certificate, is the availability of instructional facilitators at each Job Center site who conduct workshops in taking the WorkKeys assessment. Another strategy is providing staff assisted tutoring and assistance in remediation. Customers are able to take the WorkKeys assessment and obtain the NCRC at all offices of the Job Center and at the Metropolitan Community College (MCC). At this time customers seeking WorkKeys assessment and the NCRC certification are being adequately served with the current space and proctoring services. However, if the need arises, the WDB has on-going relationship and MOU with MCC and can coordinate to address this need at that time.

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.*

Pre-layoff, layoff aversion and lay-off activities shall be offered in the local area through the One Stop Operator. The One Stop Operator will coordinate these Workforce Development activities carried out in the local area with statewide rapid response activities in accordance with the Missouri Dislocated Worker and Rapid Response Practices and Procedures. EJAC WDB will provide Pre-layoff, layoff aversion and lay-off services through a team of business services representatives and career counselor executives who will be deployed in concert with state local *Employment Transition Team Coordinators.*

EJAC WDB Business Services representatives will stay abreast of all layoffs or potential layoffs by monitoring newspapers and journals. EJAC WDB Business Services representatives will keep files of company contacts and information documenting or predicting layoffs. Dislocated worker program staff and state staff will inform one another of layoffs or potential layoffs. Pre-layoff, layoff aversion and lay-off activities at the Locally Assisted Level will be offered when a company is experiencing a job loss of 25 or more employees. Conducting the session will be the local *Employment Transition Team* for that region. All services will be coordinated with the employer on site or in person to minimize disruption of work schedules. Affected employees will be given the same information as with a State Conducted rapid response session, describing all services available at the Missouri Job Centers. Affected employees will be encouraged to visit the Missouri Job Center and complete all eligibility requirements to engage them in core, intensive or training services as needed. Meetings are set up at company sites for the purpose of describing program services to laid off workers who expect to be laid off. Presentations may be made to civic clubs, companies, labor organizations, or other groups that represent laid off workers. EJAC WDB Business Services representatives will also respond to referrals from current clients, private placement firms and area training organizations.

If the company affected by a layoff has union representation, the EJAC WDB Business Services representatives works through the local labor coordinator who is encouraged to call the head of the local bargaining unit. Joint meetings are arranged between the EJAC WDB Business Services representatives, labor coordinator, company management, and head of the bargaining unit. If on-site presentations are made to employees, a suggested format includes presentations to all entities involved.

The EJAC WDB Business Services representatives and dislocated worker staff shall also attend meetings.

Other services available include,

- Job Clinic / Job Search Workshop – customer will participate to improve their skills and facilitate their job search process.
- Resume Update / Development
- Career Assessment & Testing
- Ilostmyjob.com – a free resource for individuals coping with and recovering from job loss
- US Department of Labor Tools for Job Seekers – includes employment websites, career planning tools, career exploration tools, and social media job search
- Computer Literacy Classes –Basics / intermediate
- Career Counseling
- Labor Market Information Sessions
- Missouri Career Readiness Certificate
- How to create an email account and conduct an online job search

D. Youth

WIOA 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.).*

One of the primary goals of the One Stop Next Generation Job Center youth services plan is to increase and improve the integration of services to at-risk and the neediest youth. The WDB has established a Youth Standing Committee which is responsible for assisting in developing a coordinated youth policy, conducting oversight of youth programs, fiscal and programmatic, and reviewing the local plan for youth services delivery, goals and outcomes and to ensure that the 14 elements are available in the region; helping to develop the partnership system relating to eligible youth; overseeing the procurement of youth service providers, reviewing the qualifications and recommending eligible providers of youth activities to the WDB board for approval; strengthening linkages among existing youth service providers; promoting comprehensive initiatives between youth social service and employment system providers to develop a comprehensive youth development/employment system; helping to develop the future workforce pipeline for emerging occupations and career placement; developing Youth employment opportunities related to career exploration/education; developing and implementing In-School and Out of School Youth programs; and developing strategies to improve post-secondary opportunities; utilizing the expertise of related community/employer groups; and performing other duties determined to be appropriate by the WDB.

The EJAC WDB Youth Standing Committee meets once per quarter to review the performance of the local youth system, to monitor spending of all area youth funds, review local youth and employment and training policy and suggest revisions or additions to the WDB, review any RFPs for local WIOA youth services, participate in review of proposals for delivery of WIOA youth services, and select programs that contribute to the attainment of local goals and priorities.

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;*

The objective for **YOUTH JOB SEEKERS is to d**evelop /execute comprehensive youth development approach that provides young adults with the social and emotional leadership, occupational specific skills; and work experience skills that create a specific talent bank for employers, while creating an emphasis on lifelong learning and employment opportunities for youth through credential training, including but not limited to HiSet, high school diploma, classroom occupational training credentials, as short as 6 weeks and up to 2-year or 4-year credential or degree. The Workforce Innovation and Opportunity Act of 2014 requires local workforce development systems to recognize the full spectrum of youth needs and to make available programs and services to meet these needs.

These needs include physical health, mental health, civic and social involvement, employability, and intellectual health. WIOA youth program activities address these needs of youth. These activities are designed to value the individual strengths of youth, give youth opportunities to make meaningful contributions to their communities, provide all youth with caring adults who provide structure, accountability, and high expectations, and address the needs of the whole youth.

EJAC WDB will provide the opportunities for youth to obtain the foundation skills necessary for 21st century jobs and foster a modern workforce that can compete in a global economy, by emphasizing the creation of career pathway programs, improved training, and streamlined service delivery to individuals — especially for underserved youth.

Changes to the WIOA Youth Program include the following:
• All eligible youth are classified as either Out-of-School or In-School at the point of registration. • At least 75 percent of the local area's total youth funding allocation must be used to provide activities to out-of-school youth, and 20 percent must be spent on work experience. • An exception for persons who are not low-income individuals. In each local area, not more than 5 percent of people in barriers that require low income may be over-income (5% Window). This includes all the In-School barriers and the two Out-of School barriers that require low income. • There is a limitation of no more than 5 percent of the in-school youth who may be made eligible under the "requires additional assistance" barrier in the local areas. • Consistency with the compulsory school attendance laws. In providing assistance under this section to an individual who is required to attend school under applicable State compulsory school attendance laws, the priority in providing such assistance shall be for the individual to attend school regularly. • A special rule where low income includes youth living in a high-poverty area. A youth who lives in a high poverty area is automatically considered to be a low income individual. A high-poverty area is a Census tract, a set of contiguous Census tracts, or county that has a poverty rate of at least 30 percent.

Youth Education and Employment Goal: Develop a future skilled workforce prepared to enter the region's high demand career pathways and advance to self-sufficiency. Objectives: • Increase multiple opportunities for career exploration and planning. • Grow work-based learning and employment opportunities through employer engagement that lead to viable career pathways. • Support retention in and completion of secondary and post-secondary credentials, including non-traditional training opportunities. • Map existing and potential workforce development partners to ensure service alignment and coordination. • Develop programs that will enable youth, especially those who are disconnected, to successfully enter career pathways. • Leverage resources, funding, and services across the workforce development system to provide comprehensive services. The EJAC WDB will work with its local partners and local subcontractors to provide *Youth activities and* services to disconnected (out-of-school) youth, develop career pathways and lead a comprehensive regional youth employment system in line with the objectives of WIOA *to ensure the 14 program elements are available*.

Youth Standing Committee: The Youth Standing Committee continues to develop strategies and oversee operations that prepare in-school and out-of-school youth for the world of work through education, career exploration, skill development and work experience. It aligns career development activities for youth with identified industry needs and trends, and engages both K-12 and post-secondary education in efforts to expand access to career education and labor market information to interested students and their parents. The Youth Standing Committee also recommends and approves youth initiatives to the board. The Youth Standing Committee provides strategic direction for youth programs, shaping a youth development system that both serves youth's education and vocational needs and readies the next generation of workers.

The EJAC WDB has contracted with the Independence and Blue Springs school districts AEL programs each serve thirty-five (35) WIOA out of school youth (high school dropouts) between the ages of 16-24 and each project will ensure access to (at a minimum) the following components of the WIOA Youth Fourteen (14) elements in their program.

1. Tutoring, Study Skills Training, Instruction and Activities
2. Alternative Education that leads to a high school diploma or HiSet
3. Adult Mentoring/Job Shadowing
4. Leadership Development/Community Service Learning
5. Comprehensive Guidance /Counseling and Career Readiness Training with school counselor to assist plan career goals
6. Follow-up Case Management Services

The FEC EJAC WDB will coordinate with the subcontractors to provide the remaining services.

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;*

Youth Activities: Activities available for youth include the following:

- Job search and placement assistance and, where appropriate, career counseling;
- Provision of occupational demand data including job vacancy listings; information on job skills necessary to obtain the listed jobs; and information related to local occupations in demand and the earnings and skill requirements for such occupations;
- Provision of information related to the availability of support services;
- Development of an individual employment plan to identify employment goals, appropriate achievement objectives and appropriate combination of services for the client to achieve those employment goals;
- Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct, to prepare individuals for unsubsidized employment or training;
- Work experience or internships;
- Occupational skill training;
- On-the-job training;
- Career Readiness Training; and
- Adult education and literacy programs for out-of-school youth.

WIOA FOURTEEN (14) ELEMENTS OF THE YOUTH PROGRAM

The Workforce Innovation and Opportunity Act requires that (14) program elements be made available to all youth who are served by the WIOA youth system. These program elements are designed to fill the gaps in the lives of youth who lack the family, educational, and social frameworks to meet their essential needs. FEC makes available to youth participants the following Youth activities and services, based on each participant's objective assessment and individual service strategy.

a) EDUCATIONAL ACTIVITIES:

1. Tutoring, study skills training, instruction and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized post-secondary credential: Coaching, teaching, and guiding customers to increase academic success potential. This includes study skills, dropout prevention strategies, and instruction leading to secondary school completion. Service also applies to

assisting youth with basic skills improvement (remediation) and obtaining a high school diploma or HiSet **(Toolbox code 601).**

Examples of Youth Activities:

- Adult education and literacy programs for out-of-school youth
- EJAC WDB has co-located AEL providers and contracted with Independence and Blue Springs School Districts AEL partners to provide HiSet preparation
- EJAC WDB Career Readiness Executives can provide assisted remediation
- Referral to Independence and Blue Springs MO School district AEL site
- EJAC WDB identifies youth deficient in any of the 3 basic areas and can schedule for remediation sessions and retesting
- Host weekly (4) hour tutoring sessions in each of the 3 areas for youth
- EJAC WDB schedules Regular certified instructor working one on one with youth in particular academic area
- Scheduled times when youth can drop in for tutoring (example: Tues. 1:00 p.m. to 5:00 p.m.)

2. **Alternative secondary school services, or dropout recovery services, as appropriate:** Specialized, structured curriculum offered inside or outside the public school system, which may provide work/study and/or assist youth with obtaining a High School diploma or HiSet. This includes Basic Skills improvement activities for out-of-school Youth **(Toolbox code 601 and 602).**

Examples of Youth Activities:

- EJAC WDB refers for enrollment youth in local church based or community alternative school programs
- EJAC WDB makes Referrals to alternative programs
- Second-chance programs for dropouts and out-of-school youth
- Programs that use small learning communities
- Technology-based alternative secondary school services
- EJAC WDB partners with local school district partners to provide these services

b) ***WORK PREPARATION ACTIVITIES***

3. **Paid and unpaid work experiences that have academic and occupational education as a component of the work experience, which may include the following types of work experiences:**
   i. summer employment opportunities and other employment opportunities available throughout the school year;
   ii. pre-apprenticeship programs;
   iii. internships and job shadowing; and
   iv. on-the-job training opportunities;

Paid and unpaid Work Experience Youth Internships/Worksite Learning and OJT: This activity should focus on obtaining full time or part time employment for youth. This activity is a short-term pre-vocational service designed to instill work habits and work ethics. Work experience positions are fully subsidized short-term placements with public or private not-for-profit employers or, in the form of limited internships, with private for-profit employers. **(Toolbox code 617)**

Examples of Youth Activities:

- Job search and placement assistance and, where appropriate, career counseling;
- Provision of occupational demand data including job vacancy listings; information on job skills necessary to obtain the listed jobs; and information related to local occupations in demand and the earnings and skill requirements for such occupations;
- Development of an individual employment plan to identify employment goals, appropriate achievement objectives and appropriate combination of services for the client to achieve those employment goals;
- Work experience or internships;
- Internships and job shadowing opportunities
- Community service projects or volunteer opportunities
- On the job training opportunities
- Paid or unpaid work in the private, for-profit, non-profit, or public sectors with a planned start and end date
- Developing work readiness or employability skills, such as dressing appropriately or answering phones, in a real workplace setting
- Developing personal attributes, knowledge and skills, such as working on a team, in a workplace setting
- Career exploration in a workplace setting
- Developing academic or occupational skills as they relate to a workplace
- On-the-job training for older youth when based on needs identified in objective assessment
- Subsidized employment

Summer Employment Opportunities linked to academic and occupational learning: Subsidized or unsubsidized employment for youth during the months of May through September. Such employment may be either full-time or part-time, in the public or private sector and may last for all or a part of the summer months (Toolbox code 603).

EJAC WDB works with its local employer partners to provide these paid and unpaid work experiences.

Examples of Youth Activities:

- Special grant funded projects which provide paid summer internships and work experiences and assisted with enrollment in post secondary training for

economically disadvantaged young adults ages 16 to 24, which provides a six-week internship with a focus on careers

- WIOA Youth work experience opportunities that will occur year round and done in concert with AEL, Financial literacy and Classroom Skills Training
- SPYC: Eastern Jackson County Workforce Development Board, representing the area which includes Jackson county State Parks Youth Corps (SPYC) program provided participants the opportunity to be placed in a work experience to help prepare them for tomorrow's careers, while surrounded by nature and the beauty of Missouri's state parks. The Missouri State Parks Youth Corps challenged participants to "Think Outside" by accomplishing interesting projects that help preserve and enhance Missouri's state park system. In addition to developing the critical leadership skills that will prepare them for success in future careers, the program will bolster an appreciation for the environment and "green" concepts that are an exciting part of Missouri's growing industries.
- Employment for which youth are paid a wage
- Employment that is linked to the career or employment goal
- Academic and occupational skill training provided in conjunction with employment

On-the-Job Training (OJT) is form of work experience but WIOA regulations note that OJT is usually not an appropriate intervention for youth who are under 18. However, it allows OJT option based on needs identified in the youth's objective assessment (Toolbox code 616).

4. Occupational Skills Training which includes priority consideration for training programs that lead to recognized post-secondary credentials that align with in-demand industry sectors or occupations in the local area involved, if the Local Board determines that the programs meet the quality criteria described in WIOA sec. 123;

Occupation specific training that is provided by a public or private vendor with demonstrated training capability. Enrollment and Occupational Skills Training is a post-secondary activity. Training must result in an entry level, semi-skilled or skilled job. A certificate or diploma must be awarded by a training provider to document specific competencies, tasks or skills attained by the youth (Toolbox code 605). (Note: EJAC WDB will coordinate occupational classroom skills training for youth through a competitive procurement requirement process for providers of Youth Occupational Skills Training.)

Examples of Youth Activities:

- Training that leads to receipt of an certificate
- Participation in **Job Corps** programs
- Additional training that provide skills necessary to enter or advance in a specific occupation, provided through community colleges, vocational technical schools and 4-year institutions
- Training programs that lead to the attainment of a certificate

- Apprenticeship programs
- Training programs that provide skills necessary to enter or advance in a specific occupation
- EJAC WDB coordinates and collaborates with Metropolitan Community College, Cass Career Center and other training provider partners on the ETP list to provide these services

5. Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster: Activities and services designed to prepare youth for training and educational opportunities beyond high school or for placement into unsubsidized employment. This activity may be used to increase a youth's literacy and numeracy skills in preparation for participation in our qualification for post secondary education. Such activities and services may be classroom or one-on-one and may include tutorial and counseling components. They may be structured to prepare the youth for the cultural changes in moving from a high school environment to that of a college or vocational school. This activity may also provide such services as labor market information, job search assistance (services that lead to the identification of job openings, completion of job applications, scheduling or job interviews and hiring into the identified jobs), job development, and job referrals (Toolbox code 619).

Examples of Youth Activities:

- Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct, to prepare individuals for unsubsidized employment or training through local training providers developed from competitive procurement process or waiver, EJAC WDB awards grants or contracts through a Request for Proposal process to providers to carryout WIOA youth activities based on the recommendations of the Youth Standing Committee;
- Occupational skill training through local training providers developed from competitive procurement process
- On-the-job training;
- Career Readiness Training;
- Excelsior Springs Missouri Job Corps Center, which provide Job Corps outreach, assessment and placement services, is co-located
- EJAC WDB hosts (2) Post High school Education fairs, in spring targeted to place youth in colleges or vocational schools.
- EJAC WDB coordinates and collaborates with Metropolitan Community College, University of Central Missouri and other training provider partners on the ETP list to provide these services

6. Adult Mentoring for a duration of at least 12 months that may occur both during and after program participation: The teaming of youth with responsible adults who will serve as role models and teach the youth skills, work habits, and/or responsible behavior (Toolbox code 608).

Examples of Youth Activities:

- Participation in and Referrals to mentoring programs such as Big Brothers/Big Sisters, Boys & Girls Clubs, YMCA's
- Monthly adult mentoring sessions that foster career awareness or positive social behaviors
- Guess speakers which provide additional motivational speaking to promote achievement, build self confidence and self esteem
- Special grant funded Projects, such as Learn to Earn funded by local businesses, Social Innovation Fund (SIF)
- Virtual adult mentoring via e-mail, teleconferencing, or other electronic
- communication
- Long-term, structured programs that provide training and support to mentors
- as well as to youth
- Adult mentoring programs that foster career awareness or positive social behaviors
- Supplementing adult mentoring activities with additional materials and resources
- EJAC WDB has an on-going program to provide adult mentoring to youth that will be operated out of the dedicated Youth Center that is currently in development for the region. Mentors are recruited from local community and employer partners.

7. Leadership Development opportunities, including community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors:

Services intended to develop the potential of youth as citizens and leaders. Programs will be structured to provide youth with leadership experiences at the workplace and in other program activities. Leadership activities may include, but are not limited to: community and service learning projects; peer mentoring and tutoring; organizational and team leadership training; citizenship training; and training in decision making and positive social behaviors; job search, life skills, and other workshops as well as job search assistance (Toolbox code 606).

Examples of Youth Activities:

- **Special grant funded Projects, such as Learn to Earn**
- Community and Service Learning Projects; i.e. community volunteers, food drives, etc.
- Community volunteering
- Field trips to post secondary educational institutions
- Serving on youth Standing Committees and community boards or advocacy organization boards, etc.
- Training in how to work as a team, run meetings, diversity training
- Life skill training, such as parent education, financial education, goal setting & conflict resolution
- Voter Registration initiatives
- Citizenship education, including how and why to vote

- Service learning
- Peer mentoring or tutoring
- Character education
- Leadership training, such as how to work in a team, how to run meetings, diversity training
  - EJAC WDB has an on-going program to provide leadership development opportunities to youth that will be operated out of the dedicated Youth Center that is currently in development for the region. Local community and employer partners are recruited as resources for these activities.

c) OTHER ACTIVITIES

8. Comprehensive Guidance and Counseling, which may include drug and alcohol abuse counseling, as well as referrals to counseling, as appropriate to the needs of the individual youth;

Services designed to benefit youth by addressing career, personal and educational needs. The developmental and sequential counseling activities will be designed to assist youth in acquiring knowledge and skills in career planning, knowledge of self and others, and educational and vocational development. Local, state and national career and labor market information will be used to facilitate the youths' career planning process. Networking among youth programs, business, labor and post-secondary institutions will also assist youth with career planning (Toolbox code 610)

Examples of Youth Activities:

- EJAC WDB provides Career Exploration Workshops, Career Planning, Objective Assessments, Labor Market Information, Employment Plan development
- EJAC WDB provides Financial Literacy Counseling and Workshops
- EJAC WDB referral only for personal and individual counseling needs
  - Drug/alcohol counseling
  - Mental health counseling/therapy
  - Career Counseling
- EJAC WDB has a contract with Jewish Vocational Services to provide Disability Navigator program to work with youth who have ***disabilities***
- EJAC WDB One-Stop Job Center provides the following services for ineligible youth: provision of employment statistics, including job vacancy listings; information about job skills necessary to obtain jobs described in job vacancy listings; and information related to local occupations in demand and the earnings and skill requirements for such occupations.
- EJAC WDB identify placement opportunities by industry interest of youth not placed
- EJAC WDB staff hosts a monthly job fairs targeting the industries of interest for youth

  Drug and alcohol counseling
- Mental health counseling/therapy
- Career counseling

- Educational counseling
- Supplementing guidance and counseling activities with additional materials and resources
- **EJAC WDB staff provides these services and coordinates with local community partners for additional resources for these needs**

9. Supportive Services:
Services such as transportation and provision of uniforms, tools and equipment necessary to enable a youth to participate in activities authorized under and consistent with Title I of WIOA. Post-employment services may also be provided to ensure success at the work site. Contractors are encouraged to develop a network of existing supportive services providers. Additional supportive services may include clothing, temporary shelter, family planning services, legal aid, emergency food, and heating and cooling assistance. Supportive services are provided in accordance with the One-Stop Operator's (EJAC WDB) policies (Toolbox code 607).

Examples of Youth Activities:
If necessary for the youth to participate in WIOA youth program activities:

- EJAC WDB provides Supportive services transportation, work attire/uniforms, tools,
- EJAC WDB provides referrals to community resources for Childcare, etc. and Referrals to medical services

10. Follow-up Services for not less than 12 months after the completion of participation: Include on-going activities maintained with participant to ensure they have a successful transition to work or further education. These follow-up services will not only include follow-up with participant but also employer or post secondary counselor, if appropriate. Activities will include regularly scheduled informational and workplace counseling contact with participant who have exited the program. Follow-up should be for not less than 12 months after the date of exit. Follow-up services for youth may include supportive services, employer services, further career and/or educational development, peer support, mentoring, tutoring and progress tracking**. (Toolbox code 609**)

Examples of Youth Activities:

- EJAC WDB provides follow-up services tracked through Toolbox for 12 months
- EJAC WDB provides follow-up services to track attainment of certificates or credentials
- EJAC WDB schedules Monthly one on one, face to face contact with counselor
- EJAC WDB schedules Monthly contact with youth employer to discuss employment issues
- EJAC WDB schedules Monthly peer discussions groups to discuss possible conflict on the job or managing change for themselves and family members.

- Regular contact with appropriate frequency with youth, youth's employer, youth's postsecondary academic advisor
- Leadership development activities provided after completion of participation
- Supportive services provided after completion of participation
- Case management activities

11. Financial literacy counseling EJAC WDB staff provides financial literacy program and activities and working with community partners and resources (Toolbox code **620**)

12. Entrepreneurial skills training: Entrepreneurial training is available through the Kaufman Fast Trac program sponsored by the (UMKC) University of Missouri Kansas City(Toolbox code **621**)

13. Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services : EJAC WDB has on staff a Labor Market Economist who provides training to all staff on LMI resources and the effective use of those LMI resources for workforce development (Toolbox code **622**) and

14. Activities that help youth prepare for and transition to post-secondary education and training. EJAC **WDB Youth Program staff provides an array of services and activities to prepare youth for and transition to post-secondary education including career ready 101 assessment, college application assistance FAFSA completion assistance, college tours and career ready workshops.** (Toolbox code **613**)

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

The WDB will identify eligible providers of youth activities by awarding grants or contracts through a Request for Proposal process to providers to carry out youth activities based on the recommendations of the Youth Standing Committee and on the criteria contained in the State Plan. Youth services are coordinated and integrated into the One-Stop delivery system through partnerships and contracts.

The EJAC WDB Youth Standing Committee approves any RFPs for local WIOA youth services, reviews proposals for delivery of WIOA youth services, reviews the qualifications of potential providers and recommends eligible providers of youth activities to the WDB board for approval.

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

Youth service providers will be monitored through the EJAC WDB or its designee's independent monitoring firm to determine if the service provider is providing services in accordance to the contract and meeting the performance standards specified in the subcontract. The internal monitoring will also include financial monitoring. The results of the fiscal, program, and performance monitoring will be presented to the Youth Standing Committee and the WDB EJAC or its designee. In addition, subcontractors are required to meet with One Stop Next Generation Missouri Job Center staff at least monthly to review performance and activities provided.

An Addendum To EJAC WDB or its designee Fiscal Policy Manual Section 400 -Contractor Related Procedures, Section 400 -Policies And Procedures, 400 Contractor Related Procedures, 411 Performance Requirements, was incorporated describing the evaluation of service providers for performance and impact. See below.

ADDENDUM TO WDB OR ITS DESIGNEE FISCAL POLICY MANUAL SECTION 400 -CONTRACTOR RELATED PROCEDURES

400 POLICIES AND PROCEDURES
- 400 CONTRACTOR RELATED PROCEDURES
- 411 PERFORMANCE REQUIREMENTS

All Contractors and Service Providers awarded by the EJAC WDB or its designee to provide program services shall be contracted with performance based contracts. All contracts will be reimbursed subject to performance measure benchmarks that have been established by FEC and spelled out in the contract. Failure to meet the performance benchmarks shall result in full or partial reduction in payment requests submitted. Performance based contracts identify expected activities, deliverables, performance measures or outcomes and are actively managed by the Planning/Administration staff. The Contractor/Service Provider's performance shall be submitted monthly/quarterly by the contractor and verified by the EJAC WDB or its designee, the Fiscal Agent and Operator.

1. The Contractor will submit a Monthly Performance Progress Report reflecting actual performance and accrued expenses for the contractor's program.

2. EJAC WDB or its designee Planning/Administration Staff will review each report for projected compliance with the monthly/quarterly Performance benchmarks.

3. Performance Reports will be prepared by the EJAC WDB or its designee Planning/Administration Department regarding identified goals.

4. EJAC WDB or its designee Planning/Administration Staff will compare the Contractor progress against targeted monthly/quarterly benchmarks to develop monthly performance reports.

5. Letters will be prepared to the Contractor each quarter regarding any board approved action to be taken. Necessary contract amendments will be prepared.

6. Technical assistance will be offered and provided by EJAC WDB or its designee staff to the Contractor as requested or as deemed appropriate by the board.

7. Regardless of a determination or non-determination of de-obligation or other loss of funds, a Contractor who fails to meet or exceed minimum targeted levels of service to participants for the quarter will prepare and submit a written corrective action plan within 15 days of the end of the quarter. A copy of this plan will be provided to EJAC WDB or its designee Officers upon receipt.

8. In accordance with the fully executed contract, the Contractor may request a budget adjustment at any time during the contract period to realign budgets with targeted participant activities, thereby allowing for a higher percentage of expenditure and numbers served.

FAILURE TO MEET PERFORMANCE TARGET LEVELS

If the Contractor fails to meet minimum targeted levels of service performance for a quarter; the contractor shall prepare and submit a written corrective action plan to EJAC WDB or its designee within 15 days of the end of the quarter. Failure to meet corrective action plan will result in sanctions, which will include a reduction of funds, termination, or a combination of both. The EJAC WDB or its designee will review and approve the plan, or modify the plan and review monthly to insure alignment with target goals.

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

The EJAC WDB has contracted with the Independence and Blue Springs school districts AEL programs each serve thirty-five (35) WIOA out of school youth (high school dropouts) between the ages of 16-24 and each project will ensure access to (at a minimum) the following components of the WIOA Youth Fourteen (14) elements in their program:

1. Tutoring, Study Skills Training, Instruction and Activities
2. Alternative Education that leads to a high school diploma or HiSet
3. Adult Mentoring/Job Shadowing
4. Leadership Development/Community Service Learning
5. Comprehensive Guidance /Counseling and Career Readiness Training with school counselor to assist plan career goals
6. Follow-up Case Management Services

The following services will be provided by the FEC EJAC WDB

7. Work experience Opportunities and work experience opportunities will be offered to participants through the FEC Summer Employment program. Each site will provide summer working slots for participants
8. Follow up services – the providers will work closely with FEC to provide follow-up service to clients.
9. Support services will be accessed through FEC
10. Occupational skills training: After completion of HiSet/HSD participants will be assisted with a scholarship in an in demand field of work with a post secondary educational program or certificate based training that leads to employment.
11.

WIOA Youth Occupational Skill Training Providers:
Eligible Training Provider List (ETPL) EASTERN JACKSON COUNTY

EASTERN JACKSON COUNTY ELIGIBLE TRAINING PROVIDER LIST
For WIOA Youth

Training Providers (institutions/vendors) **approved** to provide Classroom Occupational Skill Training for Workforce Development Act (WIOA) eligible youth age 18 through 21, residing in Eastern Jackson County. *Eligible Training Provider List (ETPL) applications are accepted throughout the program year.*

This list may be updated as additional training providers are approved.

Cass Job Center – Harrisonville Cass R-IX School District
1600 E. Elm Street
Harrisonville, Missouri 64701
Concorde Career College
3239 Broadway
Kansas City, Missouri 64111
Metropolitan Community College
3200 Broadway
Kansas City, Missouri 64111
Northland Job Center
1801 Branch Street
Platte City, Missouri 64079
The University of Central Missouri
410 Humphreys
Warrensburg, Missouri 64093
UCM Local Campus
850 NW Chipman Road
Lee's Summit, Missouri 64063

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

The EJAC WDB and the Youth Standing Committee has selected through its RFP process two WIOA youth contractors for the Program Year 2016-2017 to deliver out of school youth program services" in the Eastern Jackson County Missouri area. The purpose of dropout recovery program is to provide education and instruction, case management and follow-up services that meet the needs of economically disadvantaged and, at risk youth with barriers to employment, who have not been successful in traditional education programs. The contractors are Independence and Blue Springs School District AEL Programs.

During the initial assessments of each youth participants the determination is made on what special needs are to be provided, from Basic skills, employment skills (hard and soft), supportive services and developmental services. Arrangements are made immediately to provide these services during the year round program. Any services for the youth that are not held at the provider location are scheduled by the contractor through the referral process to the appropriate support service agency that can provide the service of need.

Expected Program Outcomes (Success Predictors)

1. Increased attendance
2. Improved course grades
3. Increased assignment completion
4. Successful course completion
5. Increased academic skill attainment
6. Decrease in negative behavior /disciplinary referrals
7. Decrease in dropout rate among students at risk for dropping out
8. Attainment of diploma or HiSet

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.);*

ONE STOP OPERATOR/FISCAL AGENT'S ISSUANCE NO. 2006-6, Modification 3

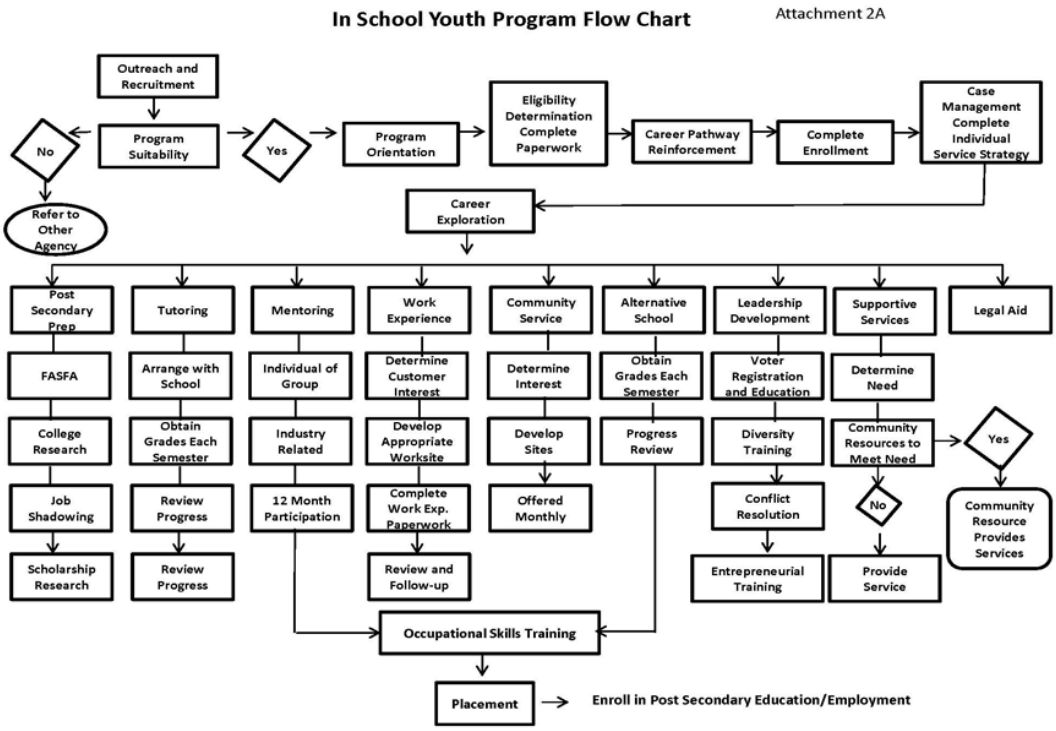
DATE:	*December 30, 2015*
ORIGINAL ISSUANCE:	November 27, 2006
TO:	American Job Center Staff and Subcontractors
FROM:	Clyde McQueen, President/CEO
SUBJECT:	Client Flow Charts for In-School Youth, Out-of-School Youth,
EFFECTIVE DATE:	July 1, 2015

BACKGROUND: This issuance is based on the WIOA Act and the WIOA Regulations and FEC policies and procedures.

The purpose of this issuance modification is to revise the In-School and Out-of-school Youth Client flow Charts and process.

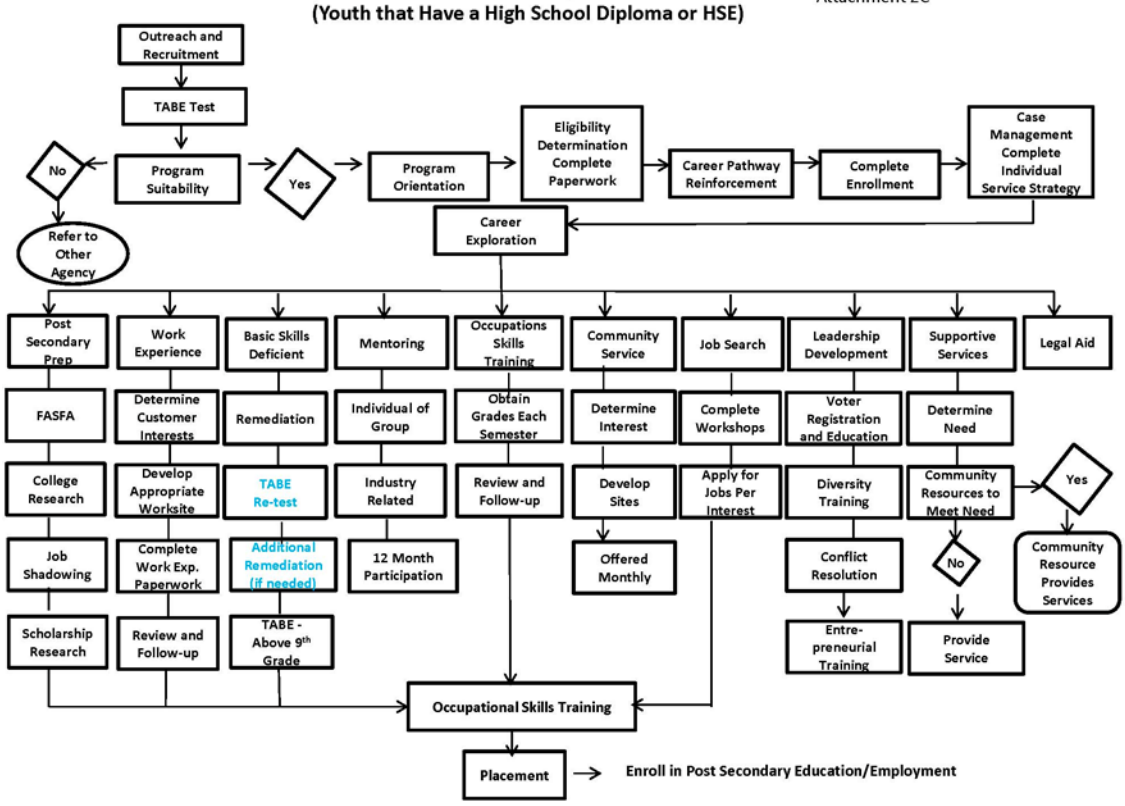
Attached are the following documents:

- In-School Youth, with high school diploma or HSE
- In-School Youth, without high school diploma or HSE
- Out-of-School Youth Flow
- Youth Operations Flow Chart



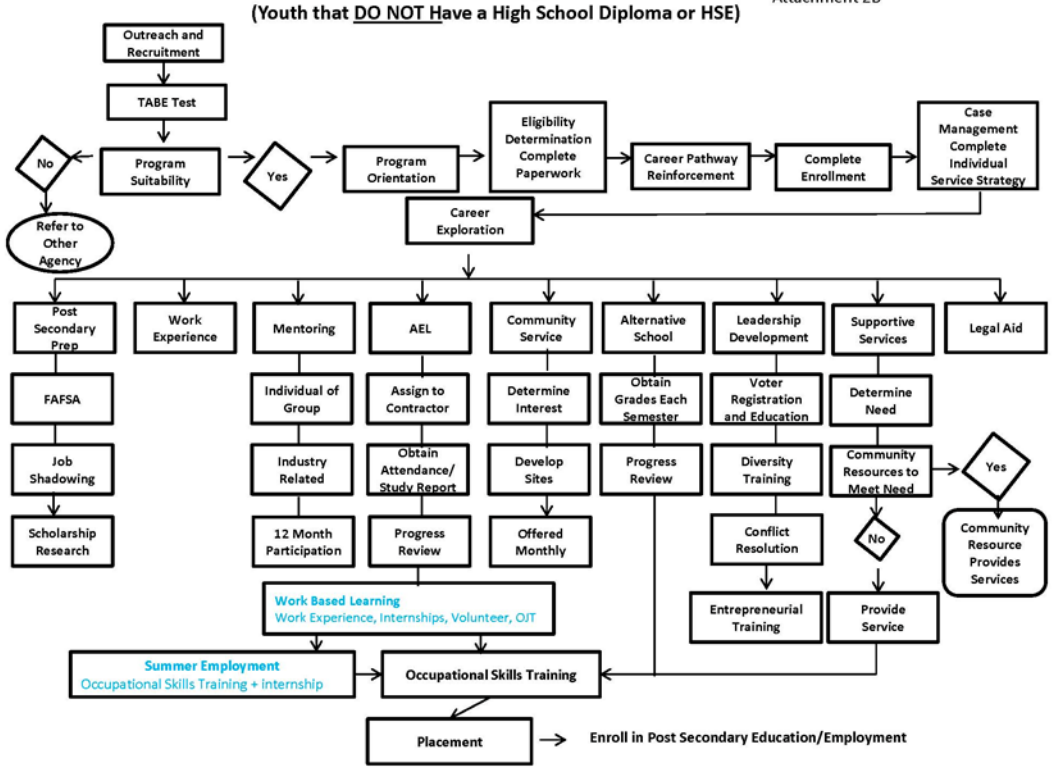
Out of School Youth Program Flow Chart
(Youth that Have a High School Diploma or HSE)

Attachment 2C

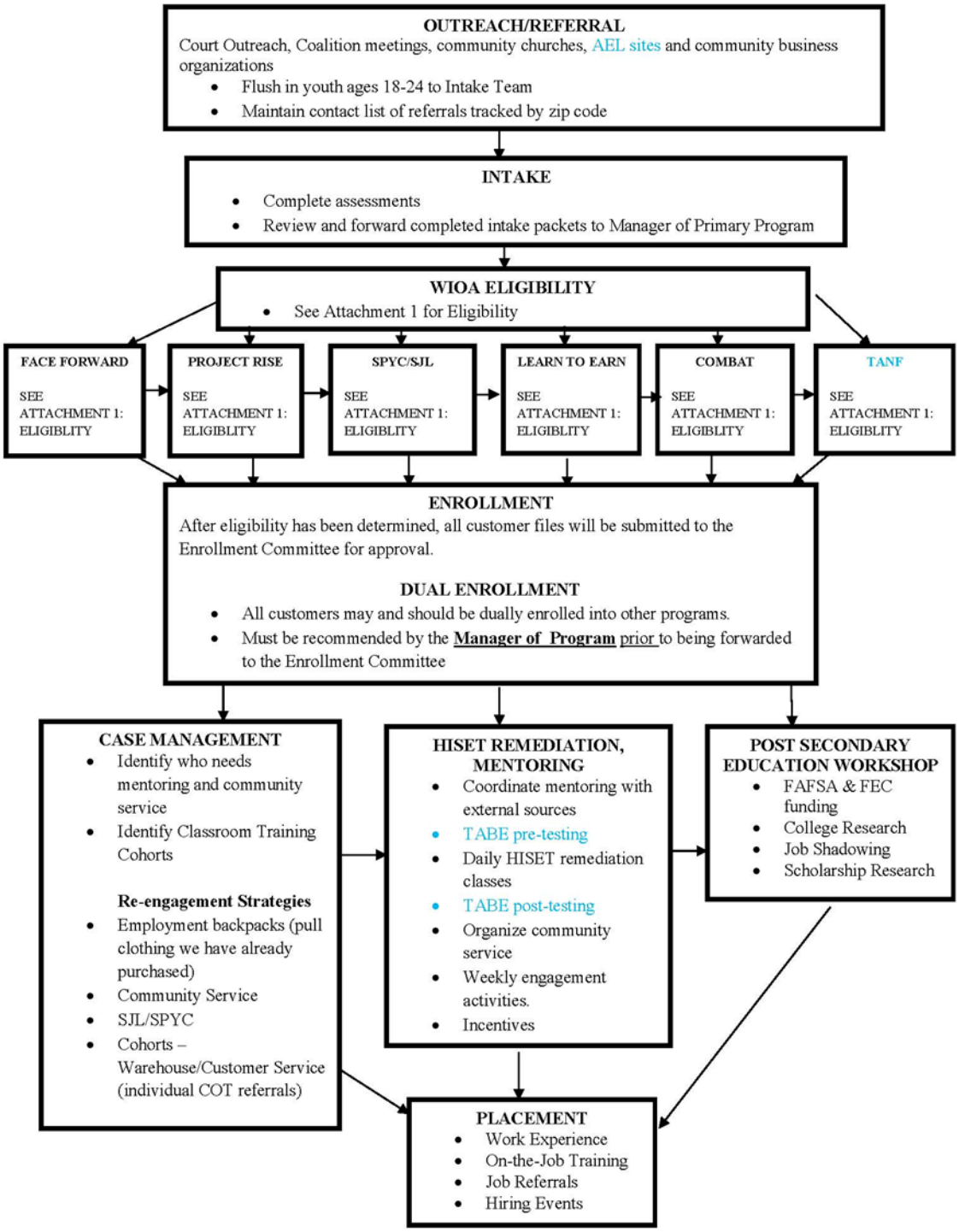


Out of School Youth Program Flow Chart
(Youth that DO NOT Have a High School Diploma or HSE)

Attachment 2B



YOUTH
Operations Flow Chart



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

EJAC WDB has written policy and procedures that addresses criteria for determining eligibility to receive WIOA funded youth services. Those youth most in need in the region have documented barriers as identified below. In addition to eligibility determination, staff also considers who could benefit most from the program. EJAC WDB has an Enrollment Committee which reviews enrollment files and makes final recommendation for program enrollment to ensure those most in need are provided services needed. All staff are trained to identify and coordinate and make appropriate referrals to partner organizations and community resources for customers needing additional or more specialized assistance beyond the resources of the workforce system. EJAC WDB recruits and serves youth through partnerships with local and community organizations that target youth populations with barriers of homelessness, juvenile and adult court involvement, with disabilities, and then serves those low income youth who require additional assistance who are basic skill deficient.

Prioritizing Youth: Eligible youth who are between the ages of 16 and 21 years of age will be served though the One Stop System. All youth must be economically disadvantaged which is defined as 70 percent of the lower living standard income level or the poverty level, whichever is higher.
An Eligible Out of School Youth: Out of School Youth, at the point of registration. **Out-of-School Youth:** An individual is eligible to participate in the Out-of-School Youth program under the following guidelines:
• Not attending any school
• 16-24 years of age
• One of these Barriers:
o A school dropout
o Supposed to be in school but did not attend the last calendar quarter (Compulsory Attendance)
o Low Income high school graduate, and is an individual who is basic skills deficient or an English language learner
o Subject to the juvenile or adult justice system
o Homeless, runaway, foster child, or aged out of foster system
o Pregnant or parenting
o Individual with a disability
o Low Income individual who needs additional assistance to enter or complete an educational program or to secure or hold employment (as defined by the Local Board)**:**

- Little or no successful work experience, unemployed and has been involved in a long and unsuccessful work search, little if any exposure to successfully employed adults
- Has been fired from a job in the last six (6) months
- Has below average grades
- Previously dropped out of an educational program
- Behind grade level

- Significant personal or family problems
- Limited English proficiency
- Limited access to reliable transportation
- Is an individual who is a first generation college student
- Children of incarcerated parents

Special Rule: Low Income includes youth living in a high-poverty area.

An Eligible In-School Youth: An individual is eligible to participate in the In-School Youth program under the following guidelines:

• Attending any school
• 14-21 years of age
• Low Income
• One of these Barriers: o Basic skills deficient
o English language learner
o Offender
o Homeless, runaway, foster child, or aged out of foster system
o Pregnant or parenting
o Individual with a disability
o Individual who needs additional assistance to enter or complete an educational program or to secure or hold employment **Local Board defined barriers:**

- Little or no successful work experience, unemployed and has been involved in a long and unsuccessful work search, little if any exposure to successfully employed adults
- Has been fired from a job in the last six (6) months
- Has below average grades
- Previously dropped out of an educational program
- Behind grade level
- Significant personal or family problems
- Limited English proficiency
- Limited access to reliable transportation
- Is an individual who is a first generation college student
- Children of incarcerated parents

EJAC WDB will identify, document, and serve youth participants meeting this eligibility criteria as prescribed in FEC Issuance 2009-1, Mod 3 WIOA Youth Participants Eligibility Requirements.

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

EJAC WDB coordinates services with mandatory partners, DWD, TANF, AEL, VR, and Job Corp and with the following contractors and service providers to provide services to youth most in need. Current partners include the following agencies:

- Job Corps
- Independence School District Adult Education and Literacy Program
- Blue Springs School District Adult Education and Literacy Program
- Jewish Vocational Services Disability Navigator program

Through contracts and MOUs EJAC WDB provides non duplicative services to youth job seekers.

EJAC WDB has MOUs and youth service contracts with Independence School District Adult Education and Literacy Program and the Blue Springs School District Adult Education and Literacy Program. These AEL providers are co-located to provide Adult Education and Literacy Program services.

EJAC WDB **has MOU with Vocational Rehabilitation and** contract with Jewish Vocational Service for the Disability Navigator program *that* works with youth who have disabilities. The VR representative is co-located EJAC WDB on a rotating basis to provide services to persons with disabilities.

Job Corp, DWD and TANF staffs are co-located in the One Stop Job Centers. EJAC WDB and its workforce partners and stakeholders, including youth services TANF, and Disability service providers who are co-located have daily interaction to coordinate services for youth customers and meet weekly for all staff meetings to coordinate services and share information. EJAC WDB partner staffs meet monthly and quarterly with management and administrative to share information and coordinate the provision of services within the region to better serve youth participants.

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

The WDB has established two out of school youth employment Reengagement Centers in Eastern Jackson Region that are co-located or immediately adjacent to the American Job Center Location. In Eastern Jackson Region the Youth Career Center is immediately adjacent to the American Job Center, and will be co-located with the independence School district, AEL program, an Eastern Jackson County youth provider. Courses provided by training providers will be at this location In addition to career services.

Several initiatives are in place for building the skills of youth workers. These innovative service delivery projects for youth include the following: SYPC, Job Corps and WIOA Youth Programs, Project RISE, **Learn to Earn.** These projects have been integrated into the service delivery system for youth, and WIOA youth have also been referred to these projects.

WIOA Youth Programs

EJAC WDB is co-located with AEL provider at every location. EJAC WDB Sub-contracts with Independence School District Adult Education and Literacy Program and the Blue Springs School District Adult Education and Literacy Program to provide WIOA Youth Program services to eligible youth seeking assistance in achieving academic success, effective and comprehensive activities, which include a variety of options for improving educational and skill competencies. The school districts service out-of-school youth in addition to in school participants.

The Independence Young Adults Career Connections Center (YAC3) located at the Independence Annex.

The EJAC WDB Standing Youth Committee's new Young Adult Career Connections Center (YAC3), will open in the summer or fall 2016. The Cube focuses on young adults, 16 to 24, working to earn a high school diploma or HiSet; post-secondary credentials (degrees or certificates) at community colleges or vocational schools, proprietary schools or four-year institutions. In addition, programs will be available for work-based learning through internships; work experiences at for-profit and non-profit institutions; and employment based on their work experience or the academic credential achieved. Young adults will be required to become members of The Cube to gain access to all of its available programs, activities and funding.

SYPC

Eastern Jackson County Workforce Development Board, representing the area which includes Jackson County, exclusive of the City of Kansas City, Missouri, State Parks Youth Corps (SPYC) program provided participants the opportunity to be placed in a work experience to help prepare them for tomorrow's careers, while surrounded by nature and the beauty of Missouri's state parks. The Missouri State Parks Youth Corps challenged participants to "Think Outside" by accomplishing interesting projects that help preserve and enhance Missouri's state park

system. In addition to developing the critical leadership skills that will prepare them for success in future careers, the program will bolster an appreciation for the environment and "green" concepts that are an exciting part of Missouri's growing industries.

Job Corps
Excelsior Springs Missouri Job Corps Center, contracted to provide Job Corps outreach, assessment and placement services, is co-located at the CUBE.

Learn to Earn Program
The EJAC WDB **Learn to Earn** program helps to empower youth in the Kansas City community. The program influences the young participants to make positive life choices that enable them to maximize their potential. The program will end in 2016. The program, funded by Kansas City Chiefs / Kansas City Royals – through the Jackson County Sports Authority, the Learn to Earn program asks volunteers to commit to supporting, guiding, and being a friend to a young person for a period of at least one year. By becoming part of the social network of adults and community members who care about the youth, the mentor can help youth develop and reach positive academic, career, and personal goals. The objective is to provide economically-disadvantaged youth, 18-24 years old, who possess a high school diploma or HiSet; with internships and scholarships in occupations that support professional baseball and football athletics. Participants will complete a 6-week internship in baseball/football athletics related occupations. Once the internship has been satisfactorily fulfilled, participants can receive, up to $3,000 in scholarship funds to attend a post-secondary education institution. The program includes Mentors make a one-year commitment to support the young person through an ongoing, one-to-one relationship. Program activities consist of Mentoring Group Sessions of motivational speakers from the Kansas City Sports Authority Commission or designated speakers arranged by the FEC Director of Youth Career Development. Other activities include site visits and tours of area companies, attending local sporting events including the Kansas City Royals and Kansas City Chiefs. The program activities serve as an opportunity to expose the young adults to a variety of industries and opportunities for employment. The program has an Internships and Post-Secondary component of the program that include Post-Secondary Education Scholarship Match

Project RISE
Based on the success of the Program Model **Project RISE,** Social Innovation Fund (SIF) Young Adult Program in Kansas City, MO, EJAC WDB will continue to incorporate key aspects of the model in its on-going youth programs.
Building on the promising experience of New York City's Young Adult Internship Program, as well as lessons from evaluations of other youth programming, the SIF Young Adult Project Rise Program is designed to assist economically disadvantaged young adults 18 to 24 who do not have a high school diploma or HiSet and have not been employed or in school for at least the last six months with obtaining their high school diploma or HiSet and/ placement. Project Rise seeks to engage disconnected youth and young adults in paid internships, conditioned on their ongoing attendance in educational activities, as a means to improve their long-term educational and employment prospects. The Program proposed provide paid internships, educational opportunities, and support for disconnected 18-24 year old young adults in order to promote educational attainment and economic opportunities by offering them an education conditioned internship program. The program operates sequentially, with participants engaging in educational

activities that are first paired with group projects3 and then paired with education-conditioned internships through the end of the sixth month. At that point, the program helps participants make the transition into unsubsidized jobs while continuing their educational activities. Case management is provided for the entire 12-month duration of the program

The lessons learned and highlighted in Project RISE are being replicated internally in other FEC youth related projects to more effectively reach the disconnected youth population in our area. Some of these practices are: adoption of the concept of a dedicated youth center. FEC has 4 youth centers in Kansas City Central City, Independence, South Kansas City and North Kansas City; adoption of the concept of the utilization of Adult Education and Literacy (AEL) and youth activities being co-located at all four youth centers; adoption of the concept of combining AEL services with Classroom occupational skills training; adoption of the concept of the utilization of career mentorship programming which was a best practice that developed during the first few years of the Kansas City SIF Project Rise program; adoption of the concept of the utilization of in-service career readiness class that provide in service training to youth that correlates with career readiness activities in actual context of work experience. The in-service focus on competencies in work place settings, but utilize experts in financial literacy, customer service and other areas as deemed appropriate adoption of the concept of the utilization of cohort based training in classroom training activities focused on out of school youth; in addition, more precise matching of work experience slots with specific career preferences and goals of youth participants and rapid response support activities are crucial for youth and has been adopted as youth practice based on the Project RISE experience.

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*.

One Stop Next Generation Missouri Job Center Business Services Team ensures business services are integrated and coordinated with all partner agencies. One Stop Next Generation Missouri Job Center employs a team of workforce development professionals who are responsible for determining the true needs of businesses, providing those businesses with information on the services available to them through the One Stop Job Centers, and developing strategies which identify skill needs/competencies and training. These workforce development professionals (placement specialists), work with area businesses to meet their employment needs through the screening and referral of job applicants. The placement specialists also work with local economic developers and chambers of commerce to determine the needs of local businesses. Placement specialists facilitate this process by developing internships and on-the-job training with employers, then matching job seekers to these positions. Employers commit to hire clients who successfully complete the training. The Manager of the placement specialists is responsible for coordinating with DWD's Customized Training Unit to ensure that services are not duplicated.

DWD business specialists and **One Stop Next Generation Missouri Job Center** placement specialists work with employers to address the primary needs of businesses, including the following:

- Assist businesses access and take advantage of job training and employment systems through the Job Centers.
- Assist businesses which lack human resource departments and need support in developing job descriptions, job competencies, and recruitment strategies so they can better attract potential workers.
- Assist small businesses access on-line human resource/business assistance information.

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

The board will create meaningful career pathways by establishing career progression with each career pathway, through the utilization of labor market information and the diagramming of a career pathway to insure participants are aware of job titles, wages, training, and certifications that correspond with each job title. Each industry sector will have a specific career pathway outline that identifies program. The board will work with TANF, CSBG, Vocational Rehabilitation, and other providers to encourage resource alignment around these defined sectors. The WDB has three sector intermediaries, MHA (Missouri Healthcare Alliance) healthcare; Think Big, Information Technology; and Kansas City Tooling & Machining Association, advanced manufacturing. These intermediaries will inform curriculum, identify career mentors, and provide career pathways in these specific sectors.

Jackson County Workforce Development Boards Sector Convening Objective

Objective: FEC will undertake industry sector convening sessions the results of which will be incorporated into the four year workforce development plans developed by the Eastern Jackson County Workforce Development Board.
The objective of sector convening grants would be to support economic development organizations or specific industry sector organizations to convene employers. These grants will be made to economic development and sector specific organizations in the region. The objectives of the convening sessions will be to determine:

1. short and long term workforce skill/talent requirements;
2. identify gaps and barriers that exist in meeting their workforce and talent development needs;
3. labor market analysis of target sectors;
4. specific career readiness activities that can occur at the secondary level which include but not limited to:
    a. Bridge skill certification programs that can allow students in high school to enroll in training courses at the post-secondary level and allow for the credentialing and or college credit at the post-secondary level;
    b. Enable financial support for these students to enroll in such secondary courses;
    c. Provide framework for "essential skills" and training at the secondary level that focuses on teamwork; inter personal communication; conflict resolution; and

5. specific system enhancements at the post-secondary level that include but are not limited to a) expanded accelerated training calendars in addition to semester based training courses; b) Pell approved training courses that also include expanded approvals of non-semester based training curricular; c) increased utilization of peer industry instructors in the credit and non-credit offices offset secondary institutions ;stackable credentials acquired by students through a concurrent or sequential training design; and
6. the utilization of work based learning approaches that include apprenticeships, internships, on- the-job training, and or subsidized employment.

There will be a minimum of two sessions that will be convened by convening organizations:

4) The first, consisting of a listening session where employers, will provide their analysis of skill shortages in their present workforce; demographic trends that may create specific workforce challenges or opportunities; recommended training strategies; secondary and post-secondary system recommendations for improvement; etc.

5) The second, based upon these recommendations, will be strategy development sessions convened by the Full Employment Council of the public Workforce System to develop a strategic outline to respond to the workforce challenges and opportunities identified by the employers.

6) Then, there will be a third session where the employers convened in the first meeting will be provided the strategic outline to respond to those areas determined through the strategy session convened by the public workforce system. This input will then be incorporated into the four year workforce plans developed by the Eastern Jackson County Workforce Development Boards.

There will be Multiple Sector and Sector Specific convening undertaken in the Eastern Jackson County Region.

In the Eastern Jackson County Region, all of the convening to be hosted will be Multi-sector and include the following:

Independence Economic Development Council
Blue Springs Economic Development Council
Grandview Chamber of Commerce
Lee Summit Economic Development Council

Minority Business Sector Convening's will be hosted by:

Hispanic Chamber of Commerce
Greater Kansas City Black Chamber of Commerce

In order to insure effectiveness, group dynamics facilitated sessions will target upon no less than 10 or more than 15 senior business leaders for each Multi sector session with representatives from each target session, unless those industries are not represented in their region. Sessions will be facilitated with minutes taken at each session. Once all sessions have been convened there will be a system based response to the areas noted.

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.*

Apprenticeship will be developed and promoted within the specific sectors designated within the plan. Sector apprenticeships will be developed with specific focus on those job titles within an organization which are experiencing challenges in attracting applicants or experiencing turnover, which makes their utilization a part of a specific employer workforce strategy versus a programmatic activity. Apprenticeships will be employer and position specific identifying willing employers who view apprenticeship as a workforce strategy.

EJAC WDB is working with Department of Labor, Office of Apprenticeship to explore, develop, enhance and promote Registered Apprenticeship opportunities in the region. The EJAC WDB will monitor the ETPL and the OA website to stay apprised of apprenticeship opportunities. Efforts have already begun to identify RA currently operating in the region and will be promoted to encourage sponsors to become Eligible Training Providers. EJAC WDB will promote RA as work based learning and career pathways for youth and adults and will collaborate and engage with employers and education and training providers to create new RA opportunities. EJAC WDB will include RA as a workforce option for growing skills in targeted industry sectors. EJAC WDB will incorporate RA in career exploration and counseling strategies by referring participants to RA and pre-apprenticeship programs; will continue to work with and encourage Job Center staff to market apprenticeship and refer appropriate candidates. EJAC WDB will explore co-sponsoring career fairs and other outreach activities related to education and career opportunities with local RA representatives and will market RA opportunities to employers and workers.

EJAC WDB also supports RA by working with employers and training providers to develop and expand RA in the region and will promote their inclusion as Eligible Training Providers.

The EJAC WDB will expand RA programs by exploring opportunities to fund RA training costs with WIOA funds to leverage the investments of employers and labor organizations and will use WIOA resources to support RA. EJAC WDB recognizes that the integration will positively impact performance outcomes in the region in terms of higher earnings, credential attainment, talent development and serving employers.

The FEC initiated the process with the Office of Apprenticeship for an Apprenticeship in the healthcare field**.** In 2015 The Full Employment Standing Committee in partnership with local Office of Apprenticeship of the Department of Labor, Apprenticeship and Training for the Kansas City Area completed the set of standards and was approved by the U.S. Department of Labor, Office of Apprenticeship for the HPOG Healthcare Apprenticeship Program, the first and the only registered apprenticeship healthcare program of its kind in the region. The Apprenticeship program is piloted with area employer partner John Knox Village, a continuing care retirement community and senior living communities located in Lee's Summit, Missouri, and also provide in home care services throughout (16) counties in Missouri and Kansas. The program provides On-The-Job Learning for Nurse Assistants (C.N.A.). The program started with two cohorts which started in June of 2015 and a second one in September of 2015

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.***

Next Generation Job Centers
Eastern Jackson County Regional Coordination – Integrated Business Services

Business Services will integrate and coordinate the efforts of the Employment Teams from all Eastern Jackson County Job Centers as well as the team from Eastern Jackson County.

Team Leaders and Co-Team Leaders from each Job Center will meet on a monthly basis to ensure consistency of service delivery to job seekers, employers, and strategic partners including, but not limited to, local economic development entities.

Team Leaders and Co-Team Leaders will meet to review and assess Employment Team direction, performance, effectiveness, and to plan future next steps and functions. Among, but not limited to, areas that will be analyzed will be: job development efforts in growth/targeted industry sectors; job referral activity for recently developed jobs; direct placements, OJTs, and Internships resulting from job development activities; on-the-ground strategic information gathered regarding business development and retention; and quality of product being produced from the skills development and career readiness staff.

Future employer initiatives and/or hiring fairs will be scheduled and coordinated among the Job Centers to ensure all clients have access to developed job opportunities. Coordination with the Skills Development team, in combination with current labor market analysis, will drive job development efforts.

The following Team Leaders and Co-Team leaders will meet on the first Monday of every month to execute the outlined objectives:

Business Services Lead

Independence Job Center
Team Leader - Lisa Paddock

Eastern Jackson County
Regional Business Services Team

The Business Services Regional Team will collaborate efforts within multi organizational units to provide a strategic and comprehensive business engagement and development for the Kansas City and Vicinity which includes a focus on industries with increasing employment opportunities within a variety of sector with primary focus on growth industries such as Advanced Manufacturing, Healthcare, Information Technology, Transportation and Logistics, Business Services and Finance.

The goal is to strengthen Kansas City's global competitiveness by training and development of workforce through innovative processes and partnerships and to provide full business services to small, mid-sized and large companies, helping them obtain skilled and diverse workforce to grow their business.

Several collaborative meetings were held in 2015 and 2016 to create a cohesive plan and a Service Metrics which is used to compare choices relative to criteria like service level delivery, demographics and tools used to provide services to employers in Ray, Platte, Cass, Clay and Jackson counties in Missouri in collaboration of the following organizations:

- The Full Employment Council, Inc.
- Missouri Division of Workforce Development
- Missouri Veterans Administrations
- Missouri Vocational Rehabilitation
- Rehabilitation Services for the Blind

This tool can be used effectively by individuals across all partner agencies, it is also intended to help the project teams with decision making and execution of effective and comprehensive employer services to reduce duplication of services. This will allow the team to focus on the best things to do, not everything they could do, dramatically increasing the chances for implementation success. The teams will provide delivery of services with following guideline:

- Limit hidden agendas by surfacing the criteria as a necessary part of the process.
- Increase the chance of follow-through because consensus is sought at each step in the process (from criteria to conclusions) with" more feet on the street".
- Reduce the chances of duplication of service.
- Leverage one another's resources to provide a wider range of services and adhere to single point of contact policy.

Missouri Vocational Rehabilitation

The Missouri Vocational Rehabilitation Program assists eligible persons with disabilities in obtaining and maintaining quality employment.
Eligible job seekers must have a documented physical , mental health, intellectual, or medical disability that keeps the candidate from finding, keeping, or advancing in a job.

Services provided include:

Guidance and Counseling – Information about previous work, education/training, interests and capabilities, rehabilitation needs and employment goals is gathered to help the job seeker develop a plan for employment. Guidance is provided to help the job seeker achieve suitable employment.

Vocational Exploration – Interest and ability assessments as well as trial work experiences and job shadowing are some techniques used to determine a suitable employment goal.
Vocational Training – Training necessary to prepare the job seeker for employment in the identified employment goal is provided. This can include tuition/fees, books / supplies for education in a college, university, trade school, community rehabilitation program, or on the job training program
Job Seeking Skills and Job Placement – job related tools and licenses, help in developing job seeking skills, assistance finding a job, transportation costs necessary to participate in a training program or to conduct a job search.
Transition Services – working in conjunction with local school districts services are provided with a student is still in school. Services primarily consist of planning and preparing for when student graduates or exits the school system.
Supported Employment Services – Provided for individuals with more significant disabilities, which require special on the job supervision to maintain working in a competitive integrated employment setting.
Rehabilitation Technology Services - Assistive devices (such as artificial limbs, wheel chairs, hearing aids, etc.) help job seekers to maintain or improve functional capabilities and independence. This can include evaluation, design, adaptation, or technical training.
Business Outreach – Assists businesses in developing strategies for handling disability related issues. Consults with businesses to provide worksite assessments, information regarding tax breaks, and follow up support
Website: http://dese.mo.gov/adult-learning-rehabilitation-services/vocational-rehabiltiation

REHABILITATION SERVICES FOR THE BLIND
PROGRAMS AND SERVICES
VOCATIONAL REHABILITATION PROGRAM

This program assists people with visual impairment to prepare for and successfully engage in employment. Services include:

- Assessment of barriers to employment
- Vocational guidance and counseling
- Physical and mental health services
- Specialized training for the individual to function safely
- Vocational services for high school students
- Tuition and maintenance for college and vocational training.
- Employment related tools, accommodations and equipment
- Job development, coaching and OJT
- We receive Federal and state grants and provide services to our clients free of charge
- Provide services to the Deaf Blind community in agreement with Vocational Rehab.

Our mission is to create opportunities for eligible blind and visually impaired persons in order that they may attain personal and vocational success.

OLDER BLIND SERVICES PROGRAM

This program offers services to seniors with visual impairments age 55 and older. Our goal is for them to live as independently as possible. Rehabilitation Teachers and Mobility Instructors are able to provide training along with specialized aids to improve their ability to function in the home and community safely.

INDEPENDENT LIVING REHABILITATION PROGRAM

This program provides in home services for people with visual impairment age 55 and younger. The rehabilitation teacher will provide training on activities of daily living. This might include cooking, travel, sewing, hygiene, entertainment and communication.

Veterans Administration
LVER

ESSENTIAL FUNCTIONS AND RESPONSIBILITIES:

- Facilitate employment, training and placement services for veterans.
- Maintain regular contact with regional community leaders, employers, labor unions, training programs, and employer organizations for the purpose of keeping them advised of eligible veterans and eligible persons available for employment and training. *(On site visits required throughout the area of responsibility)*
- Encourage employers and labor unions to employ eligible veterans and eligible persons and conduct job development, on-the-job training and apprenticeship programs for veterans. *(On site visits required throughout the area of responsibility)*
- Promote and monitor the participation of veterans in federally funded employment and training programs, monitor the listing of vacant positions with State employment agencies by Federal agencies, and report to the Director for Veterans' Employment and Training for the State concerned any evidence of failure to provide priority or other special consideration in the provision of services to veterans as is required by law or regulation
- Responsible for providing quarterly reports to the manager of the office and to the Director for Veterans' Employment and Training for the State regarding compliance with Federal law and regulations with respect to special services and priorities for eligible veterans and eligible persons.
- Provide workshops and training to employers, and Career Center staff.
- Provide veteran related resources to career center staff.
- Document all services and activities in Toolbox as required by program guidelines.
- Perform other related work as assigned.

Next Generation Job Centers
Eastern Jackson County
Business Services Team Job Description

- Work with Business Team to coordinate workforce services with local economic development efforts to support and retain local employers, while eliminating duplicative services.

- Work in concert with local economic development organizations to form a team whose purpose is to retain and expand area businesses.

- Provide overview of services available to translate specific workforce needs to the local workforce system, while identifying employer specific needs.

- Provide a coordinated workforce team members to help marshal resources and/or programs to assist targeted employers with workforce needs.

- Focus upon the retention of businesses and the utilization of the public workforce system to meet employer single point of contact.

- Call on local businesses to discuss workforce needs and service solutions offered by the public workforce system.

- Facilitate local forums and/or focus groups in conjunction with economic development organizations and sector specific intermediaries to solicit input from employers in all covered jurisdictions regarding their business retention needs.

- Perform other related duties as assigned.

Business Services
Kansas City and Eastern Jackson County

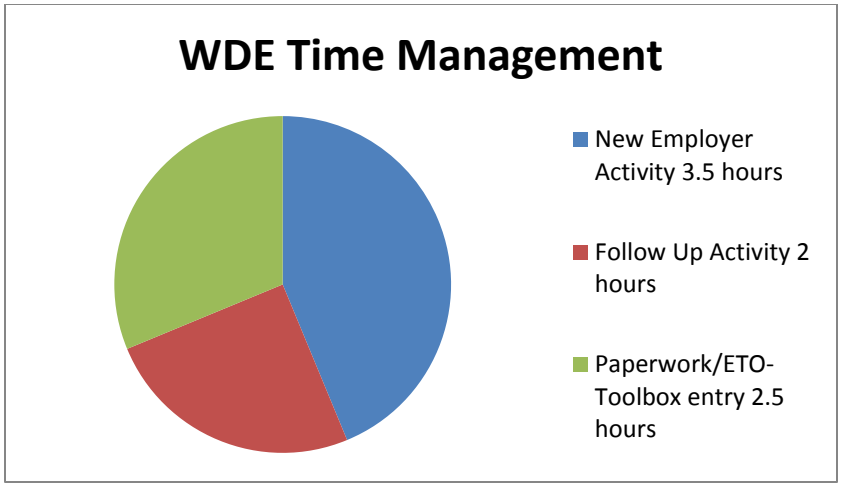
The focus will be on penetrating the five county areas served by the Full Employment Council (FEC) and to increase and diversify of the employers with ground workforce intelligence to support employment and development of pipeline of skilled workers and skills to meet current and future needs of area employers. By utilizing FEC's skill in partnership and employer development, the focus of employer services team will be the engagement of employers in growth industries and sectors within each county and regions of Kansas City vicinity and Eastern Jackson Counties which will include manufacturing, healthcare, transportation/logistics, business services, finance and IT. Focus on both the private and not for profit sector will be done in order to meet the goals of our service regions.

The Full Employment Council has an *employment and training strategy* that outlines a workforce development plan that focuses on employer's needs for skilled workers as well as training applicants to meet shortages of talent for all growing industries in the region. Job development, recruitment and training of new employees; recruitment for employer hiring needs utilizing Labor Market information to also allows for geographic-specific recruitment, and providing technical advice in high turnover situations.

The intent of targeted employer engagement and building of long term relationships with employers in the region in all growing industries is to provide customized recruitment services with innovative processes that places the Full Employment Council in an advantage of becoming the first source of recruitment for employers who have current and future employment needs.

Employer Development Approach:

- Workforce intelligence to identify in-demand jobs, industries, skills, requirements, competencies and career pathways.
- Onsite interview with employers.
- Employment & training strategy MOA signed between FEC and the employer.
- Resources and funding to develop a more skilled workforce.



WDE Reporting and Tracking of Efforts

Weekly Plan of Action

Workforce Development Executives will provide a weekly Plan of Action which will outline all planned activities such as target job development, Employer Presentations scheduled, Business After hours, Employer Hiring initiatives, Employer services paperwork, Employer research and inter agency activities and functions with a high focus on developing strong employer partners in every region, industry and sectors served.

Weekly Reports

Weekly reports will provide information and outcomes for the previous week as well as cumulative information regarding external employer engagement and development and inter agency activities and functions to perform in concert with the Career Center programs to ensure timely placement of applicants from various programs in jobs within the growth industries with livable wages.

The reports will include information in all areas listed below:

- Goals vs. Actual
- Number of Employers Contacts
    - Company Name
    - Contact Info including address, email and phone number
    - Industry
    - Sector
    - Region
    - County
- Results of Contacts (Presentation, Job Order, Hiring Fair, Resumes)
- Placement (Direct, OJT, Internship, Work Experience)
- Current Activity (Must include - Employer name, Pay rate, Title, Industry)
    - OJT
    - Internship
    - Work Experience

    - Direct Placement
- Hiring Events
    - Event Date
    - Event location
    - Number Hired
- Retention
    - OJT
    - Internship
    - Work Experience
    - Direct Placement

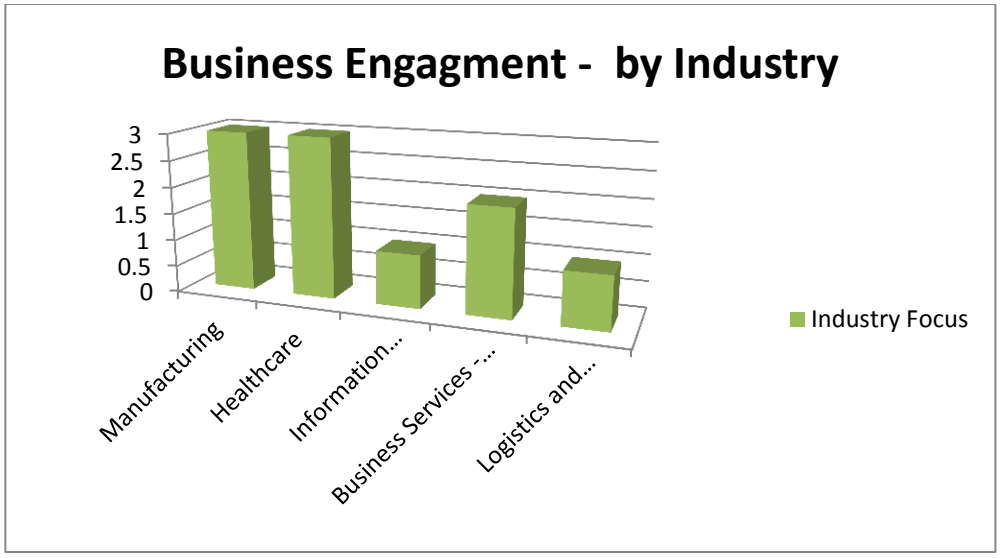
Employer and Sector Development Strategy
Kansas City and Eastern Jackson County Regions

The Full Employment Council's employer development strategy is focused on engagement of employers in growth and emerging industries and sectors within each county and regions of Kansas City vicinity & Eastern Jackson counties which will include healthcare, manufacturing, information technology, transportation/logistics, business services and finance. Focus is on both the private and non-for profit sector to meet the needs of businesses to find workers through workforce solutions to meet the goals of the service regions.

The Full Employment Council has an *employment and training strategy* which outlines a workforce development plan that focuses on employer's needs for skilled workers as well as training applicants to meet shortages of talent for all growing industries in the region. Job development, recruitment and training of new employees, for employer hiring needs utilizing Labor Market information also allow for geographic-specific recruitment, and providing technical advice in high turnover situations.

The intent of targeted employer engagement and building of long term relationships with employers in the region within growing industries and to support their recruiting to provide custom services with innovative processes that places the Full Employment Council in an advantage of becoming the first source of recruitment for employers who have current and future employment needs. This is also to help employers find skilled and trained workforce with an emphasis to support the regional economies.

Employers will also be identified to support the changes in and new approaches to workforce systems to create employment opportunities that will including Priority of service for adults and also individuals with barriers with an emphasis on veterans, youth, seniors, ex-offenders and low-income individuals.



Business Engagement

Business targeting and engagement activities will be conducted using a planned workforce intelligence approach to identify key employers within the identified sectors for in-demand jobs, within industries addressing skills gap, hiring requirements, and competencies and career pathways.

Business engagement will focus on the following:

- **Existing Industry Sectors and Occupations** – Identifying the industries and occupations for which there is existing high demand and providing support.

- **Emerging Industry Sectors and Occupations** – Research and analysis of occupations for which demand is emerging within the regions and industries.

- Targeting business and industry sectors and occupations - Identifying the job skills necessary to obtain current and projected employment opportunities:
- Work with local economic development entities to engage, support and retain local employers and connect them with the services of the Americas Job Centers.
- Translate specific workforce needs to the local workforce system and communicate it to industries and businesses to better engage them with the career center services.
- Call on local businesses to discuss workforce needs and service solutions offered by the public workforce system.
- Facilitate local forums and/or roundtable discussions groups in conjunction with industry Associations, intermediaries and economic development organizations to solicit input from employers to expand employers in all covered jurisdictions regarding their employment and business retention needs.
- utilize Labor market information and research businesses in their respective regions by using the many on-line resources:
- Missouri Economic Research and Information Center (MERIC) accessed at www.missourieconomy.org
- O*Net Online accessed at www.onetonline.org
- North American Industry Classification System (NAICS) accessed at www.naics.com

Employer Advisory Group's role

The *Employer Advisory Group* will consist of a network of employers within specific growing and emerging industries and sectors who will partake in conversations and roundtable sessions which are convened by the Full Employment Council for growing and development of talent within the region it also allows a platform from which first hand data is obtained on where they have greatest needs and what skills are required to obtain jobs with good wages. This model also allows for the training providers to create specific training crafted by experts in target industries in both traditional and non-traditional training tracks.

The outcome from each roundtable discussion will also allow the development of a competitive workforce that will secure our region's growth, opportunity, and vitality for many years to come through an innovative, employer-driven model which will help build a workforce skilled for each industry and meet the competencies that are most in demand.

The high level of employer engagement and customization involved is designed to ensure that the individuals who complete the program can immediately begin adding value for a new employer.

Training Sequencing

The sequencing of classroom training and on-the-job training or paid internships and apprenticeship programs will be determined by the Full Employment Council and this will allow the *Employer Advisory Group*, and educational partners for each project within each industry and sector to maximize the likelihood that participants rapidly develop the necessary competencies.

Program participants may be eligible for on-the-job training. Through this program, FEC can reimburse employers 50% of employee wages for on-the-job training. FEC will assist in identifying and pre-screen participants, but employers themselves retain full control over all hiring and placement.

Program participants may also be eligible for "try-out" or "audition" employment, in the form of internships where FEC will pay the full cost of an internship stipend for a few weeks. Job seekers get the benefit of paid work experience, valuable training, and the opportunity to demonstrate they would be good fits at the companies where they are placed; employers are able to minimize the risk involved in making a new hire, as they carry none of the personnel costs for the potential employee. Again, FEC will pre-screen potential internship participants, but employers have full control over all selection and placement.

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.*

Re-entry services begin at intake. A Transition Accountability Plan (TAP), is developed for each offender that spans all three phases of the transition process. The development of the TAP involves many of the stakeholders including the following: the offender, Department of Corrections (DOC); Department of Economic Development; Department of Health and Senior Services; Department of Mental Health; Department of Social Services; Office of State Court Administrator; Victims; Offender Families; Community Organizations; and Law Enforcement.

Every offender is registered in jobs.mo.gov prior to release from all Transitional Housing Units located in DOC institutions. Each offender then reports to the Missouri Job Center for job placement and job development assistance within one week of being released from a DOC institution. The offender meets with Missouri Job Center staff. Staff from the Job Center system will assess the necessary services for each offender and direct them to the service provider(s) needed in the Job Center, and also make necessary referrals to WIOA partners and other relevant service providers. In addition to employment, the Job Center provides referrals to additional services such as food stamps, temporary assistance, disability determination, homeless shelter referrals, referral to substance abuse treatment, referrals for individual and group counseling, and AEL.

The FEC EJAC WDB has initiated a number of innovative projects with local organizations to build and expand the infrastructure to serve this special population of ex-offenders. Examples are:

FEC EJAC WDB and Catholic Charities of Kansas City - St. Joseph, Inc. (CCKC) have an agreement that serves to establish a cooperative partnership and collaboration to facilitate the referral of clients and to coordinate the provision of services to clients through the integration of CCKC and FEC services that will provide services to veterans and military families residing in the Kansas City, Missouri community. These services include assessment, training opportunities, placement and follow-up. In addition KC& V WDB is partnering with Catholic Charities on a 1.3 million dollar grant to serve ex-offenders within the first six months of releases. Those persons who have not been placed after 6 months are referred to the Job Center for other appropriate services.

Program Orientation will provide overview of all services available through the One Stop Center and referral to wrap around services to substance abuse treatment services through the COMBAT Treatment Network. The Overview will also include information about program activities, program guidelines, the required participant commitment, career clinics, employer-based training (enhanced transitional employment) and short-term skill training that provide an occupational certificate. The Orientation will provide a description of the requirements for participation and the desired employment outcomes.

FEC conducts an assessment of each client's job needs and educational level and preferences, participants will attend career clinic workshops targeted to their employment needs and after completion referral to job placement or to the appropriate job training and/or educational training programs to increase skill levels prior to placement.

The FEC utilizes a client-centered, goal-oriented process for assessing the needs of clients. This case management approach is the key element in meeting the employment and training needs of clients. It is a strategy for change that helps coordinate intervention and makes better use of scarce resources by organizing and reducing the fragmentation of services. It includes the joint making of a Employment Plan which is signed by the FEC staff person and the client in order for the client to participate.

Missouri Job Center business representatives develop a targeted educational effort for prospective employers that demonstrate the benefits of hiring offenders following release from prison. Employers are made aware of the *Work Opportunity Tax Credit* which is made available to private employers that hire targeted groups of workers, including ex-offenders, as well as the *Federal Bonding Program* which provides bonding insurance to employers willing to hire certain high-risk applicants who may otherwise be denied coverage from commercial bond carriers. The bonds protect employers against theft, forgery, larceny, and embezzlement. Missouri Job Center business representatives and staff help businesses hire with confidence by providing job matching, career counseling, and outreach; and providing job readiness and orientation, job assessment and development, pre-employment education and/or training, and post-placement services. Missouri Job Center business representatives offer continuing support to both the ex-offender and the employer.

Missouri Job Center Career Counselors and other designated staff offer regularly scheduled, ongoing workshops specifically for offenders. The Missouri Job Center DVOPs are active in each Job Center and in the community working with offenders who are Veterans**.**

In addition to these services, the EJAC WDB offers several initiatives for the ex-offender population.

<u>COMBAT Grant Match Violence Prevention</u> – The COMBAT Program is funded by the Jackson County Anti-Drug Sales Tax and provides long-term career planning and placement assistance to juveniles in treatment and rehabilitation, and those at-risk, whose primary offenses are drug-related. The program serves ex-offenders ages 18-24 who are: unemployed, reentering the population, on probation, and/or have long-term unemployment prospects or currently residing in high-crime communities in the targeted area in Jackson County. The primary focus is to provide training and employment opportunities to this population through recruitment, job skills and employment assessment, training through career clinics, basic computer operation and online job searches, and ultimately, full-time employment. COMBAT is funded by the Jackson County Anti-Drug Sales Tax.

Keep Moving Career Development Project, L**inking to Employment Activities Pre-lease (LEAP) Specialized American Job Centers** program is funded by the US Department of Labor , Employment and Training Administration, Office of Grants Management to provide American Job Center services in a city-county correctional facility The Keep Moving Career Development Project is an innovative approach for increasing the number of Jackson County Detention Center (JCDC) detainees who obtain jobs following their release and reducing the number of ex-offenders who return to jail. The FEC is partnering with the Jackson County Government to implement the Jail Based AJC. The "Keep Moving Career Development" LEAP Project is the first of its kind in Kansas City and Jackson County, Missouri. The project is the first of its kind in Kansas City and Jackson County, Missouri. The initiative creates an American Job Center (AJC) on-site facility inside the jail at the JCDC to provide comprehensive workforce development services to inmates of the jail prior to their release and links them to a continuum of employment, and training services post-release through FEC's five local AJC offices. The Keep Moving Career Development Project will be conducted over a 24-month period which began June 2015 and ends May 2017. . The Keep Moving Career Development Project will be conducted over a 24-month period which began June 2015 and ends May 2017. Funding for the program is provided through a $500,000 linking to Employment Activities Pre-lease Specialized American Job Centers Grant from the U.S. Department of Labor

Face Forward KC - Face Forward KC is a four-year initiative KC-Youth Reintegration of Ex-Offenders Initiative (FF RexO), funded by the US Department of Labor to provide an alternative to court proceedings for certain juveniles and young adult offenders ages 16-24 with educational services, job training and placement services, mentoring services, and legal assistance to 150 juvenile offenders and youth at-risk of juvenile offenses in the heart of Kansas City, MO. Face Forward KC conveys the idea of youth leaving their past transgressions behind and looking forward to a promising future. The FEC utilizes a strategy of collaboration with Jackson County Family Court, Kansas City Municipal Court, Jackson County Probation and Parole, Jackson County Prosecutor's office, and other community organizations to promote the program as an alternative to court proceedings for certain juveniles and young adult offenders.
The program served 84 youth 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.*

- UI Customers will receive information regarding Work Ready Missouri during the Welcome Team Overview of Job Center services.
- The Welcome, Skills, and Employment Team Members will encourage all customers receiving unemployment insurance to participate in Work Ready Missouri.
- Skills and Employment Team Members will promote Work Ready Missouri to UI customers needing to boost their job skills and to enhance their resume.
- Employment Team Members will promote the advantages of participating in the Work Ready Missouri initiative to businesses

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

The region will use a variety of strategies to promote the Show-me Heroes (SMH) and the new on-the-job training component for participating employers. Veterans are identified at the point of entry at the Job Center. If they are a veteran and need additional services beyond the core level then they are referred to the Missouri Job Center DVOP and LVER – staff who are fully integrated into the Job Centers. These dedicated Veterans Outreach staff who consist of Local Veterans Employment Representatives, facilitate or provide assistance in job placement and accessing needed services, and advocate for veterans by developing employment opportunities with businesses; and Disabled Veterans Outreach Program specialists, who provide case management and develop career and job training opportunities for veterans, with special emphasis on veterans with service-connected disabilities. The 'Show-Me Heroes' initiative to help Missouri's Veterans and members of the National Guard & Reserve reconnect with meaningful careers, and to showcase Missouri employers who have pledged to do so, will be promoted by dedicated veteran and non-veteran Job Center staff at multiple points during the veteran's visit to the Job Center. Dedicated veteran and non-veteran Job Center staff, particularly *business service team staff* who have contact with employers will promote the initiative during the routine visits and interaction with employers. All staff, Veteran's staff, Business Representative (DWD) and all Business Service team staff collaborates to coordinate all OJT processes and procedures with the SMH initiative, such that they comply with statewide OJT practices and procedures. All communication is shared on a regular basis with Business Representative and the Business Services Team staff in order to ensure a streamlined approach to outreach and marketing efforts and to avoid the duplication of services or employer contacts. Business services team staff actively engage collaboratively with Partners, who representative a variety of types of organizations, such as Business Development, Community Action Agencies, Economic Development, Educational, Faith-Based, Public or Private organizations, will utilize those opportunities to inform and promote the initiative. Staff will be kept informed of the initiative and provided reminders at regular staff meetings to promote the program to veterans and employers. Announcements and materials highlighting the initiative will be posted in key places and distributed when staff are engaged in community and networking events and with Job Center partners. Business service team staff are expected to invite Missouri employers to take the pledge to consider hiring a Missouri Veteran if they have got a job opening in every engagement with and employer. Business service team staff will promote the additional On -the-Job (OJT) training component wage reimbursement Show-Me Heroes incentive for employers to hire and train returning National Guard, Reservists or recently separated active duty service members that Show-Me Heroes employers agree to hire, that would reimburse employers for 50 percent of the Show-Me Heroes participant's wages during a contracted training period. Business service team staff will also promote the additional expansion of the eligibility of financial assistance to the spouses of active-duty service members in addition to the spouses of National Guard and Reservists who are currently eligible. This financial assistance includes payment of overdue bills; transportation and day care costs when pursuing employment; and vocational counseling and subsidized employment.

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

The EJAC plan has agreed to support and participate in Certified Work Ready Communities initiative. Clay County in the region has been selected as a Work Ready community. FEC has agreed to provide assessment for transitioning workforce, and libraries and schools will serve as the entity for the emerging workforce. Funds will be raised privately to support the emerging workforce.

Work Ready communities have been successful in KCV & Eastern Jackson County Regions as Clay County has secured certification, Jackson County, and Cass County are actively seeking CWRC status and Jackson County is nearly complete. FEC serves on the Work Ready Committee for Jackson County and will participate in the Cass County Economic Development Corporation organizational meeting for work ready communities to be held on September 15, 2016 to launch the Cass County efforts. FEC EJAC WDB will provide support to the two remaining counties in the region as needed for programming support for work ready communities.

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

The Metropolitan Community operates five college campuses in the KCV and Eastern Jackson County Regions. One Comprehensive Career Center is co-lated at the Maplewood's Community College in the Northland Human Services building which also houses Head Start, Tri -County Mental Health, and a workout facility. FEC coordinates first with the community college by referring all students to the college whose sector focused job training are based in those courses that are Pell Eligible, which the WDB one stop operator will use first before using WIOA funds. FEC will work with Institute for Workforce Innovation for just-in-time training, cohort based training tied to industry demand, and customized industry advised curricula. In TAACT programs FEC coordinates with the Community college to dual enroll those applicants who may need training or employment support such as transportation or assistance for tools or supplies. Referrals between the Community College and the WDB are transmitted electronically via email or scan in order to track referrals and insure that the appropriate action is taken per the service requested for the referral. The Community College also provides training at one stop facilities or affiliate locations based on the accessibility to the clientele and nature of training. FEC facilities are organized to meet training and all accessibility requirements as may be required for accreditation standards. FEC also coordinates with the college on Cohort based training.

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*.)

One Stop Next Generation Missouri Job Center conducts outreach to faith-based and community-based organizations to expand the access of their clients to the services offered through the One-Stop delivery system. **One Stop Next Generation Missouri Job Center** has hired outreach coordinators to better facilitate this process. These outreach specialists regularly connect to and interact and collaborate with faith based and community based organizations for recruitment, information sharing. They attend and participate in faith based and community based events.

One Stop Next Generation Missouri Job Center will follow DWD Issuance 02-06, Use of WIOA Title I Financial Assistance to Employ or Train Participants in Religious Activities When the Assistance is Provided Indirectly.

This issuance indicates that WIOA funds can be used to employ or train participants in religious activities, as long as the assistance is provided indirectly. Indirect financial assistance occurs when participants are given a genuine and independent private choice among training providers or program options and can freely elect, from among such options, to receive training in religious activities when these activities satisfy the requirements of the program. Individual training accounts and other types of support that provide participants with real choices would meet this requirement. To ensure that a genuine and independent private choice is provided, each participant must be offered at lest one option to which the participant has no religious objection. Training services must be provided in a manner that maximizes an informed consumer choice. In addition, an organization must not be favored for, or denied recognition as, an eligible training provider or other provider solely on account of religion.

XII. Regional Planning Guidance

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Describe the Regional Plan.
As previously under WIOA, 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 LWDAs 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 Eastern Jackson County Region, one Regional Plan for the local planning areas of Eastern Jackson County Region and the Kansas City and Vicinity 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 Eastern Jackson County Region that must contribute to a Regional Economic Plan of for the Eastern Jackson County 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.

One regional plan must be prepared for the local planning areas of Kansas and Vicinity region and the East Jackson County region which Share a single labor market and common economic development area, prescribed by Population centers;· Commuting patterns;· Land ownership;· Industrial composition;· Location quotients;· Labor force conditions and Geographic boundaries; and Possess the Federal and non-Federal resources, including appropriate education and training institutions to administer WIOA activities. The *Kansas City and Vicinity Region and the Eastern Jackson County Region* make up the Greater Kansas City Missouri Region consisting of geographic 5 contiguous counties that contains a core urban area of 50,000 or more population and that have a high degree of social and economic integration (as measured by commuting to work) with the urban core make up.

The Kansas City economic regions is submitting individual Plans with a section devoted to economic regional planning including sector- and service-delivery strategies. The LWDBs prefer to submit individual Plans with a regional component to each Plan, although to the extent possible the Local Plans highlight specific characteristics of the individual local region, the two regions are interlinked.
Both regions are served by one One-Stop Operator and fiscal agent, which is managed and governed by one common set of programmatic, fiscal and financial policies and procedures and that share staff and cross training of all staff to ensure that the needs of the region are met.

Regional Planning

The Workforce Innovation and Opportunity Act (WIOA) of 2014 require local WIOA areas that make up an economic region to include a Program Delivery Coordination Plan on how services and programs will be delivered within the Region. The intent is to describe a coordination of resources across local areas.

The Kansas City Metropolitan Economic Region is comprised of two workforce investment areas in Missouri – Kansas City & Vicinity, which encompasses the City of Kansas City, Missouri and the Counties of Cass, Clay, Platte, Ray, and Platte, and East Jackson County, which is the Jackson county excluding the City of Kansas City, Missouri. The Full Employment Council (FEC) is the One Stop Operator and WIOA Grant Recipient for both Kansas City region Local Workforce Development Boards – Eastern Jackson County and Kansas City & Vicinity, which serves a 5-county jurisdiction, covering 2,700 square miles, encompassing urban, suburban, and rural populations with diverse ethnic populations in Cass, Clay, Jackson, Platte, and Ray Counties.

Section 106 (c) of the Act states that local boards and chief elected officials in each planning region shall engage in a regional planning process; the following are the responses to that regional planning process:

A) The preparation of a regional plan

The FEC as the operator for both the Eastern Jackson County and Kansas City & Vicinity is providing this regional plan for the Kansas City region as required.

B) The establishment of regional service strategies, including use of cooperative service delivery agreements

The Full Employment Council is the one stop operator and fiscal agent for both the KCV and EJAC Workforce Development Boards. Although each Board and region is independent and autonomous, the FEC as the operator ensures that the integrity and independence is maintained. The regional geographic configuration of the region necessitates that job seeking and employer customers are assured of equal access to the delivery services and activities provided by the workforce system. Job seeking and employer customers can access all services provided by the system at any job center operated by either the KCV or EJAC WDB. This delivery of services is seamless for the customer. FEC program and fiscal staff ensure that costs for services are appropriately allocated to the proper funding region based on the residence of the customer. Staffs are cross-trained and informed of any unique requirements for the individual regions. All management staff for both regions is under the direction of one set of leadership and meet weekly to coordinate program services. FEC schedules regular meetings and training for all staff by position and bi-weekly schedules all staff meetings for communications, coordination, training and informational sharing. All staff is connected electronically through one email exchange system ad one telephone communication system.

Workforce development executives for both regions and assigned to all offices who make up the Business Services team meet regularly to coordinate strategies with employer engagement, employment development activities, job fairs, and hiring events.in addition to weekly job developer meetings, job development staff send notices through the exchange system regarding upcoming recruitment events. Designated staff maintains a calendar of employer events agency wide. In addition to the sharing of data and information through the state case management system, Toolbox, FEC has its own management information system, which is currently ETO,

which allows staff across both regions to share participant information and ensures no duplication of services.

C) The development and implementation of sector initiatives for in-demand industry sectors or occupations for the region

The KCV and EJAC regions are guided by the same set of policies and procedures. Sector initiatives for in-demand industries and occupations is determined for the entire 5-county Kansas City metropolitan region and delineated in the agency' s policies and procedures manual regarding sector focus for training and employment. Analysis of current labor market information from MERIC and "on- the-street" job developer business intelligence informs the determination of sector initiatives for the region. In addition, the two WDBs scheduled a series of sector convening's in 2015-2016 to inform the focus on the 5 sectors (Advanced manufacturing, Healthcare, Information Technology, Construction, Warehouse & Logistics, Financial Services and Business Services have been selected for focus.

D) The collection and analysis of regional labor market data (in conjunction with the State)

See Local Plan Section IV Labor Market Information

E) The establishment of administrative cost arrangements, including the pooling of funds for administrative costs, as appropriate, for the region

The KCV and EJAC regions are fiscally managed by the FEC. Administrative costs are allocated appropriately according to accepted financial management procedures.

F) The coordination of transportation and other supportive services, as appropriate, for the region

The KCV and EJAC regions are fiscally managed by the FEC. Administrative costs are allocated appropriately according to accepted financial management procedures. The KCV and EJAC regions are guided by the same set of programmatic and financial policies and procedures, in the form of Issuances for the FEC, including training and supportive services policies, which includes transportation services, which ensure consistency and coordination of all services and activities.

G) The coordination of services with regional economic development services and providers

The President, officers and staff of FEC, which operates the two WDBs, collaborate with all the local economic development councils in the region, the Greater Kansas City Economic Development Council, the Greater Kansas City Chamber of Commerce and Mid-America Regional Council (MARC). The President of FEC as well as agency Job Developers are members of these local business and economic development agencies. Service contracts are negotiated and approved by the FEC Board before submission to the WDB for final approval.

H) The establishment of an agreement concerning how the planning region will collectively negotiate and reach agreement with the Governor on local levels of performance for and report on the performance accountability measures described in Section 116(c) for the local areas or the planning region

The FEC as operator of the 2 regions will negotiate local levels of performance for, and report on, the performance-accountability measures as required for each region separately

XIII. Local Administration

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.)

Performance Goals for the Region Program Year 2016:

For PY 2016, states and region negotiated new WIOA and Wagner Peyser performance goals

Local Negotiation Benchmarks

Area Name: **Eastern Jackson County**

Employment Rate 2nd Quarter After Exit	Local Negotiated	Employment Rate 4th Quarter After Exit	Local Negotiated
Adult	68.00%	Adult	64.00%
Dislocated Worker	69.80%	Dislocated Worker	67.90%
Youth	70.00%	Youth	70.30%
Wagner-Peyser	62.60%	Wagner-Peyser	60.00%
Median Earnings	**Local Negotiated**	**Credential Attainment**	**Local Negotiated**
Adult	$4,454	Adult	42.00%
Dislocated Worker	$5,200	Dislocated Worker	48.00%
Youth	N/A	Youth	70.00%
Wagner-Peyser	$4,000	Wagner-Peyser	N/A

B. *Identify the Local Fiscal Agent, if one is designated by the CEO.*

The EJAC WDB and the chief elected officials have designated the Full Employment Council as the fiscal agent and the entity responsible for the disbursal of grant funds.

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

The **One Stop Next Generation Missouri Job Center** shall procure services in accordance with the OMB circular. Competitive procurements exceeding $30,000 shall be advertised in a medium available to the general public and bids shall be solicited from prospective suppliers. The local board shall identify eligible providers of adult activities and youth activities where appropriate, by awarding grants or contracts through the Request for Proposal Process, taking into consideration the recommendations of the Youth Standing Committee for youth services to be procured, and in accordance with the criteria described in the process described below.

Request for Proposal Process. Service providers are selected based on a Request for Proposal process. The Grant/Award process is based on a determination of need; a determination of the cost for the service to be provided; the selection of the method of implementing the service; the availability of resources; notification of potential service providers; evaluation of requests for proposals including the reasonableness of cost and the ability of the proposer to meet performance standards; recommendation of service providers to be selected; and the issuance of contracts.

Requests for proposals are made available to the general public through paid advertisements in the local newspaper. Each RFP describes the services to be performed, specific requirements to be met, cost limitations, and other information determined to be relevant to the provision of employment and training programs and services. Both the RFP and the Public Notice state the deadline for submission of proposals. Proposals are required to be sealed, time and date stamped, and logged in. Proposals received after the closing time will be returned unopened to the proposer.

The Grant Recipient/One-Stop Operator develops and maintains a list of potential service providers to be notified of the availability of RFPs, including organizations which have submitted proposals in previous years and organizations and/or individuals who have expressed an interest in writing or by telephone in being included on future RFP lists.

A proposal evaluation committee is appointed by the EJAC WDB or its designee. Proposals are rated using standardized rating forms. Proposals are analyzed in accordance with the evaluation criteria established in the RFP. Proposals are recommended for funding, determined to be non-responsive, or not recommended for funding. A written report is prepared documenting the reason(s) for any bids being deemed on-responsive. Proposals are evaluated and a list of prospers who have met the basic criteria are identified. Top rated proposers will be scheduled for oral presentations.

Site visits to review facilities and programs operated by the proposer will be made prior to the award of a contract, if needed. There will be a financial pre-award survey conducted to ensure the adequacy of fiscal systems and evaluation of the organization's grant management capability. Based on oral presentations and reviews, recommendations for funding will be made to the Workforce Development Board. Contracts are written upon completion of the procurement process in accordance with the proposals submitted and any negotiated changes are made during the proposal review process.

Conflict of Interest. WDB members may not vote on matters under consideration by the WDB regarding the provision of services by such member, by an entity that such member represents (or by which the member is employed), or that would provide direct financial benefit to such member or the immediate family of such member. A WDB member may not engage in any other activity determined by the Governor to constitute a conflict of interest as specified in the State Plan.

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

The EJAC WDB will work with partners to negotiate cost sharing agreements to eliminate duplicative costs. The WDB employs an independent monitoring firm to provide financial audits of its operations and to ensure that costs are not being duplicated. To eliminate duplicative administrative costs, **One Stop Next Generation Missouri Job Center** has one administrative unit that supports two Workforce Development regions. In addition, participant payments (payroll, support service payments, OJT reimbursements, and employer-based training paychecks to clients), for all clients, including many of the subcontractors, are processed by **One Stop Next Generation Missouri Job Center**'s fiscal department rather than by numerous fiscal departments.

Additional ways the region works to eliminate duplicative administrative costs are;

- Facility costs are shared and constantly reviewed for comparison to cost rates;
- Computer systems are re-evaluated to ensure most efficient system used based thereby reducing head count;
- Utilizing facility as training site;
- Negotiate lease arrangement to realize cost efficiencies to insure more than one tenant;
- Identification of used furniture to avoid buying new, especially by working with corporations or used office supply facilities;
- Review contracts, budgets to ensure maximum utilization of services on direct client services ;
- Ensuring use of FEC facilities for just in time training;
- Use of contract client recruitment for Business assistance activities;
- All WDB board meetings held at FEC facilities thereby reducing costs of Board meetings at hotels or other meeting facilities;
- Monthly financial review are conducted by internal and external reviews for determining any anomalies that are excessive

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

The EJAC WDB will work with partners to ensure coordination of services with all partners to ensure that services are not duplicated. To strengthen partnerships, provide for seamless and appropriate services, and to improve overall customer service to businesses, the local WDB developed a Business Outreach and Service Plan. This plan, designed to enhance one-stop services to businesses, describe uniform strategies of organizing service delivery to business customers. The plans contain protocols for coordinating business contacts while ensuring local employment and training systems are demand drive, promote economic security for local communities, and streamline delivery of business services. These plans further move the employment and training system from being job seeker-oriented to being business-focused. Additionally, service matrixes were developed and completed by One Stop Partners to ensure that duplication of services would not occur. The One Stop Center provides a uniform system of access to the business customer not only in an electronic mode of operation via missouricareersource.com but also through the availability of on-site business friendly services and interviewing rooms located at each one-stop Job Center.

For the job seeking customer, the One Stop Center has implemented the NGCC model that provides access to anyone interested in accessing Job Center services. Integrated delivery of services and resources are mapped out for each customer that accesses the system. Assistive technology is also available at the Job Center.

Job Center staff from all partners, which includes all co-located partner staff, meets weekly to ensure that services are integrated and not duplicated. Partner staff that are not co-located meet monthly and all partner staff have access to same case management data system in ToolBox, to ensure services and resources provided to customers are non-duplicative. Policies and strategies have been developed to create a seamless flow of services to the meet the customer's expectations. This seamless delivery system provides the job seeking customer access to training to increase their skills in high-growth career fields.

A key feature that ensures that services are efficient and not duplicated is technical assistance / training of services will be ongoing for NGCC teams (comprised of DWD & FEC staff). Cross training is provided to prevent duplication of services, increase customer service competencies of next generation Job Center staff, as well as to continually develop all Job Center staff with new programs and policies being undertaken by the One Stop Operator as part of the "Next Generation Career Team effort. Specific efforts will focus on efficient customer service techniques as instructed by the training staff of the operations division, as well as techniques that results in instant customer engagement. Teams are the best way to integrate across agency / organization boundaries. They are the best way to design and energize core processes. Teams encourage continuous performance improvement and learning at the same time. There is no better way to become a learning organization than to have a team-based structure which thrives on people learning from peers, it takes time and hard work to build alignment across teams. So, to obtain an immediate return, leveraging the creativity of

teams is the solution. Teams working together can do much better than individuals in coming up with creative solutions to difficult problems.

Efforts have been initiated to cross-train DWD and FEC and all partners in all programs of the Job Center to not only insure more efficient and quality Job Center services but also to prevent duplication of services. Focus of the utilization of service teams vs. case management teams and team based customer service vs. individual case management will be a high priority of the one stop operator. It is imperative that team members understand both the overall big picture and vision for the NGCC.

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

A copy of the Planning Budget Summaries for Program Year 2010 and Fiscal Year 2011 is included as *Attachment 13*.

***Denotes WIOA-mandated planning requirements**

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

Statement of Assurances Certification form located in this guidance is included 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.*

FEC One Stop Next Generation Missouri Job Center will follow the States Complaint and Grievance policy as stated in the 09-2012 Issuance, which outlines the state's grievance procedures. One Stop Next Generation Missouri Job Center assures full compliance with the nondiscrimination and equal opportunity provisions of the Workforce Development Act of 1998, including the Nontraditional Employment for Women Act of 1991; title VI of the Civil Rights Act of 1964, as amended; section 504 of the Rehabilitation Act of 1973, as amended; the Age Discrimination Act of 1975, as amended, title IX of the Education Amendments of 1972, as amended; and with all applicable requirements imposed by or pursuant to regulations implementing those laws, including but not limited to 29 CFR part 34, and incorporates this language in all contracts and agreements. The Complaint and Grievance Guide is included as **Attachment 15.**

ATTACHMENTS

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
16. Incumbent Worker Training Program Policy

ATTACHMENTS

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1. List of Comprehensive One-Stop Centers and Affiliate Sites

ATTACHMENT 1

ONE STOP CENTERS

FULL EMPLOYMENT COUNCIL
EAST JACKSON COUNTY

COMPREHENSIVE SERVICE **One-Stop Career Centers**
FULL EMPLOYMENT COUNCIL **INDEPENDENCE /Eastern Jackson County** 15301 East 23rd Street South Independence, MO 64055-1698 816-325-5890 / 816-325-5825 (Fax) Tele. (816) 325-5890/Fax: (816) 254-1903

ONE STOP PARTNERS & SERVICES PROVIDED

- **Division of Workforce Development** -Wagner Peyser activities. METP, Veterans, TAA
- **Metropolitan Community College-Penn Valley – Computer Training**
- **Independence Missouri School District - Secondary school services, tutoring, study skills, training and instruction, leadership service strategies, comprehensive guidance and counseling career readiness training, short term occupational skills training, post-secondary educational preparation and follow up, educational training and HiSet testing**
- **Jewish Vocational Services - Disability Navigator Services Program; Intensive services for individuals with disabilities to include work experiences, academic skills training, work readiness, and follow-up**
- **<u>Jewish Vocational Services</u>: Intensive case management for TANF clients**
- **Vocational Rehabilitation**
- **<u>Economic Development Council Providers:</u>**

  Lee's Summit Economic Development Council
  Independence Council for Economic Development
  Blue Springs Economic Development Corporation
  Grandview Area Chamber & Economic Development
  Greater Kansas City Chamber of Commerce
  Full Employment Council
  Division of Workforce Development
  Business & Technology Campus, MCC
  Kansas City Power & Light Company
  Missouri Enterprise

Services Provided: WIOA Title I Adult, Dislocated Worker and Youth Programs and MWA Program

2. Local Supportive Services Policy

ONE STOP OPERATOR/FISCAL AGENT ISSUANCE 2001-09, Modification *19*

REVISION DATE:	***March 23, 2016***
ORIGINAL ISSUANCE DATE:	December 18, 2001
TO:	FEC Staff
FROM:	Clyde McQueen, President/CEO
SUBJECT:	Support Services, Post-Employment Support, and Payments for Outcomes for WIOA Youth
EFFECTIVE DATE:	***March 23, 2016***

BACKGROUND: This issuance is based on the Workforce Investment, the final WIOA Regulations issued August 11, 2000, DWD Issuance 12-2010 Statewide Supportive Services Policy, and FEC policy.

ACTION: FEC staff and contractors should add this issuance to their Policy and Procedures Manuals. The President/CEO or his designee must approve any deviations from this policy in regards to maximum amounts available. Support service and retention payments are subject to fund availability and resources. This modification includes incentives for Weekly TABE Assessment Remediation.

General Description: All support services must be based on documented need by the customer – the customer must be in need of the support service in order to continue training or to retain employment. The need for support services must be documented in each ***customer's*** Individual Service Strategy **and Service Notes in Toolbox. The Financial Needs Tab in Toolbox must be completed to determine the customer's need.** Individual resources are considered prior to making support services payments. This issuance establishes the categories of support services and the maximum amounts available. Funds **WILL NOT** be used to pay penalties, restitution, taxes, or bad debts, or mileage reimbursement.

Referral to Other Agencies for Support Services: Only support services which cannot be provided through other agencies will be submitted for approval for payment through FEC. Documentation of referral to other agencies must be included as a case note in the Toolbox. The ***Toolbox service referral tab***, will be used to refer customer to other agencies, which provide support services needed, by customer. Customers from other regions will be referred back to the full service career center in their region of membership.

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

- The type of Supportive Service paid
- The amount of Supportive Service paid

- The timeframe the Supportive Service was paid for
- The justification of need for the Supportive Service; and
- Lack of other community resources.

See DWD issuance 12-2010.

I. SUPPORT SERVICE POLICY

Support Services are defined as those services, which are necessary to enable an eligible customer to participate in employment and training activities, and are available to WIOA registered customer participating in employment and training activities or placed in employment. Support services may be provided to customer pre- or post-employment.

Needs-Based Analysis: A Statement that a customer "needs" a Supportive Service will not justify the payment of supportive services (i.e. customer states he needs transportation assistance. Supportive services cannot be authorized on this statement alone: but instead, must be related to the WIOA activity: based on customer need: and other resources must be sought first.) FEC Staff or contractors determination of financial need must be documented at a minimum through Toolbox service notes and completion of 'Financial Needs' tab in Toolbox. (Note: This tab will only help determine customer need, but all other resources must still be considered.)

A. Need Determination: The need for support services is identified by the Career Development Executive based on individual one-on-one interviews with the customer conducted as part of assessment. Support service payments enable customer to successfully complete employment and training programs. The need for the support service must be documented in the customer's ISS and/or as a case note in Toolbox Service Notes. The Financial Needs tab in Toolbox ***must*** be used to determine customer need.

Sample Assessment of Need: When assessing the customer's need for transportation assistance, the following questions ***must*** be asked, at a minimum, by the CDE:

1. What is the customer's mode of transportation? Can they benefit from obtaining a bus pass? ***Individuals who receive bus passes are not eligible to receive gas transportation assistance. *The CDE and customer should develop a transportation strategy plan prior to participating in employment or enrolling in classroom training.***
2. How many days per week is the customer scheduled to attend training? ***Transportation assistance will only be given for scheduled training days.***
3. After a determination has been made by the CDE as to which transportation assistance the customer selects (monthly bus pass or transportation assistance), the following steps should be taken:
   - Each customer should receive a COT orientation at least one week prior to the start of training.
   - Discuss with the customer the type of transportation assistance they will receive and the amount.

- Give the customer a Classroom Attendance Timesheet and an explanation on how it is to be completed and signatures needed.
- Provide the customer with a participant payroll schedule and dates timesheets are due to the CDE.
- Underscore that job placement assistance is available through the American Job Center and FEC.

B. Eligibility: Support services may be provided to youth who have been determined as eligible for Individual Career Services and training services, if the need has been documented and the support service cannot be provided through another agency. This must be case noted in Toolbox.

C. Referral to Other Support Service Providers: The Toolbox service referral tab will be used to refer customers to supportive services not available through FEC. Staff will utilize the United Way 211 to view the list of supportive services available customers, and make referrals from the list of providers. The list of supportive services can be accessed at www.211.org. Searches can be performed via County or Location/Provider/Service. The "Make Referral" key must be selected and a print out of the service provider can be obtained.

D. Maximum Amount: The maximum amount of support services that a customer may receive during an enrollment period is **$500**. This amount may only be exceeded if the employer submits a letter outlining the need for employer-based clothing, tools, or equipment, and if approved by the FEC President/CEO or his designee.

E. Support Service Categories:

1. Transportation:

a) Enrolled Customers: Customers enrolled in work experiences, or on-the-job training, or placed in unsubsidized employment may receive transportation assistance for up to 30 days or until receipt of first paycheck.

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- **Bus Passes*:*** Bus passes may be issued to customer during the first 30 days of employment and/or until receipt of first pay check; during job search, and or during other circumstances as approved by the Manager. Bus passes can be extended every 30 days up to 90 days with Manager's approval.

- **Gas Cards**: Gas Cards may be issued to customer who have obtained full time employment for up to 30 days or until receipt of first paycheck. Cost may not exceed $25 per week.

- ***Customers who receive Gas Cards are not eligible to receive a bus pass.***

b) Enrolled Customers: **Customers** enrolled in a non-wage paying training (classroom skill training) are eligible to receive transportation assistance during the period of the classroom skill training.

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- **Bus Passes*:*** Bus passes may be issued to customer to attend training. Bus passes can be extended every 30 days for the duration of the training program with Manager's approval.

- **Transportation Assistance (customers enrolled in classroom training):** Costs may not exceed $25 per week and will be issued in the form of a gas card.

- Customers enrolled in COT must submit a classroom attendance timesheet to the Career Development Executive bi-weekly on the designated days with both the customer and the instructor's signatures.

- Customers will not receive transportation assistance on days not scheduled to attend class or during school hiatus, i.e., Christmas Break or Spring Break, etc.).

- ***Customers who receive Gas Cards are not eligible to receive a bus pass.***

c) Customers Not Enrolled in WIOA: Customers not enrolled in WIOA at the individualized career services or training services may not be issued WIOA funded support service payments.

2. **Work-related clothing, tools, and equipment:** Customers may request work-related clothing, tools, or equipment identified by an employer as necessary for the job. Customer may also request clothing needed for classroom occupational skill training.

Unless approved by the President/Designee, no more than 5 days of clothing should be approved for a customer including the following.

- 5 tops/shirts/blouses/sweaters
- 5 pants/jeans/slacks/skirts
- 1 pair of shoes
- 1 package of socks or hosiery
- 1 package of underwear
- 1 package of undershirts (white t-shirts)

Life Uniforms: Limit of 1 item per required medical equipment, and no more than 5 days of clothing.

- 5 scrub tops
- 5 scrub pants
- 1 lab coat
- 1 pair of shoes
- 1 package of socks or hosiery
- 1 package of underwear
- 1 package of undershirts (white t-shirts)

F. Training and Employment Related Testing and Required Fees Category: Employment related testing may include physicals, TB tests, drug screens, or other tests required by employers. Training and Employment Related Required Fees may be used for mandatory examinations fees, certification fees, background and fingerprinting expenses required by the State for licensing or licensing for national certification. **Maximum Amount is $500**.

II. POST-EMPLOYMENT SUPPORT SERVICES FOR JOB RETENTION

Transition to Placement Support: WIOA-registered Youth who are placed in full-time unsubsidized employment (32 hours per week), are eligible to receive $100 in transition to placement support to facilitate their placement and retention in unsubsidized employment. Documentation of need must be noted in Toolbox. Transition to Placement Funds are support service payments distributed to customer to help them retain employment. Internship, work experience and on-the-job training customer cannot receive transition to placement funds since they receive wages while in training prior to their placement in unsubsidized employment. ***Maximum amount is $100.***

III. INCENTIVES

Youth ages 16 through 24 may also qualify for the following incentive payments for outcomes attained. Payments to Youth participants for recognition and achievement- incentive payments must be directly tied to training activities and work experiences. Incentive payments may not include entertainment, such as movie or sporting event tickets or gift cards to movie theaters or other venues whose sole purpose is entertainment (see DWD issuance 10-2015).

Adult Basic Education/HiSet Attainment: Out-of-school youth who obtain a high school diploma or HiSet and attend an orientation to post-secondary education or advanced training will be eligible to receive $200. Payment in the form of a gift card will be made available immediately upon documentation of attainment. (Note: Customer must be attending an AEL or an alternative school).

Grade Level and EFL Increases:
Out-of-school youth who are basic skills deficient in Reading, Math and Language and who increase one or more educational functioning levels (EFL) in any area, will be eligible for a $100 payment per testing session. Payment in the form of a gift card will be made available immediately upon demonstration of achievement gains.

Weekly TABE Assessment Remediation:
All clients that are basic skills deficient in math, language and/or reading will be eligible for a $35 Target or Wal-Mart gift card if they attend weekly remediation sessions in an effort to obtain an increase in the area in which they are basic skills deficient. To be eligible for the weekly incentive they must attend at least two remediation sessions for a minimum of four total hours per week.

IV. PROCESS FOR REQUESTING SUPPORT SERVICE PAYMENTS

The processes described below will govern the application for and distribution of Support Service Payments:

- **Statement of Need Documented in Toolbox and Employment Plan ISS**: FEC staff/Contractor will describe, in detail, the need for the support service and shall document the need in both Toolbox Service Notes and, ***customer's ISS ensuring supportive service code (Youth) 607 has been entered***, which identifies the customer's employment goals, achievement objectives and appropriate combination of services to achieve these employment goals. The support services must be necessary to achieve the goals outlined in the EP. Toolbox Service Notes must include at a minimum **all** of the following: the type of supportive service, the amount of supportive service paid, the time frame the supportive service was paid, the justification for the supportive service and the lack of community resources. A letter from the employer indicating the customer's need for work-related items is to be attached to the support service requests for work-related clothing, tools, equipment, etc. ***Exception: Work-related clothing that is not required by an employer, but necessary for employment, does not need to be accompanied by an employer letter.***

- **Form of Payments**: WIOA enrolled youth will be paid in the form of a Walmart, Target or other form of incentive gift card. The Counselor will submit the request for support services, with case notes and proof of literacy gain, and other support documentation attached.

- **Distributing Support Service Payments to Customers**: The assigned FEC CDE will contact contractors when support service payments are completed and ready for distribution. FEC staff/Contractor will contact customer in regards to designated check pick-up times. ***All supportive services must documented in Toolbox and include at a minimum all of the following:***

    - Type of Supportive Service paid (e.g., transportation, work clothing, etc.);
    - Amount of Supportive Service paid;
    - Timeframe Supportive Service was paid for;
    - Date that the customer received the supportive service (see DWD Issuance 12-2010).

In all cases, FEC staff/contractor must review Toolbox service notes prior to making any Supportive Services payments to avoid duplicate payments.

- **Bus Passes:** The "1 Ride Pass Agreement" or "Monthly Pass Agreement" must be completed for bus passes (see attachment).
-
- **Support Service Request Form**: A "***Support Services Request***" ETO Touchpoint must be completed to request support services or Retention Funds for Employment Support.

    1. FEC staff/Contractor will document customer information, program type and activity.
    2. FEC staff/Contractor will document vendor information where items are to be purchased and, in the center box, document quantity, description and cost of item(s) requested.
    3. ***Wal-Mart***: Wal-Mart has been selected as the designated vendor through a voucher agreement and should be utilized first, if possible, for clothing other than uniforms, shoes, approved work-related tools, etc. Customers will be issued a voucher made payable

to Wal-Mart for a designated amount and which will expire in 30 days. Wal-Mart will bill FEC for the amount of purchase, and provide a description of goods purchased for each customer. The customer will not be issued a receipt, so they may NOT return the merchandise for cash. Other vendors may be used as needed.

4. **Three 3 Bids**: When a vendor other than Wal-Mart is utilized and the purchase amount will exceed $500, FEC staff must document the cost from three 3) vendors.
5. **Signatures**: FEC Staff/Contractor must sign in designated area at bottom of form. Contractor will forward to assigned FEC CDE who will review, sign, and submit to management for approval.
6. **Processing Time**: The average processing time for a support service request is 5 working days; however, a maximum of 10 working days should be allowed for the processing of Support Service requests.
7. **Documentation**: The following checklists will be followed when submitting requests for supportive services to Fiscal.

CLOTHING

- Support Services ETO Touchpoint print out
- Toolbox Service Notes documenting need
- Toolbox Enrollment Screen and Closure Screen with appropriate ***607 supportive service code***
- Proof of Employment or Program Participation (i.e. timesheet, job search log or pay stub)
- Itemized list of clothing to be purchased ***based on customer needs***. No more than 5 business days supply of clothing:
    - 5 tops/shirts/blouses/sweaters
    - 5 pants/jeans/slacks/sweaters
    - 1 pair of shoes
    - 1 package of socks or hosiery
    - 1 package of underwear (white t-shirts)

UNIFORMS

- Support Services ETO Touchpoint print out
- Toolbox Service Notes documenting need
- Toolbox Enrollment Screen and Closure Screen with appropriate ***607 supportive service code***
- Proof of Employment or Program Participation (i.e. timesheet, job search log or pay stub)
- Copy of Life Uniforms Voucher. Limit 1 item per required medical equipment. No more than 5 business days supply of clothing:
    - 5 scrub tops
    - 5 scrub pants
    - 1 lab coat
    - 1 pair of shoes
    - 1 package of socks or hosiery
    - 1 package of underwear (white t-shirts)

TRANSPORTATION

- Support Services ETO Touchpoint print out
- Toolbox Service Notes documenting need
- Toolbox Enrollment Screen and Closure Screen with appropriate 6***07 supportive service code***
- Proof of Employment or Program Participation (i.e. timesheet, job search log or pay stub)

Closure of Supportive Services (Youth) Activity Code 607 in Toolbox:
It is the responsibility of FEC staff/Contractors to close-out supportive services code 607 in Toolbox once customer is no longer eligible to receive supportive services for any reason (i.e. cap met, no longer has a need, etc.)

ONE STOP OPERATOR/FISCAL AGENT ISSUANCE 2001-08, Modification 26

REVISED DATE:	**December 29, 2015**
ORIGINAL ISSUANCE DATE:	December 18, 2001
TO:	Missouri Career Center and Sub-contractors
FROM:	Clyde McQueen, President/CEO
SUBJECT:	Needs Based Payments and Supportive Services for WIOA Dislocated Worker and WIOA Adult Program
EFFECTIVE DATE**:**	**July 1, 2015**

BACKGROUND: This issuance is based on the Workforce Investment, the final WIOA Regulations issued August 11, 2000, DWD Issuance 12-2010 Statewide Supportive Services Policy, and FEC policy.

ACTION: FEC staff and contractors should add this issuance to their Policy and Procedures Manuals. *This issuance replaces issuance 2001-08, Modification 25.* The President/CEO or his designee must approve any deviations from this policy in regards to maximum amounts available. Supportive service and retention payments are subject to fund availability and resources.

QUESTIONS: If you have any questions regarding this process, please contact Richard Salazar 521-5700, ext. 3266, Andrea Robins 471-2330, ext. 1255 or Sandra Walker at 471-2330, ext. 1279.

General Description: All supportive services must be based on documented need by the customer – the customer must be in need of the support service in order to continue training or to retain employment. The need for support services should be documented in each customer's Individual Employment Plan **and in Toolbox Service Notes. The Financial Needs Tab in Toolbox must be completed to determine the customer's need.** Individual resources are considered prior to making support services payments. This issuance establishes the categories of support services and the maximum amounts available. Funds **WILL NOT** be used to pay for child care, auto repairs, utilities or rent, penalties, restitution, taxes, or bad debts or incentive payments for adults and dislocated workers, or mileage reimbursement.

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Referral to Other Agencies for Supportive Services: Only supportive services, which cannot be provided by the customer themselves or through other agencies that provide these services, will be submitted for approval for payment through FEC. Documentation of referral to other

agencies must be included as a case note in the Toolbox Service Notes. The Toolbox service referral tab will be used to refer customers to other agencies, which provide supportive services needed, by customers. Customers from other regions will be referred back to the full service career center in their region of membership.

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

- The type of Supportive Service paid
- The amount of Supportive Service paid
- The timeframe the Supportive Service was paid for
- The justification of need for the Supportive Service; and
- Lack of other community resources.

See DWD issuance 12-2010.

II. SUPPORTIVE SERVICE POLICY

Supportive Services are defined as those services, which are necessary to enable an eligible customer to participate in employment and training activities, and are available to WIOA registered customers participating in employment and training activities. Supportive services may be provided to customers pre- or during employment.

B. Need Determination: The need for supportive services is identified by the Career Development Executive based on individual one-on-one interviews with the customer conducted as part of assessment. Supportive service payments enable customers to successfully complete employment programs. The need for the supportive service must be documented in the customer's EP and as a case note in Toolbox Service Notes. The Financial Needs tab in Toolbox must be used to determine customer need. The Initial Financial Needs need to be placed in the enrollment prior to enrollment.

Sample Assessment of Need: When assessing the customer's need for transportation assistance, the following questions should be asked, at a minimum, by the CDE:

4. What is the customer's mode of transportation? Can they benefit from obtaining a bus pass? ***Individuals who receive bus passes are not eligible to receive gas transportation assistance. *The CDE and customer should develop a transportation strategy plan prior to participating in employment or enrolling in classroom training.***
5. How many days per week is the customer scheduled to work or to attend training? ***Transportation assistance will only be given for scheduled work or training days.***
6. After a determination has been made by the CDE as to which transportation assistance the customer selects (monthly bus pass or gas transportation assistance), the following steps should be taken:
   - Each customer should receive a COT orientation at least one week prior to the start of training.
   - Discuss with the customer the type of transportation assistance they will receive and the amount.

- Give the customer a Classroom Attendance Timesheet and an explanation on how it is to be completed and signatures needed.
- Provide the customer with a participant payroll schedule and dates timesheets are due to the CDE.
- Underscore that job placement assistance is available through the American Job Center and FEC.

D. Eligibility: Supportive services may be provided to customers who have been determined as eligible for Individual Career Services and training services if the need has been documented and the supportive service cannot be provided through another agency. This must be case noted in Toolbox.

E. Referral to Other Support Service Providers: The Toolbox service referral tab will be used to refer customers to supportive services not available through FEC. Staff will utilize the United Way 211 to view the list of supportive services available to customers, and make referrals from the list of providers. The list of supportive services can be accessed at www.211.org. Searches can be performed via County or Location/Provider/Service. The "Make Referral" key must be selected and a print out of the service provider can be obtained.

D. Maximum Amount: The maximum amount of supportive services that a customer may receive during an enrollment period is **$500.** This amount may only be exceeded if the need is determined and if approved by the FEC President/CEO or his designee.

E. Supportive Service Categories:

3. Transportation:

a) Employment/Training Customers: Customers enrolled in work experiences, or on-the-job training, or placed in unsubsidized employment may receive transportation assistance for up to 30 days or until receipt of first paycheck.

.

- **Bus Passes*:*** Bus passes may be issued to customers during the first 30 days of employment; during job search, and or during other circumstances as approved by the Manager. Bus passes can be extended every 30 days up to 90 days with Manager's approval.

- **Gas Cards**: Gas Cards may be issued to customers who have obtained full time employment, work experience, or on-the-job Training for up to 30 days or until receipt of first paycheck. Cost may not exceed $25 per week for up to 2 weeks. The need for gas cards must be documented in Toolbox case notes and Individual Employment Plan.

- ***Persons who receive Gas Cards are not eligible to receive a bus pass.***

b) Classroom Training Customers: Customers enrolled in a non-wage paying Classroom Occupational Training programs are eligible to receive transportation assistance during the period of the classroom skill training up to the Maximum Amount.

- **Bus Passes*:*** Bus passes may be issued to customers to attend training. Bus passes can be extended every 30 days for the duration of the training program with Manager's approval.

- **Transportation Assistance (customers enrolled in classroom training)**: Costs may not exceed $25 per week and will be issued in the form of a gas card.

- Customers enrolled in COT must submit a classroom attendance timesheet to the Career Development Executive bi-weekly on the designated days with both the customer and the instructor's signatures.

- Customers will not receive transportation assistance on days not scheduled to attend class or during school hiatus, i.e., Christmas Break or Spring Break, etc.).

- ***Persons who receive Transportation assistance are not eligible to receive a bus pass.***

c) Customers Not Enrolled in WIOA: Customers not enrolled in WIOA at the individualized career services or training services level may NOT be issued WIOA funded supportive service payments.

4. **<u>Work-related clothing, tools, and equipment</u>:** Customers may request work-related clothing, tools, or equipment identified by an employer as necessary for the job. Customers may also request clothing needed for classroom occupational skill training.

Unless approved by the President/Designee, no more than 5 days of clothing should be approved for a customer including the following. As needed by customer.

- 5 tops/shirts/blouses/sweaters
- 5 pants/jeans/slacks/skirts
- 1 pair of shoes
- 1 package of socks or hosiery
- 1 package of underwear
- 1 package of undershirts (white t-shirts)

Life Uniforms: Limit of 1 item per required medical equipment, and no more than 5 days of clothing. As needed by customer.

- 5 scrub tops
- 5 scrub pants
- 1 lab coat
- 1 pair of shoes
- 1 package of socks or hosiery
- 1 package of underwear
- 1 package of undershirts (white t-shirts)

3. **<u>Relocation or Out-of-Area Job Search (Dislocated Workers Only)</u>:** A maximum of $500 will be provided to ***Dislocated Workers*** for out-of-area job search costs and/or for

relocation expenses, subject to fund availability. Relocation expenses will be paid if it is necessary for the customer to relocate in order to accept a job outside of the Kansas City & Vicinity or East Jackson County Workforce Development Areas and/or the Kansas City Metropolitan Statistical Area (Cass, Clay, Platte, Ray and Jackson Counties in Missouri and Wyandotte, Johnson, and Leavenworth Counties in Kansas). Out-of-Area Job Search assistance will include transportation (mileage or air fare) to interview for jobs outside of the Kansas City & Vicinity or East Jackson County Workforce Development area and/or Kansas City Metropolitan Statistical Area which exceed a distance of 150 miles one-way.

G. Training and Employment Related Testing and Required Fees Category: Employment related testing may include physicals, TB tests, drug screens, or other tests required by employers. **Maximum amount is $50.** Training and Employment Related Required Fees may be used for mandatory examinations fees, certification fees, background and fingerprinting expenses required by the State for licensing or licensing for national certification. **Maximum Amount is $500**.

II. POST-EMPLOYMENT SERVICES FOR JOB RETENTION

Transition to Placement Support:

WIOA enrolled Adults and Dislocated workers at the individual career services level and training levels of service, who are placed in full-time unsubsidized employment (32 hours per week), are eligible to receive $100 in transition to placement to facilitate their placement and retention in unsubsidized employment. Must be based upon documentation of need and noted in Toolbox. Transition to Placement Funds is a supportive service payment distributed to customers to help them retain employment. Internship, work experience and on-the-job training customers cannot receive transition to placement funds since they receive wages while in training prior to their placement in unsubsidized employment. ***Maximum amount is $100.***

III. PROCESS FOR REQUESTING SUPPORTIVE SERVICE PAYMENTS

The processes described below will govern the application for and distribution of Supportive Service Payments:

- **Statement of Need Documented in Toolbox and Employment Plan (EP)**: FEC staff/Contractor will describe, in detail, the need for the support service and shall document the need in both Toolbox Service Notes and the customer's EP, which identifies the customer's employment goals, achievement objectives and appropriate combination of services to achieve these employment goals. The support services must be necessary to achieve the goals outlined in the EP. Toolbox Service Notes must include at a minimum **all** of the following: the type of supportive service, the amount of supportive service paid, the time frame the supportive service was paid, the justification for the supportive service and the lack of community resources. A letter from the employer indicating the customer's need for work-related items is to be attached to the supportive service requests for work-related clothing, tools, equipment, etc. ***Exception: Work-related clothing that is not***

required by an employer, but necessary for employment, does not need to be accompanied by an employer letter.

- **<u>Cash Payments</u>**: Checks will **NOT** be made payable to customers (***EXCEPTION: $100.00 transition to placement payment).***

- **<u>Distributing Supportive Service Payments to Customers</u>**: The assigned FEC CDE will contact customer when supportive service payments are completed and ready for distribution. FEC staff/Contractor will contact customers in regards to designated check pick-up times. It must be case noted in Toolbox that the customer received the supportive service (see DWD Issuance 12-2010).

- **<u>Bus Passes</u>:** The "1 Ride Pass Agreement" or "Monthly Pass Agreement" must be completed for bus passes (see attachment).

- **<u>Supportive Service Request Form</u>**: A "***Supportive Services Request***" ETO Touchpoint must be completed to request supportive services or Retention Funds for Employment Support.

4. FEC staff/Contractor will document customer information, program type and activity.
5. FEC staff/Contractor will document vendor information where items are to be purchased and, in the center box, document quantity, description and cost of item(s) requested.
6. ***Wal-Mart***: Wal-Mart has been selected as the designated vendor through a voucher agreement and should be utilized first, if possible, for clothing other than uniforms, shoes, approved work-related tools, etc. Customers will be issued a voucher made payable to Wal-Mart for a designated amount and which will expire in 30 days. Wal-Mart will bill FEC for the amount of purchase, and provide a description of items purchased for each customer. The customers will not be issued a receipt, so they may NOT return the merchandise for cash. Other vendors may be used as needed.
4. **Three 3 Bids**: When a vendor other than Wal-Mart is utilized and the purchase amount will exceed $500, FEC staff must document the cost from three 3) vendors.
5. **Signatures**: FEC Staff/Contractor must sign in designated area at bottom of form. Contractor will forward to assigned FEC CDE who will review, sign, and submit to management for approval.
8. **Processing Time**: The average processing time for a supportive service request is 5 working days; however, a maximum of 10 working days should be allowed for the processing of Supportive Service requests.
9. **Documentation**: The following checklists will be followed when submitting requests for support services to Fiscal.

CLOTHING (TOOLBOX CODE 4003)

- Supportive Services ETO Touchpoint print out
- Toolbox Service Notes documenting need
- Toolbox Closure Screen
- Toolbox printout of Financial Needs Assessment
- Proof of Employment or Program Participation (i.e. timesheet, job search log, training plan, verification of employment, or pay stub)

- Itemized list of clothing to be purchased. No more than 5 business days supply of clothing:
    - 5 tops/shirts/blouses/sweaters
    - 5 pants/jeans/slacks/sweaters
    - 1 pair of shoes
    - 1 package of socks or hosiery
    - 1 package of underwear (white t-shirts)

UNIFORMS (TOOLBOX CODE 4003)

- Supportive Services ETO Touchpoint print-out
- Toolbox Service Notes documenting need
- Toolbox Closure Screen Toolbox printout of Financial Needs Assessment
- Proof of Employment or Program Participation (i.e. timesheet, job search log, verification of employment or pay stub)
- Copy of Life Uniforms Voucher. Limit 1 item per required medical equipment. No more than 5 business days supply of clothing:
    - 5 scrub tops
    - 5 scrub pants
    - 1 lab coat
    - 1 pair of shoes
    - 1 package of socks or hosiery
    - 1 package of underwear (white t-shirts)

TRANSPORTATION (TOOLBOX CODE 4003)

- Supportive Services Request ETO Touchpoint print-out
- Toolbox Service Notes documenting need
- Toolbox Enrollment Screen and Closure Screen
- Proof of Employment or Program Participation (i.e. timesheet, job search log, verification of employment or pay stub)
- Toolbox printout of Financial Needs Assessment

FULL EMPLOYMENT COUNCIL

ONE STOP OPERATOR/FISCAL AGENT ISSUANCE 2009-1, Mod 3

DATE:	March 19, 2016
ORIGINAL ISSUANCE:	June 29, 2009
TO:	FEC Staff
FROM:	Clyde McQueen, President/CEO
SUBJECT:	WIOA Youth Participants **Eligibility Requirements Year Round**
EFFECTIVE DATE:	March 19, 2016

BACKGROUND: This issuance is based on the Missouri Department of Economic Development/Division of Workforce Development Issuance 02-2015

PURPOSE: The purpose of this issuance is to provide the Division of Workforce Development's Technical Assistance eligibility and documentation requirements for the WIOA Youth program.

ACTION: Staff should add this issuance to their eligibility manual. Staff should follow the procedures as outlined in the attached DWD Issuance 02-2015 and this issuance should replace the One Stop Operator/Fiscal Agent's issuance 2009-01, Mod 2.

QUESTIONS: If you have any questions regarding this process, please contact Richard Salazar, 471-2330, ext. 3266, Andrea Robins 471-2330, ext. 1255 Tracy Robinson, Ext. 1229.

WIA YOUTH

Youth Program participants must meet general eligibility requirements, including economic eligibility requirements (low income), and must be documented as having one of six specific barriers. All eligible youth are classified as either Out-of-School or In-School at the point of registration. An overview of the eligibility criteria for both Out-of-School and In-School Youth programs is as follows:

ELIGIBILITY

Out-of-School Youth

An individual is eligible to participate in the Out-of-School Youth program under the following guidelines:

- Not attending any school
- 16-24 years of age
- One of these Barriers:
    - o A school dropout

o Supposed to be in school but did not attend the last calendar quarter (Compulsory Attendance)
o Low Income high school graduate, and is an individual who is basic skills deficient or an English language learner
o Subject to the juvenile or adult justice system
o Homeless, runaway, foster child, or aged out of foster system
o Pregnant or parenting
o Individual with a disability
o Low Income individual who needs additional assistance to enter or complete an educational program or to secure or hold employment (as defined by the Local Board):

- Little or no successful work experience, unemployed and has been involved in a long and unsuccessful work search, little if any exposure to successfully employed adults
- Has been fired from a job in the last six (6) months
- Has below average grades
- Previously dropped out of an educational program
- Behind grade level
- Significant personal or family problems
- Limited English proficiency
- Limited access to reliable transportation
- Is an individual who is a first generation college student
- Children of incarcerated parents

In-School Youth
An individual is eligible to participate in the In-School Youth program under the following guidelines:
• Attending any school
• 14-21 years of age
• Low Income
• One of these Barriers: o Basic skills deficient
o English language learner
o Offender
o Homeless, runaway, foster child, or aged out of foster system
o Pregnant or parenting
o Individual with a disability
o Individual who needs additional assistance to enter or complete an educational program or to secure or hold employment **Local Board defined barriers:**

- Little or no successful work experience, unemployed and has been involved in a long and unsuccessful work search, little if any exposure to successfully employed adults
- Has been fired from a job in the last six (6) months
- Has below average grades

- Previously dropped out of an educational program
- Behind grade level
- Significant personal or family problems
- Limited English proficiency
- Limited access to reliable transportation
- Is an individual who is a first generation college student
- Children of incarcerated parents

WIOA Definition of Low-Income Individual
In general, the term "low-income individual" means an individual who:
1. Receives, or in the past six months has received, or is a member of a family that is receiving or in the past six months has received, assistance through the supplemental nutrition assistance program established under the Food and Nutrition Act of 2008, the program of block grants to States for temporary assistance for needy families program under Part A of Title IV of the Social Security Act, or the supplemental security income program established under Title XVI of the Social Security Act, or the State or local income-based public assistance;
2. Is in a family with total family income that does not exceed the higher of the two:
• The poverty line, or
• 70 percent of the Lower Living Standard Income Level (LLSIL);

3. Is a homeless individual (as defined in section 41403(6) of the Violence Against Women Act of 1994 (42 U.S.C 1404e-2(6))), or a homeless child or youth as defined under section 725 (2) of the McKinny-Vento Homeless Assistance Act (42 U.S.C. 1143a(2)00;

4. Receives or is eligible to receive a free or reduced price lunch under the Richard B. Russell National School Lunch Act (42 U.S.C 1751 et seq.);

5. Is a foster child on behalf of whom State or local government payments are made; or

6. Is an individual with a disability whose own income meets the income requirement of clause 2, but who is a member of a family whose income does not meet this requirement.

7. Is a youth who lives in a high poverty area (Census tract, a set of contiguous Census tracts, or county that has a poverty rate of at least 30 percent).

Determining Family Size and Income
Determined when an individual received an income or is a member of a family that received an income for the six-month period prior to application for the program that in relation to family size does not exceed the higher of the poverty line or 70 percent of the lower living standard income.

"Family" under WIOA is defined as two or more individuals related by blood, marriage, or decree of court, which are living in a single residence, and are included in one or more of the following categories:
• A married couple and dependent children;
• A parent or guardian and dependent children; or
• A married couple.

NOTE: Even if the family of a disabled individual does not meet the income eligibility criteria, the disabled individual may be considered a low-income individual if their own income meets the income criteria. The disabled individual would be considered a family of one and only the individual's income would be considered when determining low-income.

Defining Dependent
WIOA does not define dependent. To avoid uncertainty in making eligibility decisions regarding family size and income, the state has identified four examples in which a youth must be considered as a dependent of parent(s) or guardian(s), for determining family size for Youth Program eligibility. These four instances are:

• Youth not yet 18, who are not emancipated youth or runaway youth, living "at home" with their parents or guardians, including individuals in the temporary care of another individual or household (but not claimed as a dependent by that household).

• Youth age 18-21 who are full-time students in a secondary school or post-secondary school, and are living "at home" with their parents or guardians.

• Youth age 18-21 who are not full-time students, and are living "at home" with their parents or guardians, and who are primarily supported by their parents.

• A guardian is a blood relative (e.g., grandparent, aunt or uncle) or another legally recognized relative (e.g., decree of court) who claims the youth as a dependent. The key factors are: o Relationship by blood or decree of court;
o Living in a single residence; and
o The youth is claimed as a dependent.

Income Eligibility
In order to determine income eligibility, use the following guidelines for family income, family composition and family size.

Family Income:
The term "family" means, two or more persons related by blood, marriage, or decree of court, who are living in a single residence, and are included in one or more of the following categories:
• A husband, wife, and dependent children.
• A parent or guardian and dependent children.

• A husband and wife.

A stepchild or stepparent shall be considered to be related by marriage. The income period for the applicant is from six months prior to application to the date of application.

Family Composition:
If the applicant lives with parents but claims family size of one due to providing more than 50 percent of his/her support, then the following must be documented:

• Name (Including Self/Applicant)
• Relationship
• Date of Birth
• Age
• Income Source(s)
• Six-Month Income

Family Size:
Determine the family size (number) and use the "at or below Poverty Line or 70 percent LLSIL" to calculate the total six-month income (times two), and compare it to the income limit for eligibility. The applicant must certify that the information is true and correct by signing and dating the form. The Parent/Guardian must also sign and date if the applicant is under 18 years of age. The Case Manager must sign and date the form.

(NOTE: Income must be annualized based on the last 180 days. Guidelines for income eligibility are featured in Table 1, below.

TABLE 1 – Income Guidelines for the Economically Disadvantaged

TABLE 1
ECONOMICALLY DISADVANTAGED (Adults and Youth)

FAMILY SIZE	INCOME
1	$11,880
2	$16,020
3	$19,803
4	$24,440
5	$28,843
6	$33,733

Note: For each additional family member add **$4,890**

New WIOA Youth Program Regulations

Special Rule:
• Low Income includes youth living in a high-poverty area.

Exception and Limitation:

• Exception for persons who are not low-income individuals: Up to 5 percent of people in barriers that require low income may be over-income (5% Window). This includes all the In-School barriers and the two Out-of-School barriers that require low income.

• Limitation: No more than 5 percent of the In-School Youth may be made eligible under the Needs Additional Assistance barrier.

Document Collection:

Staff will utilize the Youth Financial Aid envelope, which includes the Eligibility Checklist, to verify that all source documents for verifying eligibility have been provided. If customer is missing any documents, staff should highlight the missing item(s) and return all documents in the envelope to the customer to be re-submitted when complete.

Eastern Jackson County Workforce Development Board

Full Employment Council, Inc. *operator of the Missouri Job Center*

"Our Job is Your Career" TM

Highlight of Services

HiSET

The Full Employment Council's (FEC) Youth Services gives young adults the opportunity to acquire the necessary high school knowledge and skill to obtain their general equivalency diploma. Get your HiSET through FEC!

Vocational/Occupational Training

Discover which career is right for you! FEC provides a work-based learning experience and professional training to help you find your path to success.

Tuition Assistance

Scholarships are available for classroom training and certificate programs at local technical and vocational schools, 4-year institutions and community colleges.

Internship/On-The-Job Training

Plan your future with internship programs. Get On-The-Job training through FEC's partnerships with businesses in Eastern Jackson County. Create a network of professional contacts that will help you develop your new career!

Direct Placement

Like it? Love it? After successfully completing your internship, opportunities could be available for full time employment. Get more information at this FEC Missouri Job Center location!

Mentoring

Receive career counseling and observe professionals in high demand career fields.

Where to Find Us…

YOUNG ADULT CAREER CONNECTIONS CENTER (The Cube)
1722 E. 17th Terrace
KANSAS CITY, MISSOURI 64108
816-471-2330

CLAY COUNTY
NORTHLAND HUMAN SERVICES CENTER
3100 NORTHEAST 83RD STREET, SUITE 2800
KANSAS CITY, MISSOURI 64119
816-468-8767

PLATTE COUNTY RESOURCE CENTER
11724 NORTHWEST PLAZA CIRCLE, SUITE 500
KANSAS CITY, MISSOURI 64153
816-464-4620 | 816-464-4612

RAY COUNTY
103 EAST NORTH MAIN STREET
RICHMOND, MISSOURI 64085
816-776-3920

CASS COUNTY
200 NORTH OAKLAND
HARRISONVILLE, MISSOURI 64701
816-471-2330

SOUTH KANSAS CITY
(Opening May 9th, 2016)
6025 PROSPECT
KANSAS CITY, MISSOURI 64130
816-448-7601

INDEPENDENCE/
EASTERN JACKSON COUNTY
15301 EAST 23RD STREET
INDEPENDENCE, MISSOURI 64055
816-521-5700

Kansas City & Vicinity Workforce Development Board

Full Employment Council, Inc. *operator of the Missouri Job Center*

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OUT OF SCHOOL (WIOA) - Youth Program Documentation

Social Security Number establishes employment eligibility

Must provide only one of the following documents:

- ☐ Social Security Card
- ☐ DD214
- ☐ Employment Records
- ☐ Driver's License
- ☐ Social Service Agency
- ☐ Public Assistance Records
- ☐ Social Security Benefits
- ☐ W-2 Form

Date of Birth

Out of School – Applicants must be age 16-24 at the time of Participation to be eligible to participate in out-of –school Youth program.

Must provide only one of the following documents to document age (16-24):

- ☐ Drive License (current or expired)
- ☐ Federal, State or Local Government ID Card
- ☐ Birth Certificate
- ☐ DD-214, Report of Transfer or Discharge papers
- ☐ Public Assistance Records/Social Service Records
- ☐ Passport
- ☐ Work Permit
- ☐ School Records/Identification Card
- ☐ Baptismal Record w/Birth date listed

Citizenship/Eligible Non Citizenship applicants must have hard copy documentation of one item listed below.

All customers must be citizens and nationals of the United States, lawfully admitted permanent resident aliens, lawfully admitted refugees and other individuals authorized by the Attorney General to work in the United States.

Must provide only one of the following documents:

- ☐ Missouri Driver/Non-Driver License
- ☐ Birth Certificate
- ☐ Foreign Passport stamped Eligible to Work
- ☐ DD214 - Veteran
- ☐ Alien Registration Card/Work Permit
- ☐ Food Stamp Records
- ☐ Baptismal Record
- ☐ Public Assistance Record
- ☐ Hospital Record of Birth
- ☐ Naturalization Certification
- ☐ US Passport
- ☐ I-9 Supporting Documentation

Selective Service Registration

All males 18 and over must register with selective service.

Must provide only one of the following documents:

- ☐ **Staff** must verify registration on the Selective Service website and record the registration number in DWD's information management system.

Veteran Status

Must provide only one of the following documents:

- ☐ DD-214
- ☐ Cross-Match with Veterans Data
- ☐ Letter from the Veterans Administration

Address

Must provide documentation showing residency from one of the five counties the Full Employment Council serves: Cass, Clay, Jackson, Platte and Ray Counties.

Must provide only one of the following documents

- ☐ State ID/Driver's License (Non Expired)
- ☐ * Computer printout from government agency
- ☐ * Food Stamp Award Letter / Public Assistance Records
- ☐ Housing Authority Verification
- ☐ Lease or Landlord Statement
- ☐ * Letter from Social Service Agency or School
- ☐ Phone Directory/whitepages.com
- ☐ * Postmarked Mail Addressed to Applicant
- ☐ * Utility Bill
- ☐ Homeless: 1) Applicant Statement or 2) Statement from Shelter

Must be dated within last 30 days.

OUT OF SCHOOL YOUTH (OSY) BARRIERS TO EMPLOYMENT

An individual is eligible to participate in the Out-Of-School Youth program under the following guideline. Must provide only one of the following documents:

☐ **School Dropout**

WIOA youth program may consider a youth to be a dropout for purposes of WIOA youth eligibility regardless of attendance in AEL, YouthBuild, or Job Corps

Must provide only one of the following documents:

- ☐ Applicable records from education institution:
- ☐ HiSET certificate, diploma, attendance record, transcripts, drop out letter, or school documentation

☐ **Supposed to Be in School But Did Not Attend the Last Calendar Quarter (Compulsory Attendance**

Consistency with the compulsory school attendance laws. In providing assistance under this section to an individual who is required to attend school under applicable State compulsory school attendance laws, the priority in providing such assistance shall be for the individual to attend school regularly.

Must provide only one of the following documents:

- ☐ Applicable records from education institution:
- ☐ HiSET certificate, diploma, attendance record, transcripts, drop out letter, or School documentation.

☐ **Subject to the Juvenile or Adults Justice System**

Must provide only one of the following documents:

- ☐ Documentation from juvenile or adult criminal justice system
- ☐ Documentation phone call with court of probation representatives

☐ **Homeless**

Must provide only one of the following documents:

- ☐ Written statement from an individual providing residence, shelter or social s service Agency

☐ **Foster Child or Aged out of Foster Care**

Must provide only one of the following documents:

- ☐ Court Documentation
- ☐ Social Service Agency
- ☐ Verification of Payment

☐ **Parent or Parenting**

If the participant who is pregnant, or an individual (male and female) who is providing custodial care for one or more dependents under 18.

Must provide only one of the following documents:

- ☐ Copy of child's birth certificate or baptismal record

* THE FOLLOWING BARRIERS REQUIRE (FAMILY SIZE & INCOME)

☐ **Low Income High School Graduate Who is Basic Skills Deficient – OR - Low Income High School Graduate Who is English Language Learner**

Must provide one document from each category below:

High School Graduate

- ☐ Standard Assessment test
- ☐ School records

OR

☐ **Low Income Individual Who Needs Additional Assistance to Enter or Complete an Educational Program or to Secure or Hold Employment**

Must provide only one of the following documents:

- ☐ **A long and unsuccessful work search**
  - ☐ METP Job Search Log
  - ☐ UI Job Search Log
  - ☐ Copy of referrals from toolbox
  - ☐ Documentation that the statewide unemployment rate is over 5 percent
- ☐ **Little if any exposure to successfully employed adults or incarcerated parent**
  - ☐ DFS Letter of Parent or Guardian for Food Stamps or Cash Assistance
  - ☐ Court Record–website printout , postmark mail, document from social service agency or court document
- ☐ **First generation college student**
  - ☐ Free Application for Federal Student Aid Report (FAFSA)
- ☐ **Has been fired from a job in the last six (6) months**
  - ☐ Letter from Employer
  - ☐ Telephone Verification (completed by Full Employment Council
- ☐ **Limited access to reliable transportation**
  - ☐ **Bus Route**

OR

☐ **Individual with a Disability**

Must provide only one of the following documents:

- ☐ Drug or Alcohol Rehabilitation Agency
- ☐ Medical Card listing disability
- ☐ School Records listing disability
- ☐ Sheltered Workshop certification
- ☐ Social Service Agency records listing disability
- ☐ Vocational Rehabilitation Letter
- ☐ Work Compensation Records

AND

☐ **Low Income Status**

Must provide only one of the following documents:

- ☐ Alimony Agreement
- ☐ Applicant Statement
- ☐ Award letter from veteran's letter
- ☐ Bank Statement
- ☐ Compensation award letter
- ☐ Court award letter
- ☐ Pension statement
- ☐ Employer Statement/contact
- ☐ Family or business financial records
- ☐ Housing authority verification
- ☐ Pay stubs
- ☐ Public assistance record
- ☐ Quarterly estimated tax from self-employed persons
- ☐ Social Security benefits
- ☐ UI documents
- ☐ Youth lives in a high-poverty area (determined by staff through toolbox)

AND

Family Size – Family is defined "Two or more persons related by blood, marriage, or decree of court, who are living in a single residence", and are included in one or more of the following categories:

Must provide only one of the following documents:

(A) A husband, wife, and dependent children;
(B) A parent or guardian and dependent children; or
(C) A husband and wife.

- ☐ Birth Certificate of applicant (And all family members)
- ☐ Court Documents (to include Divorce Decree and Award Letter)

- ☐ IRS Form Letter 1722
- ☐ Lease or Landlord Statement
- ☐ Marriage Records
- ☐ Medical Records
- ☐ Public Care Facility Statement (Prison, Treatment Center Etc.)
- ☐ Tax Return Supported by IRS documents

Income Guideline for Youth Program

Youth must meet the following income criteria to qualify for the program

Family Size	Income	Family Size	Income
1	$11,880	5	$28,843
2	$16,020	6	$33,733
3	$19,803		
4	$24,440		

Note: For each additional family member add $4,890

If you are OVER INCOME, please ask about additional funds or scholarship programs available

IN SCHOOL YOUTH (WIOA) – Youth Program Documentation

Social Security Number establishes employment eligibility

Must provide only one of the following documents:

- ☐ Social Security Card
- ☐ DD214
- ☐ Employment Records
- ☐ Driver's License
- ☐ Social Service Agency
- ☐ Public Assistance Records
- ☐ Social Security Benefits
- ☐ W-2 Form

Citizenship/Eligible Non Citizenship applicants must have hard copy documentation of one item listed below.

All customers must be citizens and nationals of the United States, lawfully admitted permanent resident aliens, lawfully admitted refugees and other individuals authorized by the Attorney General to work in the United States.

Must provide only one of the following documents:

- ☐ Missouri Driver/Non-Driver License
- ☐ Birth Certificate
- ☐ Foreign Passport stamped Eligible to Work
- ☐ DD214 - Veteran
- ☐ Alien Registration Card/Work Permit
- ☐ Food Stamp Records
- ☐ Baptismal Record
- ☐ Public Assistance Record
- ☐ Hospital Record of Birth
- ☐ Naturalization Certification
- ☐ Public Assistance Records
- ☐ US Passport
- ☐ I-9 Supporting Documentation

Selective Service Registration

All males 18 and over must register with selective service.

Must provide only one of the following documents:

- ☐ **Staff** must verify registration on the Selective Service website and record the registration number in DWD's information management system.
- ☐ If the registration number is not found follow the guidance in DWD Issuance 16-2011.

Veteran Status

Must provide only one of the following documents:

- ☐ DD-214
- ☐ Cross-Match with Veterans Data
- ☐ Letter from the Veterans Administration

Address

Must provide documentation showing residency from one of the five counties the Full Employment Council serves: Cass, Clay, Jackson, Platte and Ray Counties.

Must provide only one of the following documents

- ☐ State ID/Driver's License (Non Expired)
- ☐ * Computer printout from government agency
- ☐ * Food Stamp Award Letter / Public Assistance Records
- ☐ Housing Authority Verification
- ☐ Lease or Landlord Statement
- ☐ * Letter from Social Service Agency or School
- ☐ Phone Directory/whitepages.com
- ☐ * Postmarked Mail Addressed to Applicant
- ☐ * Utility Bill
- ☐ Homeless: 1) Applicant Statement or 2) Statement from Shelter

Must be dated within last 30 days.

Youth Programs are based on economic income levels calculated based on family size and income.

Family Size – Family is defined "Two or more persons related by blood, marriage, or decree of court, who are living in a single residence", and are included in one or more of the following categories:

(A) A husband, wife, and dependent children;
(B) A parent or guardian and dependent children; or
(C) A husband and wife.

- ☐ Birth Certificate of applicant (And all family members)
- ☐ Court Documents (to include Divorce Decree and Award Letter)
- ☐ IRS Form Letter 1722
- ☐ Lease or Landlord Statement
- ☐ Marriage Records
- ☐ Medical Records
- ☐ Public Care Facility Statement (Prison, Treatment Center Etc.)
- ☐ Tax Return Supported by IRS documents

Date of Birth

☐ **In-School Youth** – Program Eligibility: Applicants must be age 14-21 at the time of participation to be eligible to participate in the In-School Youth program.

Attending ANY School

- ☐ Applicable records from education institution: GED/HiSET Certificate, diploma, attendance record, transcripts, drop out letter, or school documentation.

Must provide only one of the following documents to document age:

- ☐ Drive License (current or expired)
- ☐ Fed., State or Local Gov. ID Card
- ☐ Birth Certificate
- ☐ DD-214, Report of Transfer or Discharge papers
- ☐ Public Assistance Records/Social Service Records
- ☐ Passport
- ☐ Work Permit
- ☐ Baptismal Record w/Birth date listed
- ☐ School Records/Identification Card

IN SCHOOL YOUTH (ISY) BARRIERS TO EMPLOYMENT

In addition to meeting the income requirements to qualify for youth programs you must have one barrier to employment.

Must provide only one of the following documents:

☐ **Basic Skills Deficient**

Must provide only one of the following documents:

- ☐ Standardized assessment test
- ☐ School Records

☐ **English Language Learner**

Must provide only one of the following documents:

- ☐ Standardized assessment test
- ☐ School records

☐ **Offender**

Must provide only one of the following documents:

- ☐ Documentation from juvenile or adult criminal justice system
- ☐ Documented phone call with court or probation representatives

☐ **Pregnant or Parenting**

Must provide only one of the following documents:

- ☐ Copy of Child's birth certificate or baptismal record

☐ **Homeless, Runway, Foster Child, or Aged Out of Foster System as Defined By 725(2) of the McKinney-Vento Homeless Assistance Act (42 U.S. C. 113434 A (2); and Section 477of the Social Security Act**

Must provide only one of the following documents:

- ☐ Written statement from an individual providing residence, shelter or social service agency

Homeless

Must provide only one of the following documents:

- ☐ Homeless
  - ☐ Applicant Statement
  - ☐ Food Stamp Agency
  - ☐ Statement from Shelter
- ☐ Free or Reduced School Lunch
  - ☐ School records
  - ☐ Case note indicating information obtained from school
  - ☐ Verification of attending a school which has declared all students eligible for free lunch through the Community Eligibility Provision.
- ☐ Foster Child
  - ☐ Court Documentation
  - ☐ Social Service Agency
  - ☐ Verification of Payment

☐ **Individual with a Disability**

Must provide only one of the following documents:

- ☐Applicant Statement
  - ☐ Drug or Alcohol Rehabilitation Agency
  - ☐ Medical Card listing disability
  - ☐ School Records listing disability
  - ☐ Sheltered Workshop certification
  - ☐ Social Service Agency records listing disability
  - ☐ Vocational Rehabilitation Letter
  - ☐ Work Compensation Records

☐ **Individual Who Needs Additional Assistance to Enter or Complete an Educational program or to Secure or Hold Employment**

Must provide only one of the following documents:

☐ **Little or no successful work experience, unemployed and has been involved in a long and unsuccessful work search**

- ☐ METP Job Search Log
- ☐ UI Job Search Log
- ☐ Copy of referrals from toolbox
- ☐ Documentation that the statewide unemployment rate is over 5 percent

☐ **Little if any exposure to successfully employed adults or incarcerated parent**

- ☐ DFS Letter of Parent or Guardian for Food Stamps or Cash Assistance
- ☐ Incarcerated Parent –website printout , postmark mail, document from social service agency or court document

☐ **First generation college student**

- ☐ Free Application for Federal Student Aid Report (FAFSA)

☐ **Has been fired from a job in the last six (6) months**

- ☐ Letter from Employer
- ☐ Telephone Verification (completed by Full Employment Council

☐ **Limited access to reliable transportation**

- ☐ **Bus Route**

AND

Low Income Eligible

Must provide only one of the following documents:

- ☐ Alimony Agreement
- ☐ Applicant Statement
- ☐ Award letter from veteran's letter
- ☐ Bank Statement
- ☐ Compensation award letter

- ☐ Court award letter
- ☐ Pension statement
- ☐ Employer Statement/contact
- ☐ Family or business financial records
- ☐ Housing authority verification
- ☐ Pay stubs
- ☐ Public assistance records
- ☐ Quarterly estimated tax from self-employed persons
- ☐ Social Security benefits
- ☐ UI documents

OR

Temporary Assistance to Needy Families (TANF)

Must provide only one of the following documents:

- ☐ TANF public assistance records

Other Public Assistance Recipient: SNAP: Food Stamps, General Assistance, and Refugee Cash Assistance

- ☐ Copy of authorization to receive cash public assistance
- ☐ Copy of public assistance check
- ☐ Medical card showing cash granny status
- ☐ Public assistance records
- ☐ Refugee assistance records

5. Local Workforce Development Board Membership List

EASTERN JACKSON COUNTY
LOCAL WORKFORCE DEVELOPMENT BOARD

*** <u>Section 107 – Local Workforce Development Board 2015-2017</u>**

(5) AUTHORITY OF BOARD MEMBERS – Members of the board that represent organizations, agencies, or other entities shall be individuals with optimum policymaking authority within the organizations, agencies, or entities.

EASTERN JACKSON COUNTY AREA LOCAL WORKFORCE DEVELOPMENT BOARD MEMBERSHIP

Business Representatives	**Category**
1. **Betty Freeman-Boots**, ***Chairperson*** Vice President of Human Resources John Knox Village 400 NW Murray Road Lee's Summit, MO 64081 816-246-4343 Email: bfreeman@jkv.org	**Business**
2. **Kim Curtis** Executive Director` Grandview Chamber of Commerce 12500 South 71Hwy, - Suite 100 Grandview, MO 64030 (816) 761-6505 Email: ksc@grandview.org	**Business**
3. **Doug Goodwin** Chief Financial Officer Ronson Manufacturing 3000 S. Jackson Drive Independence, Missouri 64057 816-285-7892 dgoodwin@ronsonmfg.com	**Business**
4. **Shelia Davis** HR Manager Conopco, Inc.	**Business**

Unilever Best Foods
13000 E. 35th Street
Independence, MO 64055
816-833-1700
Sheila.davis@unilever.com

Business Representatives	**Category**
5. **Tom Lesnak** *(also Economic Development representative)* President Independence Council for Economic Development 201 N. Forest Avenue Independence, MO 64050 816-463-3510 tlesnak@ICED.org	**Business**
6. **Kathy Martin** CEO K Textile Solutions, LLC 1602 SW Jefferson Street Lee's Summit, MO 64081 816-246-7171 Email: kts3@kc.rr.com	**Business**
7. **Sharon Jobe** Office Manager H&R Block 1205 SW 15th	**Business**

Blue Springs, MO 64015
816-863-7707
Email: sejobe@sbcglobal.net

8. **Lindy O'Rourke** **Business**
Director of Human Resources
The Groves
1515 W. White Oakes
Independence, MO 64050
816-254-3500, Ext. 254
lorourke@thegroves.com

9. **Gloria Peters** **Business**
Administrator
Oak Grove Nursing and Rehab
2108 S. Mitchell
Oak Grove, MO 64075
816-690-4118
oakgroveadmin@socket.net

Business Representatives **Category**

10. **Barbara Poe** **Business**
Chief Operating Officer - Independence
Great Plains SPCA
5428 Antioch Drive
Merriam, KS 64057
816-256-9609
Bpoe@greatplainsspca.org

11. **Brien Starner** *(also Economic Development representative)* **Business**
President

Blue Springs Economic Development Corporation
1600 NE Coronado Drive
Blue Springs, MO 64014
816-228-0208
bstarner@bluesprings.com

12. **Molly Weaver** **Business**
Director of Talent Acquisition
Children's Mercy Hospital
2401 Gillham Road
Kansas City, MO 64108
816-302-0128
mweaver@cmh.edu

13. **Antonio Wilson** **Business**
Regional Human Resources Manager
Burlington Coat Factory
11910 E. US 40 Highway
Independence, MO 64055
816-373-0775
Antonio.wilson@coat.com

14. **Heather Wyatt** **Business**
Human Resources
Orbital ATK
Small Caliber Systems
Lake City Army Ammunition Plan
P.O. Box 1000
Independence, MO 64051
816-796-1488
Heather.wyatt@orbitalatk.com

EASTERN JACKSON COUNTY
LOCAL WORKFORCE DEVELOPMENT BOARD

Non Business Representatives

Non-Business and Other Mandated Representatives

Economic Development Appointment

1. **Brien Starner** (also Business Representative)
President
Blue Springs Economic Development Corporation
1600 NE Coronado Drive
Blue Springs, MO 64014
816-228-0208
Email: bstarner@bluespringsedc.com

2. **Tom Lesnak** (also Business Representative)
President
Independence Council for Economic Development
201 N. Forest Avenue
Independence, MO 64050
816-463-3510
Email: tlesnak@ICED.org

Education / AEL Service Provider

3. **Deborah Briggs**
Adult Education Director
Independence Adult Basic Educaton
201 N. Forest
Independence, MO 64050
816-521-5507
briggs@isdschools.org

Education / Vocational Education Provider

4. **Michael Banks**
President
Metropolitan Community Colleges – Blue River

20301 E. 78 Hwy
Independence, MO 64057
816-604-5642
Email: michael.branks@mcckc.edu

5. **John Ruddy**, ***Vice Chairperson***
Assistant Superintendent
Ft. Osage School District
2101 N. Twyman Road
Independence, MO 64058
816-650-7006
Email: jruddy@fortosage.net

Non-Business and Other Mandated Representatives

Organized Labor

6. **Brian Garrett**
President/Director of Training
Ironworker's Local 10, MoKan Ironworker's Training Fund
105 W. 12th Ave.
North Kansas City, MO 64116
816-595-4134
bgarrett@buildersassoc.com

7. **Dan Hink**
Apprenticeship Coordinator
International Union of Painter's and Allies Trades (IUPAT)
District Council 3 Office
9902 E 67th Street
Raytown, MO 64133
816-358-2440
dhink@buildersassoc.com

8. **Alise Martiny**
Business Manager
Greater KC Building and Construction Trades Council

400 S. Main
Independence, MO 64050
816-836-8485
Email: alise@buildkc.org

9. **Stephen White**
Business Manager
IBEW Local 53
1100 Admiral Blvd. STE 101
Kansas City, MO 64106
816-421-5464 ext. 204
swhite@ibewlocal53.org

10. **Jeff Wright**
President
UAW Local 249
Ford Claycomo Plant
8121 US 69 Highway
Kansas City, MO 64106
816-454-6333
jwright@local249.org

Non-Business and Other Mandated Representatives

TANF

11. **Jacinda Rainey**
Manager, MWA Program Development Specialist
Missouri Department of Social Services
615 E. 13th Street
Kansas City, MO 64106
816-889-2751
Jacinda.l.rainey@dss.mo.gov

Vocational Rehabilitation

12. **Tamara Marshall**
District Supervisor
Kansas City East District
Division of Vocational Rehabilitation
243 NW Executive Way
Lee's Summit, MO 64063
816-251-0613
Email: tamara.marshall@vr.dese.mo.gov

Wagner Peyser Act / Veterans

13. **Lisa Elrod**
Assistant Director, Programs & Services
Division of Workforce Development
P.O. Box 1087
Jefferson City, MO 65102
573-526-8263
Email: lisa.elrod@ded.mo.gov

HUD Section 8 (VACANT)

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

AMENDED AND RESTATED
BYLAWS OF
EASTERN JACKSON COUNTY
WORKFORCE INVESTMENT BOARD
ARTICLE I

NAME AND GENERAL AUTHORITY

Section 1: There shall be an Eastern Jackson County Workforce Investment Board composed of at least 51% business representatives, with the remainder representing educational entities, labor organizations, community-based organizations, economic development agencies, and one-stop partners, in accordance with the Workforce Investment Act of 1998 (the "Act"). The membership shall also be representative of the Consortium's geographic service area.

Section 2: The name of this organization shall be the Eastern Jackson County Workforce Investment Board (the "EJAC WIB").

Section 3: The EJAC WIB and its actions shall conform to the provisions of the Act and the Eastern Jackson County Workforce Investment Board / Local Elected Official Agreement.

Section 4: The EJAC WIB shall be a full partner in the development of and have concurrent authority in the approval of the local plan in accordance with the Act and the local operating procedure as described in the Delegation Agreements.

ARTICLE II

MEMBERSHIP

Section 1: The EJAC WIB shall consist of no more than thirty five (35) members. The appointments are to be made in accordance with the Consortium Agreement made and entered into by and among the entities represented by the Jackson County Suburban Mayors' Association.

The EJAC WIB shall have the following representation as required by Section 117 of the Act:

a. **Business Representatives shall constitute a majority of the membership of the EJAC WIB.**

b. **The remaining members of the EJAC WIB shall represent educational entities, labor organizations, community-based organizations, economic development agencies, and one-stop partners, in accordance with the Act.**

The Chairperson of the EJAC WIB shall be elected from among the business representatives on the EJAC WIB.

Section 2: Members shall be appointed for fixed and staggered terms and may serve until their successors are appointed. Initially, members shall serve staggered terms. Thereafter, all terms shall be two years. Any vacancy shall be filled in the same manner as in Article II, Section 1.

Section 3: Following the initial appointments, the number of members on the EJAC WIB may be increased or decreased proportionally to Article I, Section 1, after thirty days notice of intent by the Chairperson and a two-thirds majority vote of the appointed EJAC WIB members.

Section 4: All members of the EJAC WIB shall serve without compensation or refund of personal expenses except as otherwise authorized by the EJAC WIB.

SECTION 5: REMOVAL OF A MEMBER FROM THE EJAC WIB MAY BE MADE BY THE VOTE OF TWO-THIRDS (2/3) OF THE MEMBERS OF THE ENTIRE EJAC WIB AT ANY DULY CONVENED REGULAR MEETING. SUCH REMOVAL SHALL BE REPORTED TO THE CHIEF ELECTED OFFICIALS AND SUCH REPORT SHOULD INCLUDE THE REASONS FOR THE REMOVAL. FAILURE TO ATTEND THREE CONSECUTIVE SCHEDULED MEETINGS DURING THE CALENDAR YEAR, OR FAILURE TO OTHERWISE ACTIVELY PARTICIPATE IN THE ACTIVITIES AND AFFAIRS OF THE EJAC WIB MAY BE CONSIDERED REASONS FOR SUCH REMOVAL

ARTICLE III

QUORUM

Section 1: **Except where indicated otherwise in the Bylaws, all actions of the EJAC WIB shall be by a majority vote, a quorum being present and voting.**

Section 2: **A quorum is required in order for the EJAC WIB to conduct business. A quorum is defined as a majority of appointed members present at an EJAC WIB meeting** with 51% of those present being business members. **Proxies may not be used to establish a quorum.**

article iv

OFFICERS

Section 1: The Chairperson shall be elected to serve for a term of two years and may succeed himself or herself as Chairperson.

Section 2: The Chairperson of the EJAC WIB shall preside over meetings, shall sign all acts or orders necessary to carry out the will of the EJAC WIB, shall be eligible to vote on all matters before the EJAC WIB and shall have the generally recognized powers and duties of the office of Chairperson of the EJAC WIB.

Section 3: Copies of all EJAC WIB minutes shall be distributed to the Chief Elected Officials.

Section 4: A Vice-Chairperson shall be elected bi-annually by the members to preside at meetings in the absence of the Chairperson.

Section 5: A Secretary shall be elected bi-annually by the members.

Section 6: A Treasurer shall be elected bi-annually by the members.

Section 7: The aforementioned officers, along with the other members, shall comprise the Executive Committee.

ARTICLE V

MEETINGS

Section 1: The EJAC WIB shall establish at the minimum regularly-scheduled quarterly meetings at such time and place as determined by the Chairperson.

Additional meetings of the EJAC WIB may be held at such time and place as determined by the Chairperson. A quorum is required in order for the EJAC WIB to conduct business. A quorum is defined as a majority of appointed members present at a EJAC WIB meeting with at least 51% of those members present being business members.

Section 2: Special meetings may be held if in the judgment of a majority of the Executive Committee there exists a situation requiring action of the EJAC WIB and notice is given to all Board members. At any special meeting, a quorum shall be a majority **of the appointed EJAC WIB members** with 51% of those present being business members **and any action taken shall be by a majority vote thereof.**

Section 3: Notice giving the time, date, place and agenda for annual and regular meetings of the KCV WIB shall be mailed or electronically transmitted to each member at least five (5) days prior to the meeting date. Notice giving the time, date, place and agenda for special meetings of the KCV WIB shall be mailed or electronically transmitted to each member at least three (3) days prior to the meeting date.

Section 4: Minutes of the EJAC WIB's meetings shall be the responsibility of the secretary.

Section 5: To the extent required by law, meetings of the EJAC WIB and its committees shall be open to the public. Meetings or segments of meetings may be closed to the general public by the EJAC WIB Chairperson or committee chairperson in compliance with exemptions granted by public law.

ARTICLE VI

STANDING COMMITTEE AND SPECIAL COMMITTEES

Section 1: The Chairperson may appoint from among its members one or more standing or temporary committees. The EJAC WIB shall be composed of four (4) standing committees and as many other committees as the Chairperson may deem necessary. The standing committees shall be the Executive Committee / Strategic Planning Committee, Youth Council Committee, Operations Committee, and Budget and Oversight Committee.

Section 2: The Chairperson shall have the power at any time to increase the number of members of the committees, or to fill vacancies on them.

Section 3: All standing committees shall have a minimum of five members of which at least three shall be business representatives.

Section 4: Each standing committee shall be chaired by a member of the Executive Committee.

Section 5: All standing committees, except the Executive Committee, shall meet on a regular basis subject to call of its Chairperson. Each committee shall meet at least quarterly except the Executive Committee. The Executive Committee shall meet at least quarterly and/or in advance of any regular or special EJAC WIB meeting.

Section 6: A simple majority of committee members shall constitute a quorum with at least two of the committee's business members present. Any member missing three consecutive committee meetings shall be replaced subject to the vote of two-thirds (2/3) of the appointed EJAC WIB members.

ARTICLE VII

CONFLICT OF INTEREST

No director, officer or employee of the corporation shall have nor shall acquire any interest, direct or indirect, in any project which the corporation is promoting, or in any contract or proposed contract for materials or services, or in any lease, mortgage, sale, or contract of any nature whatever relating to any such project or to the corporation, without forthwith making written disclosure to the corporation of the nature and extent of his interest, and such disclosure shall be entered in writing upon the minute book of the corporation. No director who has such an interest shall vote on any matter relating to such interest. Any vote, including abstentions, on any issue which includes a conflict or potential conflict of interest for a director shall be recorded in the minutes of that meetings. No director shall cast a vote on the provision of services by that director (or any organization which the director directly represents) or vote on any matter which would provide direct financial benefit to that director within the meaning of the Workforce Investment Act of 1998 (the "Act") as amended from time to time.

ARTICLE VIII

GENERAL PROVISIONS

Section 1: Depositories and Checks. The monies of the corporation shall be deposited in such banks or trust companies as the director may designate and shall be held and drawn out by checks signed in such manner as may be provided by resolution adopted by the Board of Directors.

Section 2: Bonds. In addition to the bond, if any, required of the Treasurer, any other officer or

employee handling money of the corporation may be bonded at the corporation's expense in such amounts as may be determined by the Board of Directors.

Section 3: Custodian of Securities. The Board of Directors may from time to time appoint one or more banks or trust companies to act for reasonable compensation as custodian of all securities and other valuables owned by the corporation, and to exercise in respect thereof such powers as may be conferred by resolution of the Board of Directors. The Board of Directors may remove any such custodian at any time.

Section 4: Certain Loans Prohibited. The corporation shall not make any loan to any officer or director of the corporation.

Section 5: Indemnification of Directors and Officers. To the extent permitted by law, by the corporation's Articles of Incorporation, and herein, each director of officer, or former director or officer, of the Corporation and his legal representative, shall be indemnified by the corporation against liabilities, expenses, counsel fees and costs reasonably incurred by him or his estate in connection with, or arising out of, any action, suit, proceeding or claim in which he is made a party by reason of his being, or having been, such director or officer; and any person who, at the request of the corporation, served as director, officer, employee, or agent or of another enterprise in which the corporation had an interest and his legal representative, shall in like manner by indemnified by the corporation; provided that in neither case shall the corporation indemnify such director or officer with respect to any matters as to which he shall be finally adjudged in any such action, suit or proceeding to have been liable for negligence or misconduct in the performance of his duties as such director or officer. The indemnification herein provided for, however, shall apply also in respect of any amount paid in compromise of any such action, suit, proceeding or claim asserted against such director or officer (including expenses, counsel fees and costs reasonably incurred in connection therewith), provided the Board of Directors of the corporation shall have first approved such proposed compromise settlement and determined that the director or officer involved was not guilty of negligence or misconduct; but in taking such action any director involved shall not be qualified to vote thereon.

In determining whether or not a director or officer was guilty of negligence or misconduct in relation to any such matters, the Board of Directors may rely conclusively upon an opinion of independent legal counsel selected by the Board of Directors. Unless otherwise provided by law, any compromise settlement authorized herein shall be effective without the approval of any court. The right to indemnification herein provided shall not be exclusively of any other rights to which such director or officer may be lawfully entitled.

No director or officer of the corporation shall be liable to any other director or officer or other person for any action taken or refused to be taken by him as director or officer with respect to any matter within the scope of his official duties except such action or neglect or failure to act shall constitute negligence or misconduct in the performance of his duties as director or officer.

Section 6: Fiscal Year. The fiscal year of the corporation shall begin on the first day of July and end on the last day of June or on such other dates as may be fixed from time to time by the Board of Directors.

ARTICLE IX

AMENDMENTS OF THE BYLAWS

Section 1: The Bylaws may be amended at any regular meeting of the EJAB WIB with previously written notice having been given to all appointed members at least thirty days in advance. Two-thirds of the appointed EJAC WIB members are required to approve any amendment to the bylaws. Any amendments to these Bylaws shall supersede in their entirety any previous Bylaws of the EJAC WIB.

ARTICLE X

EFFECTIVE DATE

Section 1: These Bylaws and any amendments thereto shall become effective immediately upon adoption and shall remain in continuous effect from that date until otherwise amended.

CERTIFICATE

The foregoing Bylaws were duly adopted as and for the Bylaws of the Eastern Jackson County Workforce Investment Board at its first meeting, were thereafter amended, and are hereby amended and restated at a meeting of the Board held on **January 17, 2014.**

_____

Chairman / Date

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

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: **Eastern Jackson County Workforce Investment 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 10-3-16

(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

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: _Eastern Jackson County Workforce Investment Board

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

Antonio Vitale 10/4/16

(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

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: Eastern Jackson County Workforce Investment Board

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

Betty Freeman-Boots	9/30/2016		
Betty Freeman-Boots	9/30/16		
(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

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: Eastern Jackson County Workforce Investment Board

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

		DAN HINK SR.	10/3/16
(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
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Name of Local Workforce Development Board: Eastern Jackson County Workforce Investment Board

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

		Heather Wyatt	10/03/16
(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

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Name of Local Workforce Development Board: Eastern Jackson County Workforce Investment 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
JaCinda L.Rainey	10/3/18		
(JaCinda L.Rainey)	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

LOCAL WORKFORCE DEVELOPMENT BOARD
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Name of Local Workforce Development Board: Eastern Jackson County Workforce Investment 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
John J Reddy	9/30/16		
(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	(Insert name of member)	Date

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Name of Local Workforce Development Board: Eastern Jackson County Workforce Investment 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
Kim Cutts	10-3-16		
(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
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Name of Local Workforce Development Board: Eastern Jackson County Workforce Investment Board

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

		[signature]	10/3/16
(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
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Name of Local Workforce Development Board: Eastern Jackson County Workforce Investment 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
10-3-16	
(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

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Name of Local Workforce Development Board: **Eastern Jackson County Workforce Investment Board**

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

Nancy Mulgrew 10 5 16			
(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

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Name of Local Workforce Development Board: Eastern Jackson County Workforce Investment Board

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

		Shelia Davis 9-30-16	
(Insert name of Chair)	Date	(Insert name of member)	Date
		Shelia Davis 9-30-16	
(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
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Name of Local Workforce Development Board: **Eastern Jackson County Workforce Investment 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
Dan Resler	10-5-16		
(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

7. Chief Elected Officials' Agreement (optional), CEO membership and By-Laws

Not Applicable

Res. 17736

WORKFORCE INVESTMENT BOARD / CHIEF LOCAL ELECTED OFFICIAL (CLEO) AGREEMENT

THIS AGREEMENT is made and entered into this 16 day of December, 2011 by and among the FULL EMPLOYMENT COUNCIL (FEC), EASTERN JACKSON COUNTY WORKFORCE INVESTMENT BOARD (EJAC WIB) FOR THE EASTERN JACKSON COUNTY REGION, and the CHIEF ELECTED OFFICIALS OF THE EASTERN JACKSON COUNTY REGION.

WHEREAS, the parties hereto are cooperating in the financial and program administration of federally financed employment and job training programs pursuant to the Workforce Investment Act insofar as said programs are applicable to that part of Eastern and Southern Jackson County comprising the Eastern Jackson County Region as designated by Gubernatorial Executive Order.

NOW, THEREFORE, in consideration of the premises and the acts to be performed hereunder, it is agreed as follows:

1. FEC agrees to serve as Grant Recipient and to carry out the duties and responsibilities described in paragraph 2 of this Agreement; and also agrees to serve as Administrative Entity with duties and responsibilities described in paragraph 3 of this Agreement.

2. As Grant Recipient/Fiscal Agent, FEC Agrees to receive and disburse monies allocated to the Eastern Jackson County Region, under terms and conditions set forth in P.L. 105-220 and pursuant to issuances released from time to time by the Missouri Department of Economic Development and the Division of Workforce Development. FEC shall establish an appropriate financial management system and appropriate controls to meet all applicable Federal and State management circulars and standard grant accounting requirements, and in addition, shall perform the following duties:

   a. Advise the EJAC WIB in matters of policy and compliance with Federal and State regulations and to respond to fund draw-down requests submitted by the Program Administrator and other legal entities authorized to receive said employment and training funds;

   b. Establish procedures for cash control and adequate financial record keeping to guard assets and account for all disbursements;

   c. Cause an audit to be conducted on the use of said grant funds, the audit to be conducted by an independent certified public accountant or firm;

FILED

DEC 16 2011

MARY JO SPINO

d. Process and receive payments for planning activities performing work for the EJAC WIB;
e. Provide required reports to the State pursuant to fulfilling its role as Grant Recipient.

3. As the Administrative Entity/One-Stop Operator, FEC shall comply with P.L. 105-220 and all applicable Federal and State laws and regulations, and shall provide the following services to the EJAC WIB.

   a. Advise the EJAC WIB in matters of policy and compliance with Federal and State regulations;

   b. Be responsible for developing program priorities and goals consistent with the Job Training Plan approved by the EJAC WIB, and provide appropriate and necessary professional and support staff to carry out the Plan;

   c. Develop budgets related to program activities and goals;

   d. Oversee contract administration, performance evaluations and purchasing activities for EJAC WIB and in furtherance of the delivery of area-wide employment and training programs;

   e. Provide staff training for local service providers and other subcontractors;

   f. Prepare EJAC WIB minutes and agendas for permanent record and provide mail notification of all EJAC WIB meetings ot the membership, elected officials and representatives of the news media;

   g. Prepare and submit appropriate written reports to the Federal and/or State government regarding progress made and overall program management;

   h. Comply with all Federal and State management circulars and accounting procedures;

   i. Solicit public involvement and comments on the delivery of employment and training programs in the Eastern Jackson County Region;

   j. Within available Workforce Investment Act funds, provide EJAC WIB with other support functions as needed, including, but not limited to, coordination with other agencies, fund raising, grant writing, program development and public relations.

4. This Agreement may be amended or modified at any time upon mutual written agreement of the parties to this Agreement.

5. This Agreement shall remain in effect from July 1, 2011 through June 30, 2015 and shall automatically renew, thereafter, for successive two year terms unless either

party notifies the other of its intention not to renew at least 90 days prior to the expiration of a two-year period.

6. If any term of provision of this Agreement of the application, therefore, to any person or circumstance shall, to any extent be held invalid or unenforceable, the remainder of this Agreement and the application of such terms and provision to the persons or circumstances other than those as to which it is held invalid or unenforceable, shall not be affected, thereby, and every other term and provision of this Agreement shall be valid and enforceable to the fullest extent permitted by law. If there is any conflict between the Act and any provision, hereof, the Act shall prevail.

7. It is the intention of the parties to this Agreement that the program be accomplished in the most expeditious manner compatible with the Workforce Investment Act program. The parties to the Agreement jointly affirm their intention to cooperate fully in the completion of the project.

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed the day and year first above written.

FULL EMPLOYMENT COUNCIL
1740 PASEO
KANSAS CITY, MISSOURI 64108

EASTERN JACKSON COUNTY
WORKFORCE INVESTMENT BOARD

CHAIRPERSON

APPROVED AS TO FORM:
COUNTY COUNSELOR

ATTEST:
CLERK OF COUNTY LEGISLATURE

CHIEF ELECTED OFFICIALS
EASTERN JACKSON COUNTY REGION

MAYOR
INDEPENDENCE, MISSOURI

JACKSON COUNTY EXECUTIVE

CO-CHAIRPERSON
EASTERN JACKSON COUNTY
BETTERMENT COUNCIL

CO-CHAIRPERSON
EASTERN JACKSON COUNTY
BETTERMENT COUNCIL

8. Conflict of Interest Policy for Local Workforce Development Staff and Contracted Staff

CODE OF ETHICS AND CONFLICT OF INTEREST POLICY FOR THE BOARD OF DIRECTORS

The Eastern Jackson County Workforce Investment Board ("EJAC WIB") seeks to create and sustain an ethical business climate, which is critical to the success of the EJAC WIB and in the best interests of the EJAC WIB. Each director of the EJAC WIB must observe the highest standards of ethical business conduct, including strict adherence to this Code. Each director of the EJAC WIB must comply with the letter and the spirit of the following and must certify annually that it has reviewed and agrees to comply with the following:

1. Conflict of Interest

   a. Scope

      This statement of policy with respect to conflict of interest applies to all directors of the EJAC WIB. It is intended to serve as guidance for each director.

   b. Fiduciary Responsibilities / Disclosure

      All decisions of the Board and recommendations made are to be made solely on the basis of a desire to promote the best interests of the EJAC WIB. The EJAC WIB's integrity must be protected and advanced at all times.

      It is each director's responsibility to insure that the Board is made aware of situations that involve personal, family or business relationships that could be construed as a conflict of interest. Thus, the Board requires that each director (1) annually review this policy, (2) promptly disclose any possible personal, family or business relationships that reasonably could give rise to a conflict involving the EJAC WIB by advising the Chairperson of the Board at the time the director first becomes aware of such possible conflict of interest and (3) annually acknowledge by his or her signature on the signature page below that he or she is in compliance with the intent and spirit of this policy.

Each director shall execute the attached signature page and complete and file with the Chairperson of the Board, a Disclosure Form (the "Disclosure Form"), if applicable, on an annual basis on or about December 1st of each year. New directors shall be provided with a copy of this Policy and a Disclosure Form immediately upon taking office and shall complete and sign the form and return it to the EJAC WIB within 30 days of taking office.

c. Definition of Conflict of Interest

A director shall be considered to have a conflict of interest if: (1) such director has existing or potential financial or other interests which impair or might reasonably appear to impair such person's independent, unbiased judgment in the discharge of his or her responsibilities to the EJAC WIB; (2) such director is aware that a member of his/her family (which for purposes of this paragraph shall be a spouse, parents, siblings, children and any other relative if the latter reside in the same household as the director), or any organization in which such director (or member of his or her family) is an officer, director, employee, member, partner, trustee or controlling owner, has such existing or potential financial or other interests; or (3) such director or any organization in which such director (or member of his or her family) is an officer, director, employee, member, partner, trustee or controlling owner, has existing or potential financial or other interests that are adverse to a stated goal or undertaking of the EJAC WIB and that could reasonably subject the EJAC WIB to criticism, embarrassment or liability. A financial interest shall not be deemed to constitute a conflict of interest if it is less than $10,000 in the aggregate in any given year.

In considering whether a conflict of interest may exist in a given situation, the EJAC WIB shall consider the fact that each director represents his or her company and industry and that such company or industry may have a financial stake in the outcome of a particular issue being considered by the EJAC WIB. The very purpose of having representation on the Board from various industries and professionals is to encourage full debate and to foster accomplishment of the EJAC WIB's mission of "obtaining public and private sector employment for the unemployed and underemployed residents of the Greater Kansas City area". As a result, notwithstanding the definition set forth above, a conflict of interest will not be deemed to exist if the organization in which such director (or member of his or her family) is an officer, director, employee,

member, partner, trustee or controlling owner, is affected financially by a decision of the EJAC WIB, so long as the financial impact is the same on such company as it is on other companies in that industry.

Any director who is uncertain whether a conflict of interest may exist in any matter may request the Board or the Finance and Audit Committee to resolve the questions by majority vote.

d. Restraint on Voting

Directors who have a conflict of interest or potential conflict of interest may, after disclosing the conflict, participate in discussion of the proposed recommendation or transaction but shall not vote on any such recommendations or proposed transactions.

2. Code of Conduct

Each director pledges to:

a. Recognize that to serve as a director of the EJAC WIB is to commit oneself to achieving the stated mission of the EJAC WIB with vision and perspective.

b. Devote time, energy, thought and study to the duties and responsibilities of his or her office so that he or she may render effective and creditable service to the EJAC WIB and the community.

c. Work with his or her fellow Board members as applicable, in a spirit of harmony and cooperation in spite of differences of opinion that arise during vigorous debates of points of issue. Directors shall not engage in attacks which are purely personal in nature and shall not attack the integrity of individuals without factual foundation. Directors shall promote mutual respect among one another and among all EJAC WIB employees and shall not use his or her position to embarrass, intimidate or threaten other directors or EJAC WIB employees. Directors are leaders in the community and in each of their professional disciplines, and their conduct is important to the EJAC WIB and all constituents.

d. Base his or her decisions upon all available facts in each situation and vote his or her honest conviction in every case, unswayed by partisan bias of any kind.

e. Remember at all times that, as an individual, he or she has no legal authority to act or speak for the EJAC WIB outside his or her position; therefore, each director must conduct his or her relationships with the community, the EJAC WIB employees and

the press on the basis of this fact and not engage in any private action that will compromise the EJAC WIB.

f. Resist influencing the vote or other action of other directors or the actions of any employee, through threat, promise of award, deception, exchange of vote or by means other than legitimate open discussion.

g. Forward to the President any request for information about the EJAC WIB or any inquiry or contact from inside or outside the EJAC WIB, about any issue pending before the Board.

h. Bear in mind that the primary function of: (1) the board is to establish effective policies for the EJAC WIB and to delegate authority for the administration of these policies and the conduct of EJAC WIB business to the President and his staff.

i. No director, Officer or staff member shall accept any loan or borrow any funds from the EJAC WIB, directly or indirectly.

I have carefully read the EJAC WIB Code of Ethics and Conflict of Interest Policy for the Board of Directors and hereby acknowledge that I understand and agree to comply with the Code and its provisions.

_____

Signature

_____ _____

Printed Name Date

CODE OF ETHICS AND CONFLICT OF INTEREST POLICY FOR THE OFFICERS

The Officers of the Full Employment Council (FEC) seeks to create and sustain an ethical business climate, which is critical to the success of the FEC and in the best interests of the FEC. Each officer of the FEC must observe the highest standards of ethical business conduct, including strict adherence to this Code. Each officer of the FEC must comply with the letter and the spirit of the following and must certify annually that it has reviewed and agrees to comply with the following:

1. Conflict of Interest

   e. Scope

      This statement of policy with respect to conflict of interest applies to all officers of the FEC. It is intended to serve as guidance for each officer.

   f. Fiduciary Responsibilities / Disclosure

      All decisions of the Board are to be made solely on the basis of a desire to promote the best interests of the FEC. The FEC's integrity must be protected and advanced at all times.

      It is each officer's responsibility to insure that the Board is made aware of situations that involve personal, family or business relationships that could be construed as a conflict of interest. Thus, the Board requires that each officer (1) annually review this policy, (2) promptly disclose any possible personal, family or business relationships that reasonably could give rise to a conflict involving the FEC by advising the Chairperson of the Board at the time the officer first becomes aware of such possible conflict of interest and (3) annually acknowledge by his or her signature on the signature page below that he or she is in compliance with the intent and spirit of this policy.

Each officer shall execute the attached signature page and complete and file with the Chairperson of the Board, a Disclosure Form (the "Disclosure Form"), if applicable, on an annual basis on or about December 1st of each year. New officers shall be provided with a copy of this Policy and a Disclosure Form immediately upon hiring and shall complete and sign the form and return it to the FEC within 30 days of hiring.

g. Definition of Conflict of Interest

An officer shall be considered to have a conflict of interest if: (1) such officer has existing or potential financial or other interests which impair or might reasonably appear to impair such person's independent, unbiased judgment in the discharge of his or her responsibilities to the FEC; (2) such officer is aware that a member of his/her family (which for purposes of this paragraph shall be a spouse, parents, siblings, children and any other relative if the latter reside in the same household as the officer), or any organization in which such officer (or member of his or her family) is an officer, director, employee, member, partner, trustee or controlling owner, has such existing or potential financial or other interests; or (3) such officer or any organization in which such officer (or member of his or her family) is an officer, director, employee, member, partner, trustee or controlling owner, has existing or potential financial or other interests that are adverse to a stated goal or undertaking of the FEC and that could reasonably subject the FEC to criticism, embarrassment or liability. A financial interest shall not be deemed to constitute a conflict of interest if it is less than $10,000 in the aggregate in any given year.

In considering whether a conflict of interest may exist in a given situation, the FEC shall consider the fact that each officer represents his or her company and industry and that such company or industry may have a financial stake in the outcome of a particular issue being considered by the FEC. The very purpose of having representation from various industries and professionals is to encourage full debate and to foster accomplishment of the FEC's mission of "obtaining public and private sector employment for the unemployed and underemployed residents of the Greater Kansas City area". As a result, notwithstanding the definition set forth above, a conflict of interest will not be deemed to exist if the organization in which such officer (or member of his or her family) is an officer, director, employee, member, partner, trustee or controlling owner, is affected financially by a decision of the FEC, so long as the financial impact is the same on such company as it is on other

companies in that industry.

Any officer who is uncertain whether a conflict of interest may exist in any matter may request the Board or the Finance and Audit Committee to resolve the questions by majority vote.

h. Restraint on Voting

Officers who have a conflict of interest or potential conflict of interest may, after disclosing the conflict, participate in discussion of the proposed recommendation or transaction but shall not vote on any such recommendations or proposed transactions.

2. Code of Conduct

Each officer pledges to:

j. Recognize that to serve as an officer of the FEC is to commit oneself to achieving the stated mission of the FEC with vision and perspective.

k. Devote time, energy, thought and study to the duties and responsibilities of his or her position so that he or she may render effective and creditable service to the FEC and the community.

l. Work with his or her fellow personnel members, as applicable, in a spirit of harmony and cooperation in spite of differences of opinion that arise during vigorous debates of points of issue. Officers shall not engage in attacks which are purely personal in nature and shall not attack the integrity of individuals without factual foundation. Officers shall promote mutual respect among one another and among all FEC employees and shall not use his or her position to embarrass, intimidate or threaten other officers or FEC employees. Officers are leaders in the community and in each of their professional disciplines, and their conduct is important to the FEC and all constituents.

m. Base his or her decisions upon all available facts in each situation, and make decisions based on his or her honest conviction in every case, unswayed by partisan bias of any kind.

n. Remember at all times that, as an individual, he or she has no legal authority to act or speak for the FEC outside his or her position; therefore, each officer must conduct his or her relationships with the community, the FEC employees and the press on the basis of this fact and not engage in any private action that will compromise the FEC.

o. Resist influencing the opinion or other action of other officers or the actions of any employee, through threat, promise of award, deception, exchange of vote or by means other than legitimate open discussion.

p. Forward to the President any request for information about the FEC or any inquiry or contact from inside or outside the FEC, about any issue pending before the corporation.

q. Bear in mind that the primary function of the officers is to adhere to the established policies for the FEC and to delegate authority for the administration of these policies and the conduct of FEC business.

r. No officer shall accept any loan or borrow any funds from the FEC, directly or indirectly.

I have carefully read the FEC Code of Ethics and Conflict of Interest Policy for the Officers and hereby acknowledge that I understand and agree to comply with the Code and its provisions.

_____

Signature

_____ _____

Printed Name Date

PART III

GENERAL TERMS AND CONDITIONS FOR CONTRACTS FUNDED THROUGH THE WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA)

SEC. 100 AUTHORIZED SIGNATORY
SEC. 101 CONTRACT INTERPRETATION
SEC. 102 COMPLIANCE WITH THE LAW
SEC. 103 SUBCONTRACTS AND ASSIGNABILITY
SEC. 104 WAIVERS
SEC. 105 SEVERABILITY OF PROVISIONS
SEC. 106 TERMINATION OF CONTRACT FOR CONVENIENCE
SEC. 107 TERMINATION OF CONTRACT FOR CAUSE
SEC. 108 CONTRACTOR DISPUTES/CLAIMS
SEC. 109 RECORDS AND AUDITS
SEC. 110 PROHIBITED ACTIVITIES
SEC. 111 CONFLICT OF INTEREST
SEC. 112 PERSONNEL SELECTION AND MANAGEMENT
SEC. 113 NONDISCRIMINATION AND LABOR STANDARDS
SEC. 114 PARTICIPANT AND EMPLOYEE COMPLAINTS
SEC. 115 SAFETY AND HEALTH REQUIREMENTS FOR PARTICIPANTS
SEC. 116 BENEFITS FOR PARTICIPANTS
SEC. 117 MAINTENANCE OF EFFORT
SEC. 118 COMPLIANCE WITH ENVIRONMENTAL AND OTHER FEDERAL ACTS
SEC. 119 PARTICIPANT AND ACTIVITY RECORDS
SEC. 120 MONITORING, EVALUATION, AND CONFIDENTIALITY
SEC. 121 ACCOUNTING STANDARDS
SEC. 122 SYSTEMS EVALUATION
SEC. 123 PAYMENT AND DELIVERY CLAUSE
SEC. 124 PROGRAM INCOME
SEC. 125 PROCUREMENT PROCEDURES AND DISBURSEMENTS
SEC. 126 PROPERTY MANAGEMENT STANDARDS
SEC. 127 FIDELITY BONDING
SEC. 128 OTHER INSURANCE
SEC. 129 REPORTING CRIMINAL ACTIVITY, ABUSES, AND ACCIDENTS
SEC. 130 DEBARMENT/SUSPENSION PROCEDURES
SEC. 131 DIRECT AND INDIRECT COSTS
SEC. 132 ASSIGNMENT OF REFUNDS, REBATES, AND CREDITS
SEC. 133 PROHIBITION AGAINST DUPLICATION
SEC. 134 OVERSIGHT
SEC. 135 MODIFICATION
SEC. 136 INACCURATE COST DATA
SEC. 137 CONTRACT EXTENSION
SEC. 138 REPORTING
SEC. 139 AUDIT CLAUSE
SEC. 140 STAND-IN COSTS
SEC. 141 SALARY AND BONUS LIMITATIONS
SEC. 142 NON-LABOR INVOLVEMENT
SEC. 143 SECTARIAN INVOLVEMENT PROHIBITED
SEC. 144 DRUG-FREE WORKPLACE RULE
SEC. 145 ADDITIONAL COMPLIANCE ASSURANCES
SEC. 146 EMPLOYMENT OF UNAUTHORIZED ALIENS PROHIBITED
SEC. 147 ENFORCEABILITY
SEC. 148 PRODUCTS
SEC. 149 PROGRAM REPORTING REQUIREMENTS
SEC. 150 BUY AMERICAN

SEC. 111 CONFLICT OF INTEREST

(a) The Contractor shall maintain a written code of standards of conduct governing the performance of persons engaged in the award and administration of the WIOA contract(s).

(b) Contractor covenants that in the performance of this Contract no person having any conflicting interest shall be employed or shall benefit from this Contract. Contractor agrees to disclose to American Job Center Operator any direct or indirect interest on the part of Contractor or its employees in this Contract (an indirect interest being one that arises from or as the result of the performance of this Contract but which is not so direct and obvious to arise under the terms of this Contract). Upon such disclosure, the American Job Center Operator determines if such conflict is contrary to the public interest; and the Contractor agrees to abide by the decision of the American Job Center Operator and take such action as may be required by American Job Center Operator.

(c) Contractor warrants that no person or selling agency has been employed or retained to solicit or secure WIOA funding upon an agreement or understanding for a commission, percentage, brokerage or contingent fee, and that no such understanding or agreement exists, or has existed, with any employee of the Contractor.

(d) The Contractor shall ensure that no individual in a decision making capacity including WIB members (whether compensated or not) shall engage in any activity, including participation in the selection, award, or administration of a contract or sub-grant supported by WIOA funds if a conflict of interest, real or apparent, would be involved. Such a conflict would arise when:

(1) The individual; or

(2) Any member of the individual's immediate family; or

(3) The individual's partner; or

(4) An organization which employs, or is about to employ any of the above

has a financial or other interest in the firm or organization selected for the contract.

(e) The officers, employees or agents of the Contractor will neither solicit nor accept gratuities, favors, or anything of monetary value from contractors, subcontractors, or any parties to sub-agreements.

(f) Every reasonable course of action will be taken by the Contractor and its subcontractors in order to maintain the integrity of this expenditure of public funds and to avoid any favoritism or questionable or improper conduct. This Contract or any subcontracts thereof will be administered in an impartial manner, free from personal, financial, or political gain. The executive staff and employees of the Contractor or its subcontractors will avoid situations that give rise to a suggestion that any decision was influenced by prejudice, bias, special interest, or personal gain.

(g) No relative by blood, adoption, or marriage within the second degree of any executive, or employee of the Contractor or its subcontractors shall receive favorable treatment for enrollment into services provided by, or employment with the Contractor or its subcontractors. An executive or employee of the Contractor shall also avoid entering into any agreement for services with a relative by blood, adoption, or marriage. When it is in the public interest to conduct business (only for the purpose of services to be provided) with a relative, the executive or employee of the Contractor or its subcontractor shall obtain written approval from its board or comparable body. All correspondence shall be kept on file and available for monitoring and audit.

(g) An executive, officer, agent, representative, or subcontractors will not solicit or accept money or any other consideration from a third person or entity for the performance of an act reimbursed in whole or part by the Contractor or its subcontractor.

FEC

FULL

EMPLOYMENT

COUNCIL

PERSONNEL HANDBOOK

under the law. This policy excludes the exchange of information between FEC, governmental agencies, nonprofit agencies or business organizations that have a contract or formalized agreement with FEC authorized and signed by the CEO which involves the training or hiring of FEC job seekers. However, information prepared in this area will be confined solely to the area defined in the agreement and contract and no other.

Conflict of Interest

As an employee of the Full Employment Council you are prohibited from taking part in any activity that could be considered a conflict of interest. A conflict of interest is generally defined as any instance in which an individual's actions or activities are influenced by obtaining an improper gain or advantage which would adversely affect the best interest of the organization. If you are involved in any activities that could fit the above definition, you must report the possibility of a conflict of interest to your supervisor.

Nepotism Policy

The purpose of this Policy is to avoid any instance of perceived partiality which may arise in the workplace due to a family relationship between employees.

No person shall be employed by FEC in any position when his/her spouse or blood relative who is within the first through third degree of relationship, or blood relative of a spouse who is within the first through the third degree of relationship to the spouse, is an existing FEC employee.

If a change in marital status results in non-compliance of the Nepotism Policy, one of the affected employees in the relationship must voluntarily terminate employment with FEC within three (3) months. The employees who this policy affects will decide who should seek other employment.

Acknowledgment

I understand $3.00 will be deducted from my final paycheck, if I do not return this employee handbook when I leave or retire from my position at FEC. I further understand any outstanding debt owed to FEC will be deducted from my final paycheck when my employment with FEC terminates.

Employee's Signature _____ Date _____

Employee's Name (type or print) _____

Employee Acknowledgment

The employee handbook describes important information about Full Employment Council, Inc. (FEC), and I understand that I should consult the Human Resources Department regarding any questions not answered in the handbook.

Since the information, policies, procedures and benefits described in the handbook are subject to change, I acknowledge that revisions to the handbook may be made by FEC at any time. I understand that revised information may supersede, modify, or eliminate existing policies.

Furthermore, I acknowledge that the standard of employment at the Full Employment Council, Inc. is at-will, meaning either I or the Company may terminate the employment relationship at any time, with or without notice and with or without reason. I understand the policies and statements contained in this handbook are not intended to be a contract or assurance of continued employment, or benefits of any kind.

I further understand that only the President, Clyde McQueen, may alter the employment "at will" relationship, only if in writing, signed by the President and the affected employee.

I have received the handbook, and I understand that it is my responsibility to read it and familiarize myself with the information contained in this handbook and any revisions made to it.

Employee's Signature _____ Date _____

Employee's Name (type or print) _____

9. Sub-State Monitoring Plan

ONE STOP OPERATOR/FISCAL AGENT'S ISSUANCE NO. 2014-01, Modification 2

ORIGINAL ISSUANCE DATE:	February 25, 2014
REVISION DATE:	**December 29, 2015**
TO:	American Job Center/FEC Staff
FROM:	Clyde McQueen, President/CEO
SUBJECT:	Monitoring Policy for WIOA Adult, Dislocated Worker, and Youth Programs
EFFECTIVE DATE:	**July 1, 2015**

BACKGROUND: This issuance is created to implement the WIOA Program Monitoring Policy.

PURPOSE: The purpose of this issuance is to establish a protocol for programmatic monitoring and describe the Workforce Development Board (WDB)-approved Policy, Procedures, and Tools for monitoring Workforce Innovation and Opportunity Act (WIOA) Adult, Dislocated Worker, and Youth Programs in order to complement the American Job Center integrated service delivery method.

ACTION: FEC staff and contractors should add this issuance to their Policy and Procedures Manuals. The Monitoring Process and Tools described in this issuance should be implemented immediately.

QUESTIONS: If you have any questions regarding this process, please contact Richard Salazar 521-5700, ext. 3266, Andrea Robins 471-2330, ext. 1255 or Sandra Walker at 471-2330, ext. 1279.

MONITORING OF WIOA ADULT, DISLOCATED WORKER, AND YOUTH PROGRAMS

I. MONITORING PROCESS

1. Monitoring shall be performed by an independent contractor selected through a competitive process that is publically/competitively procured. The proposer must have familiarity and experience in monitoring Department of Labor programs and other federal programs.

2. Monitoring must be performed at least twice yearly, and the results of the monitoring shall be presented to the Budget and Oversight Committee of the Area Workforce

Development Board (WDB), who shall make a report to the entire WDB at the appropriate WDB meeting, and copies will also be submitted to the Chief Elected Official.

3. Monitoring shall determine the compliance of programs with applicable federal, state, and One Stop Operator/WDB policies.

4. Monitoring shall review any issues noted in prior state and regulatory reviews, determine whether corrective measures to address these issues have been proven effective, and address the issues identified.

5. Sampling Techniques: The monitoring entity must use random sampling techniques in participant file review to test eligibility in every funding stream. WIOA Adult and WIOA Dislocated Worker should be combined for the purpose of sampling American Job Center service delivery. Each Program Year, the WDB must monitor one statistically valid sample of WIOA career service enrollments, and an additional statistically valid sample of Adult and Dislocated Worker participants enrolled in any of the following services:

   - Classroom Training
   - On-the-Job Training
   - Work experience/internship
   - Supportive Services/Needs-related payments
   - Any other service that results in a direct payment being made to, or on behalf of, a participant

   The following sample sizes are required, at a minimum, depending on the universe to be reviewed. These guidelines are applicable for every sample to be reviewed. Samples will be drawn from a population comprised of participants who registered during the quarter to be monitored, with the random sampling to be performed by the independent monitor.

Universe Sample Size

1 – 200	69
201 – 300	78
301 – 400	84
401 – 500	87
501 – 1,000	96
1,001 – 2,000	100
2,001 – 10,000	105

   This table is based on random sampling with a confidence level of ninety (90) percent, plus or minus eight (8) percent.

6. Participant Records: At a minimum, participant records are to be reviewed for: documentation of participant eligibility and/or priority for the programs and services

received, orientation to services, orientation of the participant to his/her rights under complaint and grievance procedures, justification for the provision of Intensive or Training services, method of assessment, employment planning, Individual Training Accounts, and the appropriateness and accuracy of participant payments (i.e., supportive services and needs-related payments). Appropriate data entry and posting of outcomes, including the attainment of a degree or certificate and any supplemental employment data, must be reviewed. The new WIOA youth measures included are Youth participants in education, or training activities or **Employment Rate in** 2nd Quarter After Exit, Youth participants in education, or training activities or Employment **Rate in the** 4th Quarter After Exit, and Credential Attainment Youth participants who attain a recognized postsecondary credential, or a secondary school diploma or its recognized equivalent, during participation in or within 1 year after exit from the program. Local monitors must ensure that Youth monitoring procedures have been adjusted to include the WIOA changes such as:

- Out-of School Youth 75% expenditure requirement
- 20% work-based learning with educational component requirement
- 5% limit on In-School Youth enrolled with the "Requires additional assistance" barrier
- 5% over-income exception, and
- New eligibility criteria and barriers

7. Procedures for Interviewing Customers, Employers, Trainers, and American Job Center Staff: The monitoring process should include questionnaires and procedures for interviewing customers, employers, trainers, and Career Center staff. The monitoring process should include on-site visits to subsidized employer worksites (i.e., sites of summer youth work experiences or On-the-Job Training).

   The independent monitor will randomly select for interviewing a sub-sample of customers whose files are included in the quarterly monitoring. The interview sub-sample size will not exceed five (5) percent of the total number of files being monitored in the quarter.

8. Monitoring of Worksites: The monitoring process should include on-site visits to subsidized employer worksites (i.e., sites of summer youth work experiences or On-the-Job Training). Monitoring of worksites and employers will be performed by FEC business representatives using monitoring tools issued by FEC and/or the Missouri Division of Workforce Development. Monitoring will be performed by FEC business representatives in order to reduce the number of personnel interacting with employers. One of the complaints from employers utilized in the public workforce system is the number of external personnel making inquiries about participants referred by the public workforce system. These onsite visits will also be accompanied by desk reviews performed by internal FEC staff persons who do not serve that particular business or worksite. Worksite monitoring reports performed by FEC business representatives will be supplied to the independent monitor for all participants whose files are being reviewed during the quarter.

9. Financial Monitoring Reviews (FMR) Contractor/One Stop Operator of sub-recipients: The Regions will conduct at least six (6) month financial monitoring reviews (FMR)

Contractor/One Stop Operator of sub-recipients to ensure fiscal integrity. The FMR will be performed to comply with Section 184(a)(4) of the WIA and Title 29 Part 95 (Institutions of Higher Education, Hospitals, and Other Non-Profit Organizations) or Title 29 Part 97 (State and Local Governments). 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 contract. To ensure that the sub-recipient meets the terms and conditions of the contract, fiscal goal or requirements, and that amounts reported are accurate, allowable, supported by documentation, and properly allocated. The FMR includes, but is not limited to, reviews of the following accounting processes:

- Financial Reporting
- Internal Controls
- Source Documentation
- Cost Allocation
- Cash Management
- Interest Earned on Advances
- Program Income/Stand-in/In-Kind Costs
- Procurement

See FEC One Stop Operator/Fiscal Agent's Issuance No. 2014-06 for Financial Monitoring Review, Process, and Monitoring Tools used to monitor the Contractor/One Stop Operator or sub-recipients' financial management system and financial transactions.

10. Additional Financial and Programmatic Monitoring: The Region's One Stop Operator/Fiscal Agent is required to incorporate additional financial and programmatic monitoring policies to ensure funds intended to support stand-alone summer youth programs or other special initiatives are administered in accordance with contractual scopes of work. These policies are to supplement existing monitoring duties and should be conducted during program operation to assure accountability and transparency of expenditures.

    See FEC One Stop Operator/Fiscal Agent's Issuance 2014-02 for policies and procedures related to these special initiatives.

II. MONITORING TOOLS AND CHECKLISTS

This issuance includes the following Tools and Checklists Attachments:

- **WIOA Adult Monitoring Tool**
- **WIOA DLW Monitoring Tool**
- **WIOA Youth Monitoring Tool**
- **Monitoring Tool for On-the-Job (OJT) Training** used for desktop review of participant OJT files
- **Worksite Monitoring Tool for OJT** used by FEC Workforce Development Executives (WDEs) to monitor worksites for a single participant
- **Worksite Monitoring Tool for OJT** used by FEC WDEs to monitor worksites for multiple participants
- **Monitoring and Report Card for Internship/Subsidized Paid Employment/Work Experience** used for desktop review of participant files

- **Worksite Monitoring Tool for Internship/Subsidized Paid Employment/Work Experience** used by FEC WDEs to monitor worksites for a single participant
- **Worksite Monitoring Tool for Internship/Subsidized Paid Employment/Work Experience** used by FEC WDEs to monitor worksites for multiple participants
- **Equal Opportunity and Non-Discrimination Monitoring** – Client interview for Equal Opportunity compliance
- **Equal Opportunity and Non-Discrimination Monitoring –** Employee and staff interview for Equal Opportunity compliance

ONE STOP OPERATOR/FISCAL AGENT'S ISSUANCE NO 2014-06, Modification. 01

ORIGINAL ISSUANCE DATE: March 18, 2014
REVISION DATE: July 1, 2015
TO: All FEC Staff
FROM: Clyde McQueen, President/CEO
SUBJECT: **Fiscal Monitoring Of Subcontractors Procedures**
EFFECTIVE DATE: July 1, 2015

BACKGROUND: This issuance describes the Financial Monitoring Review, Process and Monitoring Tools used to monitor the Contractor/One Stop Operator or sub-recipients' financial management system and financial transactions.

ACTION: The attached Financial Monitoring Procedures should be implemented immediately.

QUESTIONS: Questions may be directed to Tirhas Kidane at Extension 1249.

FISCAL MONITORING OF SUBCONTRACTORS

I. PURPOSE

- The Financial Monitoring Review will be performed to comply with applicable statutory and regulatory requirements
- To determine that FEC subcontractors' fiscal control and accounting procedures are in accordance with generally accepted accounting principles (GAAP)
- To ensure the adequacy of internal controls and the reliability of the sub-recipient's financial management system as they relate to the contract.

- To ensure that the sub-recipient meets the terms and conditions of the contract, fiscal goal or requirements, and that amounts reported are accurate, allowable, supported by documentation and properly allocated.

II. General

Financial monitoring shall include a review of at least 6 month of Contractor/One Stop Operator or sub-recipients' financial transactions. This review includes, but is not limited to, reviews of the following accounting process:

- Adequacy of financial management systems
- Internal Controls
- Reimbursement request procedures, including Source documentation.
- Cash Management
- Cost Allocation
- Procurement & Property Management Systems
- Program Income/Stand-in/In-Kind Costs
- Financial Reporting
- Allowability of costs/matching funds
- Interest Earned on Advances

GENERAL CONSIDERATIONS:

- Review of the fiscal terms and conditions of the contract between FEC and the subcontractors.
- Review the accounting system to ascertain if a self-balancing accounting system is being maintained which records all assets, liabilities, revenues, expenditures and fund accounts.
- Determine if the contractor has written accounting policies and procedures.
- Review of the subcontractors audit requirements and obtain copies of previous year audit reports with management letter comments if there is any.
- Review of prior monitoring findings; the monitor shall inquire: If the discrepancies from the previous monitoring visit been resolved?
    - If yes, test the assertion
    - If no, include in the findings
- Determine if the financial statement reports the funds under monitoring; independent from the other funds.

INTERNAL CONTROLS

- Review the contractors internal control procedures and ensure adequate segregation of duties.
- Review fidelity Bonding, commercial and general liability and workers compensation Insurance Policy, E-Verify documentation for compliance

SOURCE DOCUMENTATION:

- Review the specific provisions of the contract as they relate to Reimbursement Method and budget.
- Review the Contractor's reimbursement request file to determine:
    - Copies of requests are maintained in reviewable fashion.
    - Reimbursement requests are prepared and submitted accurately.
    - All documentation to substantiate requested amount is maintained with contractor's copy of reimbursement request.
    - For actual cost reimbursement contractors, ensure that expenditures are within approved budget.
    - Trace reimbursement request to General ledger for reporting accuracy.
    - Review trail balance is prepared periodically and review for completeness and accuracy pertaining to the program funs
- Examine payroll records to determine whether:
    - A payroll journal is maintained.
    - Indicates check number of paychecks.
    - Payroll checks are traceable to a payroll journal.
    - Payroll disbursed can be traced to tax returns.
    - Payroll tax returns are filed on time.
    - All payroll taxes are current and paid.
    - Timesheets are approved by management before processing, payroll.

CASH MANAGEMENT

- Determine that all funds received are deposited within twenty-four (24) banking hours after receipt, with a bank that is FDIC insured.
- Examine check disbursement to determine the following:
    - All checks are pre-numbered and safeguarded properly
    - All voided checks are canceled and retained.
    - Checks outstanding over sixty days are investigated and voided periodically.
    - Blank checks and un-delivered checks are safeguarded.
    - "Cash Checks" are PROHIBITED.
    - Signing of blank checks is PROHIBITED.

- Examine bank reconciliation procedure to determine whether it:
    - Is done periodically.
    - Identifies first and last check numbers used.
    - Itemizes outstanding checks.
    - Checking account has FDIC coverage and Collateral Security are adequate for cash on hand.
- If Subcontractors receive advance cash determine if they have met the Cash excess Requirement.
- If Contract had advance - ensure it doesn't exceed cash requirements of 3 working days. And have they reporting Interest Earned on advance

COST ALLOCATION

- Select disbursements documents on a sample basis (for the size refer to the minimum Sample size Section) and determine:
    - Examine expenditures to determine if they are allowable under the terms of the contract, and OMB Circular etc.
    - Examine the basis for allocating payroll:
    - Review any cost allocation system.

PROCUREMENT

- Determine if the contractor is following the Procurement system guidelines that meet the state and federal regulations.

- If contractor has any inventory funded by the current contract - verify inventory records.

PROGRAM INCOME/STAND-IN/IN-KIND COST

- Determine standing cost is being accounted for and reported as necessary.
- Determine if program income is established, especially for Fixed Unit price contracts.

PERFORMANCE

- Review and asses contractors' performance as to the goals set in the contract.

Since FEC conducts 100% documentation, desk review at the time of payment, fiscal documentation will be limited to, tracing to general ledger and review copies of copiers of check.

III: Monitoring Instruments

The monitoring shall be conducted with the Fiscal Monitoring questionnaire that is shown in Attachment 1

IV. Monitoring Process

A. Notification

Contractors/program operators may be notified by telephone or letter of scheduled monitoring visits, with the visit scheduled by mutual consent. An exit interview is tentatively scheduled. The administrative Entity reserves the right to make "surprise visits".

B. Desk Review

Prior to the start of monitoring visit, review the subcontractors' monitoring file and note any problem areas noted in prior fiscal monitors reports as well as any variances from plan that will need to be expressed as findings in the monitoring report.

C. Entrance Conference

An entrance conference is conducted to discuss the purpose and scope of the fiscal monitoring. Interviews are set up with staff and arrangements made to access financial records and reports and designation of working space for monitors. The time and date of the exit interview is scheduled.

D. On-site Review

1. Among other items, on-site monitoring review of each subcontractor assesses compliance with:

- Uniform fiscal and administrative requirements codified in Federal law and regulations (OMB Circular A-110 – non-profit agencies and higher educational institutions)
- Subrecipient audit requirements contained in OMB Circular A-133 and any corrective action mandated by the State to resolve any resulting audit exceptions
- Allowable cost/cost principles contained in applicable OMB Circulars A-87 and A-122.
- Section 184(a)(4) of the WIA and Title 29 Part 95 (Institutions of Higher Education, Hospitals, and Other Non-Profit Organizations)
- Government-wide debarment, suspension, and drug-free work place requirements
- Lobbying restrictions
- Prohibitions against nepotism

D. EXIT INTERVIEW

The monitor will inform the contractor/program operator that the preliminary findings discussed in the exit interview will be transmitted to them formally by letter and corrective action will be required if needed

E. Reporting

The Monitor report will be written and submitted to FEC within tend working days of the Exit conference. Such report will include:

a. Problems noted.

b. Corrective action recommended.

- Match findings and Recommendations

  E.g., Finding # 1 / Recommendation # 1

  Finding # 2 / Recommendation # 2

c. Request for corrective action.

If corrective action plan is going to be required, schedule a meeting after issuance of the written report when this corrective action plan can be negotiated with the contractor.

d. Action taken.

- The report should address each area reviewed as part of the monitoring visit and include the Fiscal monitoring checklist that is used during the visit The monitor shall ensure that the interview notes or other document fully support the findings that he/she is going to express

- A copy of this monitoring report and will be sent to the subcontractor by transmittal letter signed bye the President/his designee. This report will also be distributed to FEC Senior management for information purpose

F. FOLLOW-UP

- Responses for monitoring reports shall be made by Contractors within two (2) weeks of receipt of reports.

- During follow-up, FEC fiscal staff will ensure that all noncompliance issues identified during the monitoring have been rectified.

ATTACHMENT 1

Subcontractors Fiscal Monitoring Questionnaire

Agency Name:_____

Reviewer: _____

Date:_____

FINANCIAL MANAGEMENT SYSTEM

A.	ACCOUNTING/REPORTING SYSTEM	YES	NO	N/A
1.	Does the Grant Recipient maintain a self-balancing, double entry, accounting system, which records all assets, liabilities, fund balances, revenues and expenses? Review.	____	____	____
2.	Does the accounting system prevent expenditures in excess of the total contract amount?	____	____	____
3.	Are subcontractors included in the accounting system?	____	____	____
4.	Are contract progress reports/reimbursement requests submitted to the Administrator on a monthly basis?	____	____	____
5.	Can the financial reports be traced to the accounting system?	____	____	____
6.	Is the sub-contractor retaining copies of state financial management system guidelines provided by Administrator?	____	____	____

Comments:

B. **INTERNAL CONTROL SYSTEM**

Are the following minimum separation of duties maintained?

		YES	NO	N/A
1.	Input or approval of time and attendance records separated from disbursal of payroll checks? Review.	____	____	____
2.	Reconciliation of bank account separated from the preparation or recording of checks? Review Signatures/sample reconciliations.	____	____	____
3.	Preparation of checks separated from the disbursal of checks?	____	____	____
4.	Approval of a contract separated from verification of receipt of merchandise or services? Review signature.	____	____	____

C. **CASH MANAGEMENT**

1. Cash Receipts

a.	Are funds deposited in a bank with FDIC insurance?	____	____	____
b.	Are funds in excess of FDIC collaterally secured? (If yes, ask for agreement)	____	____	____
c.	Is there any check log or other tool which can be used to determine that checks are deposited in a timely manner?	____	____	____
d.	If yes to (c) above, is there a regular comparison of the date?	____	____	____
e.	Have you received any cash advances ?			

	____	____	____

2. Cash Disbursements

a.	Are all checks pre-numbered?	____	____	____
b.	Are all voided checks cancelled and retained?	____	____	____
c.	Are outstanding checks periodically voided?	____	____	____
	How often _____	____	____	____
d.	Are blank checks safeguarded? Describe:	____	____	____
e.	Are undelivered checks safeguarded? Describe:	____	____	____
f.	Are mechanical check signers used?	____	____	____
	Adequately safeguarded? Describe:	____	____	____

		YES	NO	N/A
g.	Is drawing checks payable to CASH prohibited?	____	____	____
h.	Is check signing in advance prohibited?	____	____	____

3. Signature authority - Describe local signature policy.

4. Bank Reconciliation

a.	Are reconciliations done at least monthly?	____	____	____
b.	Are statements obtained directly from bank?	____	____	____

c. Is the employee responsible independent of cash handling or check signing? ____ ____ ____

d. Review a bank reconciliation. ____ ____ ____

e. Does the bank reconciliation procedure require:

1. Accounting for check numbers used? ____ ____ ____

2. Comparing all checks, including voids, to verify, Number, amount, and payee? ____ ____ ____

3. Inspecting check endorsements? ____ ____ ____

4. Investigating outstanding checks for long period? _____(period) ____ ____ ____

5. Tracing and reviewing bank transfers? ____ ____ ____

6. Itemizing outstanding checks? ____ ____ ____

5. Initiation of purchase orders separated from the selection of vendors? Review signatures. ____ _____ ____

6. Deposit of checks separated from the reconciliation of the bank statement? Review signatures. ____ ____ ____

D **BONDING**

1. Are all personnel having access to or control over the receipt or deposit of program funds, or the preparation or the issuance of checks, bonded at the following minimum levels?

	YES	NO	N/A
a. Contracts less than $500,000 in an amount which is at least			

$50,000? ____ ____ ____

b. Contracts of $500,000 or more in an amount which is at least $100,000? (Review bond directly) ____ ____ ____

c. Contracts of $50,000 or less an amount equal to the contract? ____ ____ ____

2. Which personnel are bonded? Amount?
Comments:

C. **ALLOWABLE/DISALLOWABLE COSTS**

1. Is the person approving payment reviewing each document for allowability? ____ ____ ____

2. Is the person approving payment initialing or signing for payment approval? ____ ____ ____

3. Is there a formal written allocation plan and/or procedure? ____ ____ ____

4. Describe the allocation procedure and the basis for the allocation:

5. Are WIA/WTW costs consistent with other non-Federally sponsored programs? ____ ____ ____

6. Does the Grant Recipient have a copy of the:
   a. Appropriate OMB Circular to check questionable items? ____ ____ ____

   b. Copy of the Workforce Investment Act? ____ ____ ____

		YES	NO	N/A
	c. Federal regulations?	____	____	____
	d. State guidelines?	____	____	____
F.	**PAYROLL SYSTEM**			
1.	Are time and attendance reports for staff available?	____	____	____
2.	Does the timesheet show an allocation by activity, if applicable?	____	____	____
3.	Is it reviewed for accuracy?	____	____	____
4.	Obtain a sample time and attendance report.	____	____	____
5.	Are leave reports required?	____	____	____
6.	Do leave reports require a signature and approval?	____	____	____
7.	Are accumulated leave records maintained?	____	____	____
8.	Examine an accumulated leave record.	____	____	____
9.	Are internal controls on payroll adequate with at least:			
	a. Separation of duties between preparation of payroll and distribution of checks?	____	____	____
	b. Separation of distribution of payroll from time keeping and bank reconciliation work?	____	____	____
	c. Rotation of duties between all payroll functions?	____	____	____
	d. Formalized system of additions, deletions, and/or changes to payroll, with approval process?	____	____	____

e. Payees required to sign upon receipt of check, if not directly mailed? ____ ____ ____

f. Cash payrolls prohibited unless specifically approved by the Full Employment Council, Chief Fiscal Office? ____ ____ ____

YES NO N/A

g. Review and proofing of all clerical functions throughout payroll process? ____ ____ ____

Comments:

G. **PROPERTY MANAGEMENT**

1. Does the property management system allow the WIB to have clear title to all personal and real property procured with WIA or other federal funds and have a unit pricee greater than 5,000? Review. ____ ____ ____

2. Is the disposition (sale, trade or other) of any personal or real property approved by WIB? Review ____ ____ ____

3. Do contracts and leases contain an escape clause for the discontinuance of funding? Sample. ____ ____ ____

4. Does the WIB coordinate and document transfers of equipment between itself and/or its sub-recipients? Review ____ ____ ____

5. Has the WIB established an inventory for all equipment and equipment systems of over $5,000? ____ ____ ____

a. Is an annual inventory made of all such equipment? ____ ____ ____

	Properly reconciled?	____	____	____
b.	Is the annual inventory documented? Review			
	Date of last inventory_____	____	____	____
c.	Is a separate inventory of items of equipment or equipment systems exceeding $5,000 maintained?	____	____	____
	Review.			
d.	Is all equipment numerically identified?	____	____	____
e.	Does the inventory record all of the following elements?			
	Description of the equipment			
	Serial number (if applicable)	____	____	____
	Source of property (CETA transfer or contract number)	____	____	____
	Acquisition date	____	____	____
	Item cost	____	____	____
	Condition of property	____	____	____
	Location of property	____	____	____
	Ultimate disposition data	____	____	____
		____	____	____
F .Do you have any program income/standing cost?				
If yes, have you reported it to FEC ?				
		____	____	____
		____	____	____
		____	____	____
		____	____	____
		____	____	____
		____	____	____
		____	____	____
		____	____	____

PERFORMANCE RELATED QUESTIONER

How many participant you planned to serve during this contract period?

How many have you actually served todate?

If contractor did not meet performance goals? What is the corrective action plan in place?

10. Business Services Plan

Kansas City and Vicinity and Eastern Jackson County

Regional Business Services Team

The Business Services Regional Team will collaborate efforts within multi organizational units to provide a strategic and comprehensive business engagement and development for the Kansas City and Vicinity which includes a focus on industries with increasing employment opportunities within a variety of sector with primary focus on growth industries such as Advanced Manufacturing, Healthcare, Information Technology, Transportation and Logistics, Business Services and Finance.

The goal is to strengthen Kansas City's global competitiveness by training and development of workforce through innovative processes and partnerships and to provide full business services to small, mid-sized and large companies, helping them obtain skilled and diverse workforce to grow their business.

Several collaborative meetings were held in 2015 and 2016 to create a cohesive plan and a Service Metrics which is used to compare choices relative to criteria like service level delivery, demographics and tools used to provide services to employers in Ray, Platte, Cass, Clay and Jackson counties in Missouri in collaboration of the following organizations:

- The Full Employment Council, Inc.
- Missouri Division of Workforce Development
- Missouri Veterans Administrations
- Missouri Vocational Rehabilitation
- Rehabilitation Services for the Blind

This tool can be used effectively by individuals across all partner agencies, it is also intended to help the project teams with decision making and execution of effective and comprehensive employer services to reduce duplication of services. This will allow the team to focus on the best things to do, not everything they could do, dramatically increasing the chances for implementation success. The teams will provide delivery of services with following guideline:

- Limit hidden agendas by surfacing the criteria as a necessary part of the process.
- Increase the chance of follow-through because consensus is sought at each step in the process (from criteria to conclusions) with" more feet on the street".
- Reduce the chances of duplication of service.

- Leverage one another's resources to provide a wider range of services and adhere to single point of contact policy.

Missouri Vocational Rehabilitation

The Missouri Vocational Rehabilitation Program assists eligible persons with disabilities in obtaining and maintaining quality employment.

Eligible job seekers must have a documented physical , mental health, intellectual, or medical disability that keeps the candidate from finding, keeping, or advancing in a job.

Services provided include:

Guidance and Counseling – Information about previous work, education/training, interests and capabilities, rehabilitation needs and employment goals is gathered to help the job seeker develop a plan for employment. Guidance is provided to help the job seeker achieve suitable employment.

Vocational Exploration – Interest and ability assessments as well as trial work experiences and job shadowing are some techniques used to determine a suitable employment goal.

Vocational Training – Training necessary to prepare the job seeker for employment in the identified employment goal is provided. This can include tuition/fees, books / supplies for education in a college, university, trade school, community rehabilitation program, or on the job training program

Job Seeking Skills and Job Placement – job related tools and licenses, help in developing job seeking skills, assistance finding a job, transportation costs necessary to participate in a training program or to conduct a job search.

Transition Services – working in conjunction with local school districts services are provided with a student is still in school. Services primarily consist of planning and preparing for when student graduates or exits the school system.

Supported Employment Services – Provided for individuals with more significant disabilities, which require special on the job supervision to maintain working in a competitive integrated employment setting.

Rehabilitation Technology Services - Assistive devices (such as artificial limbs, wheel chairs, hearing aids, etc.) help job seekers to maintain or improve functional capabilities and independence. This can include evaluation, design, adaptation, or technical training.

Business Outreach – Assists businesses in developing strategies for handling disability related issues. Consults with businesses to provide worksite assessments, information regarding tax breaks, and follow up support

Website: http://dese.mo.gov/adult-learning-rehabilitation-services/vocational-rehabiltiation

REHABILITATION SERVICES FOR THE BLIND

PROGRAMS AND SERVICES

VOCATIONAL REHABILITATION PROGRAM

This program assists people with visual impairment to prepare for and successfully engage in employment. Services include:

- *Assessment of barriers to employment*
- *Vocational guidance and counseling*
- *Physical and mental health services*
- *Specialized training for the individual to function safely*
- *Vocational services for high school students*
- *Tuition and maintenance for college and vocational training.*
- *Employment related tools, accommodations and equipment*
- *Job development, coaching and OJT*
- *We receive Federal and state grants and provide services to our clients free of charge*
- *Provide services to the Deaf Blind community in agreement with Vocational Rehab.*

Our mission is to create opportunities for eligible blind and visually impaired persons in order that they may attain personal and vocational success.

OLDER BLIND SERVICES PROGRAM

This program offers services to seniors with visual impairments age 55 and older. Our goal is for them to live as independently as possible. Rehabilitation Teachers and Mobility Instructors are able to provide training along with specialized aids to improve their ability to function in the home and community safely.

INDEPENDENT LIVING REHABILITATION PROGRAM

This program provides in home services for people with visual impairment age 55 and younger. The rehabilitation teacher will provide training on activities of daily living. This might include cooking, travel, sewing, hygiene, entertainment and communication.

Veterans Administration

LVER

ESSENTIAL FUNCTIONS AND RESPONSIBILITIES:

- Facilitate employment, training and placement services for veterans.
- Maintain regular contact with regional community leaders, employers, labor unions, training programs, and employer organizations for the purpose of keeping them advised of eligible veterans and eligible persons available for employment and training. *(On site visits required throughout the area of responsibility)*
- Encourage employers and labor unions to employ eligible veterans and eligible persons and conduct job development, on-the-job training and apprenticeship programs for veterans. *(On site visits required throughout the area of responsibility)*
- Promote and monitor the participation of veterans in federally funded employment and training programs, monitor the listing of vacant positions with State employment agencies by Federal agencies, and report to the Director for Veterans' Employment and Training for the State concerned any evidence of failure to provide priority or other special consideration in the provision of services to veterans as is required by law or regulation
- Responsible for providing quarterly reports to the manager of the office and to the Director for Veterans' Employment and Training for the State regarding compliance with Federal law and regulations with respect to special services and priorities for eligible veterans and eligible persons.
- Provide workshops and training to employers, and Career Center staff.
- Provide veteran related resources to career center staff.
- Document all services and activities in Toolbox as required by program guidelines.
- Perform other related work as assigned.

Business Services

Kansas City and Eastern Jackson County

The focus will be on penetrating the five county areas served by the Full Employment Council (FEC) and to increase and diversify of the employers with ground first hand intelligence to support employment and development of skills to meet current and future needs of area employers. By utilizing FEC's skill in partnership and employer development, the focus of employer services team will be the engagement of employers in growth industries and sectors within each county and regions of Kansas City vicinity and

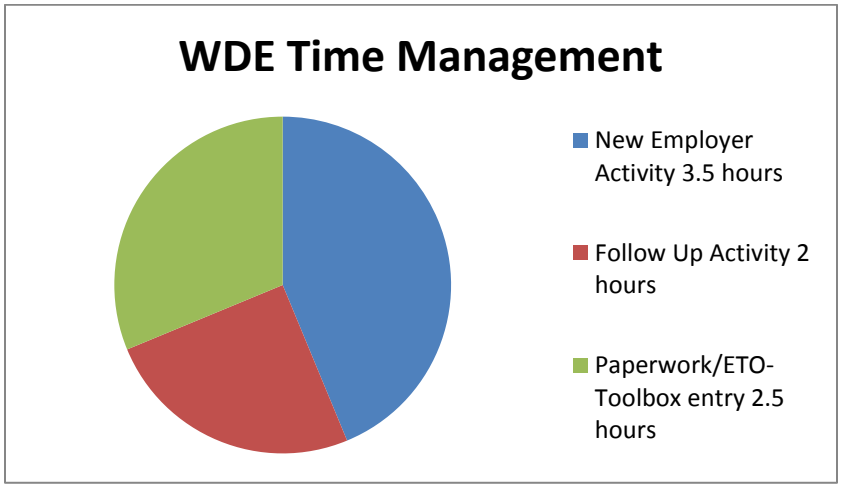
Eastern Jackson Counties which will include manufacturing, healthcare, transportation/logistics, business services, finance and IT. Focus on both the private and not for profit sector will be done in order to meet the goals of our service regions.

The Full Employment Council has an *employment and training strategy* that outlines a workforce development plan that focuses on employer's needs for skilled workers as well as training applicants to meet shortages of talent for all growing industries in the region. Job development, recruitment and training of new employees; recruitment for employer hiring needs utilizing Labor Market information to also allows for geographic-specific recruitment, and providing technical advice in high turnover situations.

The intent of targeted employer engagement and building of long term relationships with employers in the region in all growing industries is to provide customized recruitment services with innovative processes that places the Full Employment Council in an advantage of becoming the first source of recruitment for employers who have current and future employment needs.

Employer Development Approach:

- Workforce intelligence to identify in-demand jobs, industries, skills, requirements, competencies and career pathways.
- Onsite interview with employers.
- Employment & training strategy MOA signed between FEC and the employer.
- Resources and funding to develop a more skilled workforce.



WDE Reporting and Tracking of Efforts

<u>Weekly Plan of Action</u>

Workforce Development Executives will provide a weekly Plan of Action which will outline all planned activities such as target job development, Employer Presentations scheduled, Business After hours, Employer Hiring initiatives, Employer services paperwork, Employer research and inter agency activities and functions with a high focus on developing strong employer partners in every region, industry and sectors served.

Weekly Reports

Weekly reports will provide information and outcomes for the previous week as well as cumulative information regarding external employer engagement and development and inter agency activities and functions to perform in concert with the Career Center programs to ensure timely placement of applicants from various programs in jobs within the growth industries with livable wages.

The reports will include information in all areas listed below:

- Goals vs. Actual
- Number of Employers Contacts
    - Company Name
    - Contact Info including address, email and phone number
    - Industry
    - Sector
    - Region
    - County
- Results of Contacts (Presentation, Job Order, Hiring Fair, Resumes)
- Placement (Direct, OJT, Internship, Work Experience)
- Current Activity (Must include - Employer name, Pay rate, Title, Industry)
    - OJT
    - Internship
    - Work Experience
    - Direct Placement
- Hiring Events
    - Event Date
    - Event location
    - Number Hired
- Retention
    - OJT
    - Internship
    - Work Experience
    - Direct Placement

Employer and Sector Development Strategy

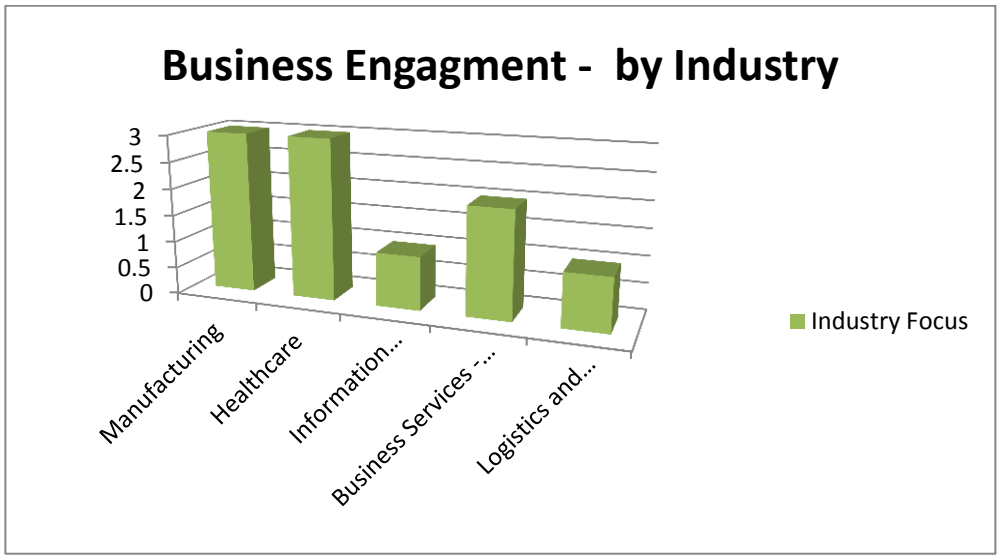
Kansas City and Eastern Jackson County Regions

The Full Employment Council's employer development strategy is focused on engagement of employers in growth and emerging industries and sectors within each county and regions of Kansas City vicinity & Eastern Jackson counties which will include healthcare, manufacturing, information technology, transportation/logistics, business services and finance. Focus is on both the private and non-for profit sector to meet the needs of businesses to find workers through workforce solutions to meet the goals of the service regions.

The Full Employment Council has an *employment and training strategy* which outlines a workforce development plan that focuses on employer's needs for skilled workers as well as training applicants to meet shortages of talent for all growing industries in the region. Job development, recruitment and training of new employees, for employer hiring needs utilizing Labor Market information also allow for geographic-specific recruitment, and providing technical advice in high turnover situations.

The intent of targeted employer engagement and building of long term relationships with employers in the region within growing industries and to support their recruiting to provide custom services with innovative processes that places the Full Employment Council in an advantage of becoming the first source of recruitment for employers who have current and future employment needs. This is also to help employers find skilled and trained workforce with an emphasis to support the regional economies.

Employers will also be identified to support the changes in and new approaches to workforce systems to create employment opportunities that will including Priority of service for adults and also individuals with barriers with an emphasis on veterans, youth, seniors, ex-offenders and low-income individuals.



Business Engagement

Business targeting and engagement activities will be conducted using a planned workforce intelligence approach to identify key employers within the identified sectors for in-demand jobs, within industries addressing skills gap, hiring requirements, and competencies and career pathways.

Business engagement will focus on the following:

- **Existing Industry Sectors and Occupations** – Identifying the industries and occupations for which there is existing high demand and providing support.

- **Emerging Industry Sectors and Occupations** – Research and analysis of occupations for which demand is emerging within the regions and industries.

- Targeting business and industry sectors and occupations - Identifying the job skills necessary to obtain current and projected employment opportunities:
- Work with local economic development entities to engage, support and retain local employers and connect them with the services of the Americas Job Centers.
- Translate specific workforce needs to the local workforce system and communicate it to industries and businesses to better engage them with the career center services.
- Call on local businesses to discuss workforce needs and service solutions offered by the public workforce system.
- Facilitate local forums and/or roundtable discussions groups in conjunction with industry Associations, intermediaries and economic development organizations to solicit input from employers to expand employers in all covered jurisdictions regarding their employment and business retention needs.
- utilize Labor market information and research businesses in their respective regions by using the many on-line resources:
- Missouri Economic Research and Information Center (MERIC) accessed at www.missourieconomy.org
- O*Net Online accessed at www.onetonline.org
- North American Industry Classification System (NAICS) accessed at www.naics.com

Employer Advisory Group's role

The *Employer Advisory Group* will consist of a network of employers within specific growing and emerging industries and sectors who will partake in conversations and roundtable sessions which are convened by the Full Employment Council for growing and development of talent within the region it also allows a platform from which first hand data is obtained on where they have greatest needs and what skills are required to obtain jobs with good wages. This model also allows for the training providers to create specific training crafted by experts in target industries in both traditional and non-traditional training tracks.

The outcome from each roundtable discussion will also allow the development of a competitive workforce that will secure our region's growth, opportunity, and vitality for many years to come through an innovative, employer-driven model which will help build a workforce skilled for each industry and meet the competencies that are most in demand.

The high level of employer engagement and customization involved is designed to ensure that the individuals who complete the program can immediately begin adding value for a new employer.

Training Sequencing

The sequencing of classroom training and on-the-job training or paid internships and apprenticeship programs will be determined by the Full Employment Council and this will allow the *Employer Advisory Group*, and educational partners for each project within each industry and sector to maximize the likelihood that participants rapidly develop the necessary competencies.

Program participants may be eligible for on-the-job training. Through this program, FEC can reimburse employers 50% of employee wages for on-the-job training. FEC will assist in identifying and pre-screen participants, but employers themselves retain full control over all hiring and placement.

Program participants may also be eligible for “try-out” or “audition” employment, in the form of internships where FEC will pay the full cost of an internship stipend for a few weeks. Job seekers get the benefit of paid work experience, valuable training, and the opportunity to demonstrate they would be good fits at the companies where they are placed; employers are able to minimize the risk involved in making a new hire, as they carry none of the personnel costs for the potential employee. Again, FEC will pre-screen potential internship participants, but employers have full control over all selection and placement.

11. MOU between the Local Workforce Development Board and the Community Colleges

Local Workforce Development Board Memorandum of Understanding

EASTERN JACKSON COUNTY

ONE-STOP DELIVERY SYSTEM FOR JACKSON COUNTY EXCLUSIVE OF THE CITY OF KANSAS CITY, MISSOURI

Workforce Innovation and Opportunity Act (WIOA)

Perkins Career and Technical Education

Metropolitan Community Colleges- Blue River

Agreement to Coordinate with One-Stop Delivery System Partners

I. Introduction

This Memorandum of Understanding (MOU) establishes the spirit of cooperation and collaboration by the Eastern Jackson County Workforce Investment Board ("the Board"), and the One-Stop Delivery System signatory partner ("the Partners") hereafter referred to as **Perkins Career and Technical Education Metropolitan Community Colleges- Blue River.** This MOU describes funding stream and strategy **Perkins Career and Technical Education Metropolitan Community Colleges- Blue River** agency will use to the mutual customers of job seekers and employers, through an integrated system of service delivery operated at one comprehensive site, called Missouri Job Center.

The comprehensive site is located at the following for Eastern Jackson County

Eastern County Jackson Region
15301 East 23rd Street
Independence, Missouri 64055

We understand that the development and implementation of these sites will require mutual trust and teamwork between the partnering agencies. We further understand that our joint team objective for the region is to:

(1) Provide job seekers up to date labor market information about where the jobs, careers, and the sectors they comprise are available in the Eastern Jackson County area;

(2) Be aware of the training programs that prepare job seekers for these careers and refer job seeking customers to those training courses that have positive results in course completion, certification attainment , and job placement into the appropriate career sector;

(3) Career center staff will provide appropriate career counseling and customer follow-up to facilitate course completion, certification where appropriate, and job retention;

(4) Facilitate classroom training for in-demand occupations leading to career path ways in the Greater Kansas City region;

(5) Maintain an up to date support service network to insure that job seeking clientele have appropriate information and or support in areas which include but are not limited transportation, childcare, emergency assistance, etc.

(6) Facilitate On-the-Job Training, where employers train persons on the job to aid career pathways through work-base learning;

(7) Promote apprenticeship models to individuals that combine work-base learning and classroom training, resulting in careers with credentials/classifications.

For employers we will provide services:

(1) Focus upon the single point of contact to the maximum extent possible to increase customer service and enhance program offerings;

(2) Refer clients that meet the minimum job requirements of the positions provided the public workforce system;

(3) Utilize training that uses Work based learning and or classroom instruction as appropriate;

(4) Incorporate into training curricula and program offerings increased emphasis on the socio-emotional, communication, and team-based work competencies critical to competitive work places in a global economy;

(5) Interact with business associations, chambers of commerce, and economic development organizations to acquire real time workforce intelligence regarding entry-level, intermediate and advance skill requirements for regional workforce needs.

Perkins Career and Technical Education Metropolitan Community Colleges- Blue River agency and other core partners recognize the consistency of team effort that will be required to meet these dual customer objectives:

WIOA-required One-Stop Partners, as indicated below:

1. WIOA Adult Program (Title I)
2. WIOA Dislocated Worker Program (Title I)
3. WIOA Youth Program (Title I)
4. Job Corps (WIOA Title I)
5. YouthBuild (WIOA Title I)
6. WIOA Indian and Native American (INA)programs
7. WIOA Migrant and Seasonal Farmworker Programs - Migrant Farm Worker employment and training activities
8. Wagner-Peyser labor-exchange/employment programs services
9. Adult Education and Literacy (AEL) (Title II) activities
10. Vocational Rehabilitation (VR)
11. The Senior Community Service Program and employment activities
12. Perkins Career and Technical Education and Post-secondary Vocational Education activities
13. Trade Adjustment Assistance
14. Jobs for Veterans State Grants and Veterans employment and training activities
15. Community Services Block Grant employment and training Activities
16. U.S. Dept. of Housing and Urban Development employment and training activities.
17. Missouri Division of Employment Security programs, authorized under State Unemployment Compensation Law activities

18. Reintegration programs for eligible offenders, Second Chance offender workforce-reentry programs
19. Temporary Assistance for Needy Families (TANF) and Division of Social Services Programs

II. Strategic Vision

The purpose of the Missouri Job Centers is to advance the economic well-being of the local workforce development area by developing and maintaining a quality workforce. The centers shall serve as focal points for local and regional workforce-innovation initiatives. Achieving this will require delivering high-quality and integrated workforce innovation, education, and economic-development services for jobseekers, incumbent workers, and employers summarized as follows:

- Partnerships and Program Alignment – One-Stop System and Centers; Services and Customers
- System, Program and Services Access
- Skills and Credentials and Employment
- Career Pathways to Pump Talent Pipelines
- Employer Engagement and Business Services

III. Services to be Provided

The following section details the services that the partners will deliver through the One-Stop System, the agencies responsible for delivering those services, and the revenue sources those agencies will use to fund the services.

Eastern Jackson County One-Stop System

1. **Service Delivery Customer Flow for Adult and Dislocated Workers.**
Local program integration of Adult Career Services of the Next Generation Missouri Career Centers integrated service delivery, integrated customer flow will include three major functions: **(a) Welcome and Assessment, (b) Skill Development**, and **(c) Employment.** These functions will provide career services (basic and individualized), workforce and labor market information, and access to training services. Each function will be led by the following teams:

a) **Welcome and Assessment** function is led by the *Welcome Team* executing the following services:
- Greet and direct customers
- Provide the initial service triage
- Provide the initial skills assessment
- Recommend a service pathway
- Collect initial registration data
- Connect customers with the Skills Development Team, Jobs Team, and initial service delivery

b) **Skill Development** function is led by the *Skills Development Team* executing the following services:
- Provide additional assessment of customer needs and support requirements

- Facilitate career and job-search planning
- Deliver and/or connect customers to skill building services covering work readiness skills, basic skills, computer literacy skills, occupational skills and job search skills
- Oversee and facilitate self-service delivery
- Assist customers in development of job-search skills and tools

c) **Employment** function is led by the *Jobs Team* executing the following services:

- Provide services to job-ready participants
- Job search information, plans, support and advice
- Job matching
- Assessment of job search activities
- Labor market information
- Referrals and hiring process support

(i) Local program integration includes, but not limited to the provisions of the following career services:

- Eligibility determination for Subtitle B of Title I of the WIOA;
- Outreach, intake (which may include worker profiling) and orientation to the information and other services available through the One-Stop Delivery System;
- Initial assessment of skill levels, aptitudes, abilities and supportive service needs;
- Job search and placement assistance and, where appropriate, career counseling;
- Provision of employment statistics information, including information relating to local, regional and national labor market areas including job vacancy listings in such labor market areas; information on job skills necessary to obtain the listed jobs; and information relating to local occupations in demand and the earnings and skill requirements for such occupations;
- Provision of program performance, information and program cost information on eligible providers of training services, eligible providers of youth activities, providers of adult education, providers of post-secondary vocational education activities and vocational education activities available to school dropouts under the Carl D. Perkins Vocational and Applied Technology Act and providers of vocational rehabilitation program activities;
- Provision of information on how the local area is performing on local performance measures and any additional performance information with respect to the One-Stop Delivery System in the local area;
- Provision of information relating to the availability of supportive services, including, at a minimum, child care, transportation available in local areas and referral to such services as appropriate;
- Provision of information regarding filing claims for unemployment compensation;
- Assistance in establishing eligibility for welfare to work activities and programs of financial aid assistance for training and education;
- Follow-up services, including counseling regarding the workplace for participants in workforce investment activities, authorized by WIOA, who are placed in unsubsidized employment for not less than 12 months after the first day of employment, as appropriate.
- Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers, including diagnostic testing and the use of other assessment tools and in-depth interviewing and evaluation to identify employment barriers and appropriate goals;
- Development of an Individual Employment Plan (IEP) to identify employment goals, appropriate achievement objectives and appropriate combination of services for the participant to achieve those employment goals;
- Group counseling;

- Individual counseling and career planning;
- Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills and professional conduct to prepare individuals to unsubsidized employment or training;
- Out-of-area job search expenses;
- Relocation expenses;
- Internships;
- Work experience

(ii) **Training Services.** Next Generation Missouri Career Centers integrated service delivery Training Services in jobs in targeted industries, based on informed decisions using Labor Market Information and other workforce intelligence, that are high-skilled, high wage jobs focus on specific occupations, industries, and types of training, include:

- Apprenticeship training models that integrate classwork training with work-base learning resulting in a credential, and/or work-specific certification/classification;
- Occupational skills training, including training for non-traditional employment;
- On-the-Job Training;
- Programs that combine workplace training with related instruction which may include cooperative education programs;
- Training programs operated by the private sector;
- Skill upgrading and retraining;
- Entrepreneurial training;
- Job readiness training;
- Digital literacy to job seekers is increasingly a prerequisite for career advancement and training programs
- Adult education and literacy activities provided in combination with any of the examples cited above;
- Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of training;
- Maintain performance data on graduation and/or credentialing rates, and/or job placement of specific core courses of curriculum offerings.

This system will be utilize at the comprehensive sites and in some cases as negotiated with partner agencies, some affiliates sites will include but not limited to the following:

1. Program staff will be physically present at the Center.
2. Cross-train partner program staff at the One-Stop Center will appropriately be trained to provide information to customers about the programs, services, and activities available through partner programs.
3. Provide direct linkage through technology to program staff that can provide meaningful information on services.

2. Youth Program Services

Workforce Innovation Opportunity Act (WIOA) funded programs for Out-of-School Youth (OSY) and In-School Youth (ISY); targeting young people that face at least one barrier to employment. Because many of the young people served face an identified barrier, such as homelessness or young adult- parenting thus allows 75% of all youth programming to be expended on youth between 16 -24 years of age targeting drop-outs, homeless and young parenting.

Youth program services will be procured and will be presented through the in-take eligibility, and career service provided by the One-Stop Operator with training, mentoring, and other youth activities provided through core service providers and/or core partners.

14 Required Program Elements

The youth program system will address all 14 of the Required Elements.

1. Tutoring, study skills training, and evidence based dropout prevention strategies that lead to completion of a secondary school diploma or its recognized equivalent or for a recognized post-secondary credential. Tutoring is provided through group and individual instruction based on youth participant needs at every Youth at Work location.

2. Alternative secondary school offerings. All Youth at Work program sites have alternative secondary school offerings with a focus on credit retrieval, college credit, and GED preparation and completion.

3. Paid and unpaid work experiences, that have academic and occupational education as a component of the work experience, which may include:
   a. summer employment opportunities and other employment opportunities throughout the school year;
   b. pre-apprenticeship programs;
   c. internships and job shadowing; and
   d. on the job training opportunities;

4. Occupational skill training, which includes priority consideration for training programs that lead to recognized post-secondary credentials that are aligned with in demand industry sectors or occupations;

5. Education offered concurrently with and in the same context as workforce preparation activities and training for specific occupation or occupational cluster; WIOA youth programs offer many opportunities for youth to enroll in occupational skills training while receiving hands-on experience through partnerships with community and technical colleges.

6. Leadership development opportunities, including community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors; These are offered at all WIOA Youth Career Center Sites, through a variety of approaches including workshops, teambuilding activities, service learning projects, and youth involvement in program planning.

7. Support services are provided at all program sites. Case managers assist youth with access to non-WIOA funded support services such as federal financial aid for tuition and linkages to community organizations. WIOA supportive services are used when other resources are not available for help with emergency costs such as food, transportation, and housing.

8. Adult mentoring for duration of at least twelve (12) months that may occur both during and after program participation.

9. Follow-up services for a minimum 12-month period after the completion of the program; Follow-up services are provided for at least one year after exit. Case managers maintain regular contact and assist youth with educational plans, job search needs and other issues. Supportive services are available to youth during this time.

10. Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling, as appropriate to the needs of the individual youth;

11. Financial literacy education; WIOA youth participants receive financial literacy education through One- Stop Center and partnerships with local banking institutions.

12. Entrepreneurial skills training - youth receive entrepreneurial skills through partnerships

13. Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services; and

14. Activities that help youth prepare for and transition to post-secondary education and training.

3. WIOA Employer Services

Business services offer the following to all businesses seeking help with hiring and meeting other workforce needs. Leading, organizing, and coordinating the following:

- Provide Job-driven needs and real-time business intelligence
- Assessing businesses needs
- Posting and distributing employer job listings
- Sourcing and screening candidates
- Industry-focused and personalized employer engagement events including job fairs, employer panels, recruiting events, and mock-interview sessions
- Development of internships, mentorships, and on-the-job training
- Rapid response assistance for business closures and layoffs
- Other services requested by business customers e.g. wage industry/economic trends,
- provide ongoing support and connection to resources for new-hire training, incumbent worker training,
- Provide labor market information so that businesses keep job postings
- Manage job orders by working with an employer throughout the entire hiring process to assist with competitive description development, sourcing, screening, and connecting employers to the talent pool
- Organize hiring events, provide tailored business services, coordinate rapid response activities, and match employers to qualified workers.
- Manage the business services teams
- Organize and coordinate the delivery of services

Services to hiring employers, to include:

- Job orders and consultation, being responsive to new hiring practices,
- Implementing pre-referral standards (skills, screening),

- Customized recruitment services
- Input job orders in jobs.mo.gov system

4. **Performance Management/ Data Collection**

The workforce system shall publish results of training programs, job placement and job retention statistics, certifications and credentialing of job seekers, and placement of persons in targeted sector occupations.

5. **Continuous Improvement/ Staff Training and Development**

The system shall engage core partners and programmatic staff in cross-training, best-practice distribution, job shadowing, and customer feedback system from employer and job seeker to ensure a customer-friendly, results-oriented workforce system.

6. **Quality Assurance**

Utilizing a third party independent monitoring and evaluations system to ensure the development and execution of on-going quality assurance and verification program to verify performance, policy execution and superior workforce programs.

IV. Shared Funding of Infrastructure

The following table details the non-personnel costs associated with running the Comprehensive One-Stops named, and the allocation of those costs to the various One-Stop Partners

*Financial budgets/terms are under review and pending final approval.

Rent/Leasing of Facilities	Utilities	Maintenance	Equipment	Specialized Technologies

V. Shared Funding of Services

The following table details program services and activities that will be mutually funded by the Partners and the revenue sources the Partners will use to fund those services and activities. Include Functional Leader costs.

*Financial budgets/terms are under review and pending final approval.

Service	Service Description	Revenue Sources	Shared Costs (In-Kind, Cash, Total)	Agencies Sharing Costs

VI. Systematic Referral Process for Job Center Customers

We agree that the Partners will conduct referral for services in the following manner:

1. All customers referred for services will receive a written or electronic referral form with the date, time, and place of the appointment.
2. All referrals will be scheduled within three working days.
3. The individual making the referral will follow up within two working days of the scheduled referral date with the agency.

VII. Human Resources Management

We agree that the Partners will develop commonly accepted expectations for customer service and engagement that are compliant with each individual entity's employee policies. Each Partner will incorporate those expectations into their own employee-performance system and agree to conduct periodic performance reviews in accordance with the requirements of their organization.

VIII. One-Stop Delivery System Performance Criteria

We agree that the One-Stop Delivery System will strive to achieve these standards of quality service for its customers, employees, and Partners:

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

IX. Governance of the One-Stop Delivery System

The ultimate accountability and responsibility for the One-Stop System organizational processes, services, and accomplishments will rest with the Board, the One-Stop operator, and the Partners.

The Board's responsibilities will be:

1. Approve and execute a Memorandum of Understanding (MOU) between the One-Stop Partners that is mutually agreeable to all parties per statutory requirements.

2. Guide and Direct the disbursement of funds for workforce development activities pursuant to the requirements of the WIOA.
3. Facilitate the local plan including policies, standards and operational priorities for the local area; update the plan as required by Division of Workforce Development and Department of Labor.
4. Procure and/or certify the One-Stop Operator(s) and/or terminate a One-Stop Operator for cause, with the agreement of the CLEOs.
5. Conduct oversight of the local One-Stop workforce system, including funding specified in the WIOA, for all Adult, Dislocated Worker and Youth activities
6. Approve grants or contracts for program activities as appropriate
7. Coordinate workforce investment activities with economic development strategies and other employer linkages.
8. Facilitate the coordination of workforce activities.
9. Facilitate the engagement of employers and provide integrated business services.
10. Promote the Workforce system to businesses, community and stakeholders.

The One-Stop operator's responsibilities will be:

The One- Stop Operator responsibilities are carried out in consolidation and collaboration with the consortium of service providers and partners. The One-Stop Operator Consortium coordinates services within the Job Centers and across the One-Stop System, being the primary provider of services within the Job Center and coordinating service delivery in a multi-center area.

1. Facilitate inclusion of partners and integration of services. Consistent with the principles of universal access, customer choice, increased accountability and strong private sector involvement, the One-Stop Operator Consortium will also advance quality improvement methods, customer satisfaction measures and staff development.

2. Direct and coordinate the organizations' processes of developing strategic objectives, as well as creating action plans and related human resource plans to support system direction.
3. Organize and coordinate how the system determines customer/market requirements; expectations and preferences.
4. Develop and coordinate the performance management system and how the system analyzes performance data information.
5. Coordinate how the system enables job seekers to develop and utilize their full potential in alignment with the system's objectives.
6. Lead key aspects of process management, including customer-focused design of products and service delivery, as well as support, supplier and partnering processes involving all partners.
7. Lead, facilitate and coordinate the system's performance and improvement in business service areas – customer satisfaction, financial and marketplace performance, product and service performance, human resources results, supplier and partner results and operational performance.

8. Lead, facilitate and coordinate all employer engagement efforts that reinforce a single point-center approach to meet, to gather workforce intelligence and employer workforce needs.
9. Publish results of training programs and systems.
10. Compose and distribute external communications achievements systems enhance to community stakeholders and the public at large.

The One-Stop Partners' responsibilities will be:

1. Provide access to their programs and services through the One-Stop system (i.e., the local Job Center) either through in person sessions or via electronic/technical means at the Job Center or through the referral system delineated above.
2. Support the development and implementation of One-Stop policies and processes and integrated customer-centered service delivery design
3. Will provide their fair share of infrastructure costs as required by WIOA
4. Coordinate the delivery of services to individual job seekers with other system partners to reduce duplication of service while insure a complete range of service toward a successful career path and self-sufficiency
5. Coordinate employer contact and services to avoid duplicative employer contacts.
6. Share performance data regarding shared customers.
7. The partners shall meet to evaluate One-Stop integration and plan accordingly, on an as-needed basis.

X. Duration and Modification

The parties agree that the terms of this MOU as a whole will take effect as of 2016-07-01 and will continue in effect until 2019-06-30 or such time as any party will modify, extend, or terminate this MOU. Amendments to the MOU may be made upon consensus of all parties at least 30 days prior to the effective date of the change.

The terms of the **shared funding of infrastructure costs** agreed to in section IV will take effect as of 2016-07-01 and will continue in effect until 2019-06-30, or such time as any party will modify, extend, or terminate that subpart of this agreement.

XI. Termination

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

XII. SIGNATURES

The Partners identified below have the authority to commit the Partner Agency they represent to the terms of this Memorandum of Understanding. The Partners agree to participate in Eastern Jackson County One-Stop Center System and to comply with the terms of this Memorandum of Understanding. The level of participation to which the Partners are committed is contingent on continued availability of resources. The benefits Partners expect to receive from this participation are equitable when compared with their contributions.

THE PARTNERS TO THIS AGREEMENT EVIDENCE THEIR ACCEPTANCE OF ITS TERMS BY THEIR SIGNATURES BELOW.

Mark S. James

Signature/ Title

Date

Metropolitan Community Colleges- Blue River
Perkins Career and Technical Education
One-Stop Partner

XIII. SIGNATURES

The Partners identified below have the authority to commit the Partner Agency they represent to the terms of this Memorandum of Understanding. The Partners agree to participate in Eastern Jackson County One-Stop Center System and to comply with the terms of this Memorandum of Understanding. The level of participation to which the Partners are committed is contingent on continued availability of resources. The benefits Partners expect to receive from this participation are equitable when compared with their contributions.

THE PARTNERS TO THIS AGREEMENT EVIDENCE THEIR ACCEPTANCE OF ITS TERMS BY THEIR SIGNATURES BELOW.

Betty Freeman-Boots UPHR — 7-1-16

Signature/ Title — Date

Betty Freeman-Boots, Chairperson of the
Eastern Jackson County Workforce Development Board

XIV. SIGNATURES

The Partners identified below have the authority to commit the Partner Agency they represent to the terms of this Memorandum of Understanding. The Partners agree to participate in Eastern Jackson County One-Stop Center System and to comply with the terms of this Memorandum of Understanding. The level of participation to which the Partners are committed is contingent on continued availability of resources. The benefits Partners expect to receive from this participation are equitable when compared with their contributions.

THE PARTNERS TO THIS AGREEMENT EVIDENCE THEIR ACCEPTANCE OF ITS TERMS BY THEIR SIGNATURES BELOW.

Signature/ Title

7-1-16
Date

Clyde McQueen, Chief Executive Officer
The Full Employment Council
One-Stop Operator

12. Local Competitive Procurement Process

SECTION 320

PROCUREMENT/PROPERTY MANAGEMENT

320.1 General Policy

This policy communicates Full Employment Council (FEC) methods for the procurement of goods and services obtained with Workforce Investment Opportunity Act (WIOA) funds and sets forth the requirements provided by the Office of Management and Budget (OMB) Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, Final Rule Title 2 of the Code of Federal Regulations; 2 CFR 200.

FEC will use documented procurement procedures that reflect State and local laws and regulations, provided that the procurements conform to applicable Federal law and standards identified in 2 CFR Parts 200.317 through 200.326.

FEC will maintain oversight to ensure that contractors perform in accordance with the terms, conditions, and specifications of their contracts or purchase orders.

FEC's Code of Conduct and Conflict of Interest Policy provides standards of conduct covering conflicts of interest and governing the actions of its employees engaged in the selection, award and administration of contracts. No employee, officer, or agent may psuarticipate in the selection, award, or administration of a contract supported by a Federal award if he or she has a real, perceived or potential conflict of interest. Conflicts of interest must be disclosed in writing when known in advance or announced to the voting body. The party must excuse themselves from any further discussion and/or vote on the matter in question. Violations of such standards are subject to disciplinary actions provided in FEC's Code of Conduct and Conflict of Interest Policy.

FEC's procurement procedures will avoid acquisition of unnecessary or duplicative items and promote cost-effective use of shared services by entering into state and local intergovernmental agreements for procurement or use of common or shared goods and services where appropriate.

FEC will award contracts only to responsible contractors possessing the ability to perform successfully under the terms and conditions of a proposed procurement. Consideration will be given to such matters as:

- Contractor integrity,
- Compliance with public policy,
- Record of past performance, and
- Financial and technical resources.

FEC will maintain records sufficient to detail the history of procurement. These records will include, but are not limited to:

- Rationale for the method of procurement,
- Selection of contract type,

- Basis for contractor selection or rejection, and
- The basis for the contract price.

- **Competition** (2 CFR 200.319)

All procurement transactions must be conducted in a manner providing full and open competition consistent with the standards provided in section 200.319 of 2 CFR 200. In order to ensure objective contractor performance and eliminate unfair competitive advantage, contractors that develop or draft specifications, requirements, statements of work or invitations for bids or requests for proposals must be excluded from competing for such procurements.

FEC procurement transactions will contain no requirements that unduly restrict competition as specified in 200.319(a) and (b).

FEC procurement procedures will ensure that all solicitations:

Incorporate a clear and accurate description of the technical requirements for the Material, product, or service to be procured in a manner that does not unduly restrict competition; and
Identify all requirements which the offerors must fulfill and all other factors to be used in
evaluating bids or proposals.

FEC will ensure that all prequalified lists of persons, firms, or products which are used in acquiring goods and services are current and include enough qualified sources to ensure maximum open and free completion. FEC will not preclude potential bidders from qualifying during the solicitation period.

D. Methods of Procurement (2 CFR 200.320)

FEC may use one of the following methods of procurement:

1. Micro-purchases (purchases of $1 - $3,000): Procurement by micro-purchase is the acquisition of supplies or services, the aggregate dollar amount of which does not exceed the micro-purchase threshold (currently $3,000, see Micro-purchase definition). To the extent practicable, FEC will distribute micro-purchases equitably among qualified suppliers. Micro-purchases may be awarded without soliciting competitive quotations if FEC considers the price to be reasonable.

2. Small Purchases (purchases of $3001 - $ $30,000): Small purchase procedures are those relatively simple and informal procurement methods for securing services, supplies, or other property that do not cost more than the Simplified Acquisition Threshold (as of the publication of 2 CFR Part 200, the Simplified Acquisition Threshold is $30,000 but is periodically adjusted for inflation.) If small purchase procedures are used, price or rate quotations must be obtained from an adequate number of qualified sources.

3. Competitive Proposals (purchases of$30,000– and above): The technique of competitive proposals is normally conducted with more than one source submitting an offer, and either a fixed price or cost-reimbursement type contract is awarded. It is generally used when conditions are not appropriate for the use of sealed bids. If this method is used, the following requirements apply:

a. Requests for proposals must be publicized in at least one local newspaper and identify all evaluation factors and their relative importance. Any response to publicized requests for proposals must be considered to the maximum extent practical;

c. Proposals must be solicited from an adequate number of qualified sources;

d. FEC will follow its written method for conducting technical evaluations of the proposals received and for selecting recipients;

e. Contracts will be awarded to the responsible firm whose proposal is most advantageous to the program, with price and other factors considered; and

4. Sealed Bids (Formal advertising) (purchases of$30,000– and above): Bids are publicly solicited and a firm fixed price contract (lump sum or unit price) is awarded to the responsible bidder whose bid, conforming with all the material terms and conditions of the invitation for bids, is the lowest in price.

i. Bids must be solicited from an adequate number of known suppliers, providing them sufficient response time prior to the date set for opening the bids for state, local and tribal governments, the invitation for bids must be publically advertised;
ii. The invitation for bids, which will include any specifications and pertinent attachments, must define the items or services in order for the bidder to properly respond;
iii. All bids will be opened at the time and place prescribed in the invitation for bids, and for local and tribal governments, the bids must be opened publicly;
A firm fixed price contract award will be made in writing to the lowest responsive and responsible bidder. Where specified in bidding documents, factors such as discounts, transportation cost, and life cycle costs must be considered in determining which bid is lowest. Payment discounts will only be used to determine the low bid when prior experience indicates that such discounts are usually taken advantage of; and
Any or all bids may be rejected if there is a sound documented reason.

5. Noncompetitive Proposals (Sole Source): 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:
a. The item is available only from a single source; or

b. The public exigency or emergency for the requirement will not permit a delay resulting from competitive solicitation; or

c. The Federal awarding agency or pass-through entity expressly authorizes noncompetitive proposals in response to a written request from the non-Federal entity; or

d. After solicitation of a number of sources, competition is determined inadequate.

Contracting with Small and Minority Businesses, Women's Business Enterprises, (2 CFR 200.321)

FEC will take necessary affirmative steps to ensure that minority businesses, and women's business enterprises, are used when possible.

F. Procurement Review (2 CFR 200.324)

FEC will make available, upon request by the Federal awarding agency or pass-through entity, technical specifications on proposed procurements where the Federal awarding agency or pass-through entity believes such review is needed to ensure that the item or service specified is the one being proposed for acquisition.

2. FEC will make available upon request, for the Federal awarding agency or pass-through entity pre-procurement review, procurement documents, such as requests for proposals or invitations for bids, or independent cost estimates when the circumstances detailed in 200.323(b) apply.

G. Contract Provisions (2 CFR 200.326)

FEC's contracts must contain the applicable provisions described in Appendix II to Part 200 – "Contract Provisions for non-Federal Entity Contracts Under Federal Awards".

H. Sub recipient and Contractor Determinations (2 CFR 200.330)

FEC will make a case-by-case determination whether each agreement it makes for the disbursement of Federal program funds casts the party receiving the funds in the role of a subrecipient or a contractor (see Sub recipient and Contractor in the Definitions section of this policy).

In determining whether an agreement between FEC and another non-Federal entity casts the latter as a sub recipient or a contractor, the substance of the relationship is more important than the form of agreement. FEC will use judgment in classifying each agreement as a subaward or a procurement contract.

In compliance with 2 CFR 200.330, FEC will classify eligible providers of WIOA Adult, Dislocated Worker and Youth services as sub recipients.

320.2 - Initiating Purchase for Goods, Commodities and Office Supplies

General Policies

1. All expected purchases greater than $50 require the generation and submission of an approved purchase requisition.
2. No Employee is authorized to procure goods, services or other incidental expenses on behalf of FEC without the approval of the PRESIDENT or his

designee. Such authorization must be obtained by completing the purchase request form before taking any action that will obligate the organization.

3. For purchases greater than $500, A Purchase Order is generally the only legal means under which a vendor has the authority to ship or provide service and invoice for goods or services specified on the order. The only other legal means are a formal letter signed by the President or his designee.
4. All contracts/lease agreements, irrespective of the dollar amount will be signed ONLY by the PRESIDENT.
5. Any purchase made outside of this procedure will be rejected unless approved by the PRESIDENT.
6. All purchases request properly completed should be directed to the Fiscal Department. The Chief Fiscal Officer (CFO) will review request and assign it to the appropriate individual. The CFO will forward all Purchases greater than $3,000 directly to designated Procurement Staff to be processed.
7. **For purchases greater than $3,000** and less than $30,000 three written competitive prices are required to be obtained. A price analysis shall be made for the special items to determine the lowest bidder. All items requested shall be procured and distributed within five working days of receipt of the request.
8. All purchases greater than $30,000 requires a sealed written formal public bid; a proposal, publicly advertised in at least one local newspaper. Preparation of detailed product or service specifications, solicitation of bids and awarding of such Purchase Orders is the responsibility of the Administration Department.

321.0 – Preparation of Purchase Requisitions

All purchases of goods and services greater than $50 must be requested on an approved Purchase Request Form (Appendix E3). Except for Office Supplies that have its own separate requisition form (Appendix E4).

Requisitions must include the suggested vendors name, phone number, appropriate approval signatures, initiator name, complete specifications, an estimate of the price quotation if obtained by requester and expected delivery date. The requesting department must complete the Requisition in its entirety to assure clarity of information. All requisitions may be approved by the

appropriate division officer or their designee before submitting to Fiscal.

321.1 – Office Supplies

Office supplies can be requested by completing an office supplies requisition form (See Appendix E5, each item has a 4-digit item code (e.g., 2015 is metal roller black ink pen). The measuring unit indicates whether each, by box or by pack, should requisition that item. Do not change the measuring unit on the form, as it would affect the expenditures charged. FEC is currently under a contract for office supplies with Corporate Express. All departments should have the Office Supply Order Forms (Appendix E5). The order forms are on hand in the Admin/Fiscal Department along with the catalog. The order forms are submitted to the Fiscal Department for placement.

All Office Supplies Requisition Forms returned by the contracted vendor shall be filed in separate files, chronologically, by month, to establish documentation.

321.1a

Items not on the requisition form but in the Office Supplies Catalog, a copy of which is distributed to each Secretary, may be requested by writing in the area marked "SPECIAL ORDER FORM", and indicating the "stock number" and description in the Office Supplies catalog.

However, if the unit price for the item not in stock is $50.00 or more, the requisition must be made by Purchase Request e.g. Printer, Fax, etc…, and follow the procedures in Section 321 above. Otherwise, the request will be rejected.

All Purchases other than office supplies shall originate with a Purchase Request, prepared by user Department.

The Office Supplies Requisition must be approved by the division officer or designee before submitting to Accountant. In the absence of Section Director, the CFO will approve the request for emergency *cases.*

322.0 – Purchase Orders

PURPOSE

To define the general methods followed in the processing of Requisitions by the Fiscal & Administration Department to create Purchase orders.

POLICY

The Office of Administration and Fiscal is the only department authorized to procure items in amounts whose cost exceed the $500 threshold and issue a Purchase Order. All Purchase Request will be directed to the CFO. Purchase Request greater than $3,000 will be forwarded to the Designated Procurement Staff for processing. All procurement

related with training service provider will be the responsibility of the Administrative/Planning Unit. The Fiscal Department will process Purchase Request less than $3,000. The Accounts Payable (AP) Associate is assigned to act as purchasing agent to collect information and coordinate purchases under $3,000 with direct supervision of the CFO.

Upon receipt of an approved Purchase Request, the assigned Purchasing Agent (Fiscal or Administration) will review the requisition and determine the necessary action i.e., select a vendor or solicit price quotes as required by the procurement procedures and/or Federal Guidelines.

The Fiscal Department issues a Purchase Order after thorough review to determine the following:

1. Completeness of requisition;
2. Approval has been secured;
3. Accurate and thorough description of item to be purchased;
4. When necessary, are supporting documents and/or quotations attached?
5. Is the item(s) on pre-negotiated contract (s) or blanket orders

The Purchase Order is printed in the Fiscal Department and signed by the CFO. Substitutions, changes in prices and anticipated delivery problems will be reviewed with the Requester and confirmed prior to order placement.

Purchase Order Distribution

Purchase Requisitions, which pass all of these approval steps, will result in the issuance of an approved Purchase Order (Appendix E5). New Purchase Orders are distributed as follows:

1. The white copy will be mailed to the vendor
2. The Pink copy is to be used as the Receiving Report. The receiving employee has to sign on this copy and this will be attached with the invoice at the point of payment.
3. The Yellow copy remains with the Fiscal file containing all documents associated with the order.

Purchase Order numbers are called into the approved vendor by the Fiscal Department. In the event the vendor is not available, the Office of Purchasing will fax a hard copy to the vendor. The Office of Purchasing will secure a delivery date from the vendor. The date could change due to product availability. If timely delivery is not made, the Fiscal Department must be contacted for additional delivery information. The Fiscal Department should be contacted if the condition or timing of the product or services is

not satisfactory.

Blanket Purchase Orders

The Administrative Department will issue Blanket Purchase Orders (contracts) for goods for services where it is advantageous from a pricing point of view and where there is a need to eliminate repetitive requisitions. A Blanket Purchase Order is issued to cover merchandise or service requests limited to a specific time period from a particular vendor. The intent of Blanket Purchase Orders is to eliminate small repetitive requests for expendable supplies or services. Its usage will reduce paperwork and expedite individual transactions. Currently, we have printing contracts with Antioch, Office Supplies with Corporate Express, Supportive Services with Wal-Mart, and Life Uniforms. This selection of vendors should follow FEC procurement policy and Federal guidelines.

323.0 – Authorized Approval Procedures

A. User department prepares "Purchase Request" approval by Division Director/Vice President and forwarded to the Fiscal Department.

The CFO reviews the purchase request and determines the following:

1. Allowable cost
2. Available Funds
3. Determines appropriate procedural process.
4. Necessary approval signatures are checked.

It is then:

1. Forwarded to an AP Associate for processing where the accountant follows procurement procedures and prepares purchase order for approval by the Chief Fiscal Officer.

2. Upon receipt of the same, the user department signs receiving slip and forwards to the Fiscal Department.

3. Designated Inventory/fixed Asset Staff Tags inventory (if necessary), prepares equipment memorandum form for WIOA and update computer database.

4. Invoice(s) is/are routed directly to Accounts Payable Associate.

5. This Accounts Payable Associate re-verifies invoice(s) with the receiving slip and compares price with Purchase Order and re-computes the invoice calculations.

6. The Accounts Payable Associates then prepares payment voucher for payment.

All Purchase Orders shall be submitted to the CFO for approval along with the following documents:

1. Purchase Request, duly approved

2. Three written bids and the basis of award for purchases of $3,000 and above, but less than $30,000.

3. Proof of formal advertised competitive bid process and Request for Proposal (RFP) for procurement of any purchase of $30,000 or more and forward RFP to more than three vendors.

The COO shall approve the purchase order, and the CFO after ensuring compliance of the procurement procedures, sings and forward purchase order to the President/CEO.

324.0 – Request For Proposals

All purchases shall be traced by purchase date so as to facilitate tracking purchase made subsequent to July 1, 20XX.

A. Distribution of RFP. RFP shall be distributed to vendors on FEC vendor list. RFP shall be advertised. The RFP shall be sent to anyone responding to the advertisement. Additionally, FEC shall also send it to known vendors exceeding three (3) in an attempt to get as many bids as possible. Prospective bidders will be given a minimum of 30 days to respond to any solicitation.
B. Form Evaluation Committee (for Service Provider Selection/Major Purchase Only). 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 actual or appearance of impropriety. The CEO shall select committee.
C. Hold a Pre-Bid Conference. Unless the RFP is extremely straightforward or simple. It is advisable to hold a meeting with the prospective bidders to

answer questions and clarify issues. This conference may disclose the need for written amendments to correct or clarify the original RFP.

D. 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. A receipt will be issued for hand delivered bids.

E. 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 the bids forwarded to the members of the Evaluation Committee. Committee member should read all bids before meeting as a group.

F. Evaluate the Bids. The committee shall schedule a meeting to evaluate the bids with the first item of business to determine if each bid is responsive. Responsive bids are those which conform to the essential elements of the solicitation including procedural requirements (regarding submission of offers) and substantive requirements (regarding technical substance and delivery). 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. Second, the responsive proposals should be analyzed in accordance with the evaluation criterion established in the RFP. Third, 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 program. Fourth, the committee shall prepare a formal report on the award, recommendation for award or lack thereof. 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 be completed.

G. Award. Either the committee as indicated above or the appropriate authority shall issue an award notice to the successful bidder. The appropriate authority may take the committee's recommendation; re-evaluate the bids based on all applicable requirements included in the procurement system guidelines or throw out all the bids received.

H. Three (3) Bids Unavailable waiver. The three bid requirements may be waived by Funding agency (DWD or federal Agency or other pass through entity) if the amount does not justify the advertising for bids. The request for waiver must be made using the Waiver Request Form (Attachment C) and sent to the Director of DWD.

I. Items Exempt From Competitive Procurement Sole Source Exemption. Exempt procurements must follow requirements outlined in VI A.B.C. and D., 4 Attachment C, the Waiver Request Form is not required to be submitted to DWD for items in this section.

1. The following types of procurement are exempt from the guidelines in V. A, B, C, or D. Selection shall be made from known vendor(s).

    a. Magazine
    b. Books
    c. Periodicals
    d. Newspapers
    e. Direct Advertising space and time, unless there are multiple businesses in the area 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 individuals profession or program
    h. Copyrighted materials such as films, filmstrips, books, pamphlets, videotapes or audio tapes (computer software is not included in this category). Copyrighted materials are defined as those that are available for purchase only from the publisher owning an exclusive franchise from the publisher.
    i. Updates of computer software that the agency already owns.
    j. Repair services and operational supplies from original manufacturer, if such repairs/parts/services/supplies must be performed or obtained by the original manufacturer or by the manufacturer's authorized service center, because (1) the nature of the repair, service or supplies are available only from the original manufacturer as a result of a lawful patent, or (2) the technical nature of the repair or service can only be performed by the original manufacturer due to a patented design or technical manufacturing process, or (3) repairs of such equipment would violate the terms of, or part of, the equipment warranty or purchase agreement.

2. As a member of the state of Missouri Procurement Cooperative, FEC is eligible to buy from State of Missouri/Federal Contractors. Such procurement may be done without any additional procurement practices.

3. FEC may contract with Federal government, states and other units of government without bid processes and their agencies or institutions and public bodies without any additional procurement practices. DWD to provide statewide coordinated services; Missouri Toolbox, State of Missouri, Department of Elementary and Secondary Education (DESE) to provide coordinated ITA services.
3. FEC may contract with Federal government, states and other units of government without bid processes and their agencies or institutions and public bodies without any additional procurement practices. DWD to provide statewide coordinated services; Missouri Tool box, State of Missouri, Department of Elementary and Secondary Education (DESE) to provide coordinated ITA services.

J. Reasonableness of Cost and Price Analysis. As outlined in Section IV, every procurement, including contract modifications, whether competitive or noncompetitive, is required to have a written estimate of the cost of the procurement. The estimate must be prepared by the procuring agency staff having knowledge of the type of procurement to be made, and approved by authorized agency staff of sufficient authority for the level of procurement to be made. The estimate must be made before soliciting bid or receiving bids or proposals.

K. Reasonableness of Cost Determination Reasonableness of cost determination from each procurement transaction, including contract modifications, must be documented in writing prior to award and be based on a cost or price analysis of the offeror. The method and degree of cost of price analysis depends on the facts surrounding the particular procurement and pricing situation and must be documented in writing. A comparison to service providers in other areas could be used as a reasonableness justification. Every agency shall develop a written policy on how they will determine reasonableness of cost. It is acceptable for the policy to include more than one method. The following list of ways to justify reasonableness of cost is provided for informational purposes and is not inclusive of all methods, which could be used to justify the reasonableness of cost.

1. Comparison of previous local experience.
2. Comparison of similar proposals
3. Comparison of national and/or state averages
4. Analysis of projected budget for a new and unique program.

5. Comparison to experience by another similar AE.

L. Cost, Which Exceeds the Cost Comparison. A cost, which exceeds the cost comparison, should be evaluated to determine if special conditions exist to justify additional cost (i.e. large hard-to-serve population, extensive geographic area, or additional follow-up requirements). A detailed budget could be used to support the price, however this will require explanation of the need for each item.

1. A price analysis to determine price reasonableness is not necessary when price reasonableness can be established on the basis of a documented catalog or market price of a commercial product sod in substantial quantities to the general public or based on prices set by law or regulation.

2. A cost price analysis is required to determine price reasonableness; when the offeror is required to submit the detailed elements of the estimated cost; when adequate price competition is lacking; and for all such bids exceeding $2,000 that, to the best of their knowledge and belief, the cost data are accurate, complete and current prior to the contract or bid award. Contracts or modifications negotiated in reliance on such data should provide the awarding agency a right to a price adjustment to exclude any significant sum by which the price was increased because the contractor had submitted data that was not accurate, complete or current as certified.

3. A price analysis shall be used in all other instances to determine the reasonableness of the proposed contract or bid award.

M. WIOA Procurement's Shall Not Permit Excess Program Income. WIOA procurement's shall not permit excess program income (for nonprofit and governmental entities) or excess profit (for private for-profit entities). If profit or program income is included in the price, the awarding agency shall negotiate profit or program income as a separate element of the price for each contract in which there is no price competition, and in all cases where cost analysis is performed. To establish a fair and reasonable profit or program income, consideration shall be given to:

1. The complexity of the work to be performed;
2. The risk borne by the contractor,
3. The contractor's investment;
4. The amount of sub-contracting;

5. The quality of the contractor's record of past performance;
6. Industry profit rates in the surrounding geographical area for similar work; and
7. Market conditions in the surrounding geographical area.

324.1 SOLICITATION REQUIREMENTS

The Missouri Revised Statues, Sections *285.525 – 285.550 RSMo*, require that all vendors, contractors, and subcontractors paid from state-funded organizations or programs must enroll in the Employment Eligibility Verification Program (E-Verify). In line with this Statue, As a condition for the award of any service contract in excess of five thousand dollars by the Full Employment Council, Inc to a business entity, shall, by sworn affidavit and provision of documentation, affirm its enrollment and participation in a federal work authorization program with respect to the employees working in connection with the contracted services. Every such business entity shall sign an affidavit affirming that it does not knowingly employ any person who is an unauthorized alien in connection with the contracted services. Any entity contracting with the Full Employment Council, Inc shall only be required to provide the affidavits required in this subsection to the FEC on an annual basis. During or immediately after an emergency, the requirements of this subsection that a business entity enroll and participate in a federal work authorization program shall be suspended for fifteen working days. As used in this subsection, "emergency" includes the following natural and manmade disasters: major snow and ice storms, floods, tornadoes, severe weather, earthquakes, hazardous material incidents, nuclear power plant accidents, other radiological hazards, and major mechanical failures of a public utility facility.

1. Section 285.530, RSMo pertains to all solicitations for services over $5,000. Section 285.530, RSMo does not apply to solicitations for commodities only. If a solicitation is for services and commodities, section 285.530, RSMo applies if the services portion of the solicitation is over $5,000.

   NOTE:

   a. Section 285.530, RSMo does not pertain to purchases that will be paid using exempt object codes.

   b. Section 285.530, RSMo does not apply to procurements in which an agency contracts with a Missouri state agency or federal governmental entity. Section 285.530, RSMo does pertain to procurements in which an agency contracts with a Missouri school, a Missouri university, an out of state agency, an out of state school, an out of state university, all political subdivisions, an instate vendor, an out of state vendor, or a foreign vendor.

2. Written Solicitation – All solicitation documents for services over $5,000 must include the AFFIDAVIT OF WORK AUTHORIZATION AND DOCUMENTATION bidder language, CONTRACTOR'S PERSONNEL contractor language with the additional highlighted language, SUBCONTRACTOR USAGE or SUBCONTRACTOR USAGE – NO PRIOR APPROVAL contractor language with the additional highlighted language [NOTE: Include Subcontractor Usage or Subcontractor Usage – No Prior Approval contractor language if awarded contract may include a subcontractor(s).] and the BUSINESS ENTITY CERTIFICATION, ENROLLMENT DOCUMENTATION, AND AFFIDAVIT OF WORK AUTHORIZATION EXHIBIT.

3. Non-Written Solicitation –Section 285.530, RSMo needs to be addressed if solicitation for services is over $5,000. Proceed to Non-Written Solicitation under EVALUATION REQUIREMENTS below.

4. All solicitation documents for services over $5,000 must include

- AFFIDAVIT OF WORK AUTHORIZATION AND DOCUMENTATION bidder language (using contractor in place of the reference to bidder),
- CONTRACTOR'S PERSONNEL contractor language with the additional highlighted language, and
- BUSINESS ENTITY CERTIFICATION, ENROLLMENT DOCUMENTATION, AND AFFIDAVIT OF WORK AUTHORIZATION EXHIBIT

EVALUATION REQUIREMENTS

1. Written Solicitation – Review and evaluate bids company responses to determine if bidders contractors have provided the following with their bids company responses or through follow-up clarification prior to award:

   BUSINESS ENTITY CERTIFICATION, ENROLLMENT DOCUMENTATION, AND AFFIDAVIT OF WORK AUTHORIZATION EXHIBIT – The bidder company must certify their current business status by completing Box A ,Box B, or Box C.

Box A Completed:

a. If bidder company has completed Box A, the bidder company has certified that the bidder does not currently meet the definition of a business entity as defined in section 285.525, RSMo pertaining to section 285.530, RSMo. By completing Box A, the bidder company is responsive regarding section 285.530, RSMo and is not required to enroll and participate in the E-Verify federal work authorization

program, is not required to submit the required E-Verify documentation, and is not required to submit a completed, notarized Affidavit of Work Authorization to be considered for an award.

b. If awarded a contract and the contractor's business status changes during the life of the contract to become a business entity as defined in section 285.525, RSMo pertaining to section 285.530, RSMo, then the contractor shall, prior to the performance of any services as a business entity under the contract,:

1) Enroll and participate in the E-Verify federal work authorization program with respect to the employees hired after enrollment in the program who are proposed to work in connection with the services required in the contract; AND
2) Provide documentation affirming the contractor's enrollment and participation in the E-Verify federal work authorization program. Documentation shall include a page from the E-Verify Memorandum of Understanding (MOU) listing the contractor's name and the MOU signature page completed and signed, at minimum, by the contractor and the Department of Homeland Security – Verification Division. If the signature page of the MOU lists the contractor's name and company ID, then no additional pages of the MOU must be submitted.; AND
3) Complete and submit a notarized Affidavit of Work Authorization dated on or after September 1, 2009.

Box B Completed:

a. If bidder company has completed Box B, the bidder company has certified that the bidder company does meet the definition of a business entity as defined in section 285.525, RSMo pertaining to section 285.530, RSMo. By completing Box B, the bidder company must:

1) Enroll and participate in the E-Verify federal work authorization program with respect to the employees hired after enrollment in the program who are proposed to work in connection with the services required in the RFQ document; AND
2) Provide documentation affirming said company's/individual's enrollment and participation in the E-Verify federal work authorization program. Documentation shall include a page from the E-Verify Memorandum of Understanding (MOU) listing the bidder's name and the MOU signature page completed and signed, at minimum, by the bidder company and the Department of Homeland Security – Verification Division. If the signature

page of the MOU lists the bidder's name and company ID, then no additional pages of the MOU must be submitted.; AND

3) Complete and submit a notarized copy of the Affidavit of Work Authorization dated on or after September 1, 2009.

b. If a bidder company provides the documents stated in paragraphs a2) and a3) above prior to award of a contract, then the bidder meets the requirements of section 285.530, RSMo. NOTE: Confirm notarization on Affidavit of Work Authorization by checking for notary's black ink rubber stamp seal or notary's engraved embosser seal for a State of Missouri notary. If non-Missouri notary, absence of a seal may or may not be an issue. Confirm notary's commission has not expired by checking the expiration date entered on the affidavit or stated in the notary's seal. A copy of a completed, notarized Affidavit of Work Authorization may be accepted, if dated on or after September 1, 2009

c. A copy of the MOU signature page and the affidavit is forwarded to Full Employment Council, Inc via fax 816-471-3828 or e-mail at Jgirma@feckc.org Attention Fiscal Department, to be added to the E-Verify spreadsheet located at G:\E_-Verify\subcontractors

d. If a bidder does not provide the documents stated in paragraphs a2) and a3) above prior to award of a contract, then the bidder is non-responsive. The bidder company cannot be considered for award.

<u>Box C Completed:</u>

1) If bidder/offeror has completed Box C, the bidder/offeror company has certified that the bidder/offeror company does meet the definition of a business entity as defined in section 285.525, RSMo pertaining to section 285.530, RSMo. By completing Box C, the bidder/offeror has:

   a) Enrolled and participate in the E-Verify federal work authorization program with respect to the employees hired after enrollment in the program who are proposed to work in connection with the services required in the RFP document

   b) Provided documentation affirming said company's/individual's enrollment and participation in the E-Verify federal work authorization program. Documentation shall include a page from the E-Verify Memorandum of Understanding (MOU) listing the bidder's/offeror's name and the MOU signature page completed and signed, at minimum, by the bidder/offeror and the Department of Homeland Security – Verification Division. If the signature page of the MOU lists the bidder's/offeror's name and company

ID, then no additional pages of the MOU must be submitted.

c) Completed and submitted a notarized copy of the Affidavit of Work Authorization dated on or after September 1, 2009.

2) If Box C is completed, check the spreadsheet located G:\E-verify\subcontractor for documentation. If bidder/offeror company is not listed on the spreadsheet, then the documents will need to be requested from the agency noted in Box C. If agency is unable to supply documentation, the bidder/offeror must be contacted to provide a copy.

2. Non-Written Solicitation – If solicitation is over $5,000, the BUSINESS ENTITY CERTIFICATION, ENROLLMENT DOCUMENTATION, AND AFFIDAVIT OF WORK AUTHORIZATION EXHIBIT must be faxed/mailed to the potential awardee. The potential awardee must be instructed to certify their current business status by completing Box A or Box B on the exhibit.

Review BUSINESS ENTITY CERTIFICATION, ENROLLMENT DOCUMENTATION, AND AFFIDAVIT OF WORK AUTHORIZATION EXHIBIT submitted by potential awardee to determine if potential awardee completed Box A or Box B.

Box A Completed:

a. If bidder has completed Box A, the bidder company has certified that the bidder company does not currently meet the definition of a business entity as defined in section 285.525, RSMo pertaining to section 285.530, RSMo. By completing Box A, the bidder company is responsive regarding section 285.530, RSMo and is not required to enroll and participate in the E-Verify federal work authorization program, is not required to submit the required E-Verify documentation, and is not required to submit a completed, notarized Affidavit of Work Authorization to be considered for an award.

b. If awarded a contract and the contractor's business status changes during the life of the contract to become a business entity as defined in section 285.525, RSMo pertaining to section 285.530, RSMo, then the contractor shall, prior to the performance of any services as a business entity under the contract,:

1) Enroll and participate in the E-Verify federal work authorization program with respect to the employees hired after enrollment in the program who are proposed to work in connection with the services required in the contract; AND

2) Provide documentation affirming the contractor's enrollment and participation in the E-Verify federal work authorization program. Documentation shall include a page from the E-Verify Memorandum of Understanding (MOU) listing the contractor's name and the MOU signature page completed and signed, at minimum, by the contractor and the Department of Homeland Security – Verification Division. If the signature page of the MOU lists the contractor's name and company ID, then no additional pages of the MOU must be submitted.); AND

3) Complete and submit a notarized Affidavit of Work Authorization dated on or after September 1, 2009.

Box B Completed:

a. If bidder has completed Box B, the bidder company has certified that the bidder company does meet the definition of a business entity as defined in section 285.525, RSMo pertaining to section 285.530, RSMo. By completing Box B, the bidder company must:

1) Enroll and participate in the E-Verify federal work authorization program with respect to the employees hired after enrollment in the program who are proposed to work in connection with the services required in the RFQ document; AND

2) Provide documentation affirming said company's/individual's enrollment and participation in the E-Verify federal work authorization program. Documentation shall include a page from the E-Verify Memorandum of Understanding (MOU) listing the bidder's name and the MOU signature page completed and signed, at minimum, by the bidder and the Department of Homeland Security – Verification Division. If the signature page of the MOU lists the bidder's name and company ID, then no additional pages of the MOU must be submitted.; AND

3) Complete and submit a notarized copy of the Affidavit of Work Authorization dated on or after September 1, 2009.

b. If a bidder provides the documents stated in paragraphs a2) and a3) above prior to award of a contract, then the bidder company meets the requirements of section 285.530, RSMo. NOTE: Confirm notarization on Affidavit of Work Authorization by checking for notary's black ink rubber stamp seal or notary's engraved embosser seal for a State of Missouri notary. If non-Missouri notary, absence of a seal may or may not be an issue. Confirm notary's commission has not expired by checking the expiration date entered on the affidavit or stated in

the notary's seal. A copy of a completed, notarized Affidavit of Work Authorization may be accepted if dated on or after September 1, 2009.

C. If a bidder company does not provide the documents stated in paragraphs a2) and a3) above prior to award of a contract, then the bidder is non-responsive. The bidder company cannot be considered for award. Determine the next potential awardee and proceed to paragraph 2 Non-Written Solicitation above.

Box C completed:

a. If bidder company has completed Box C, the bidder company has certified that the bidder company does meet the definition of a business entity as defined in section 285.525, RSMo pertaining to section 285.530, RSMo. By completing Box C, the bidder has:
   1) Enrolled and participate in the E-Verify federal work authorization program with respect to the employees hired after enrollment in the program who are proposed to work in connection with the services required in the RFQ document; and provided documentation affirming said company's/individual's enrollment and participation in the E-Verify federal work authorization program. Documentation included a page from the E-Verify Memorandum of Understanding (MOU) listing the bidder's name and company ID and the MOU signature page completed and signed, at minimum, by the bidder company and the Department of Homeland Security – Verification Division.
   2) Completed and submitted a notarized copy of the Affidavit of Work Authorization dated on or after September 1, 2009.

b. If Box C is completed, check the spreadsheet located at G:\E-verif\subcontractor for documentation. If bidder/offeror is not listed on the spreadsheet, then the documents will need to be requested from the agency noted in Box C. If agency is unable to supply documentation, the bidder/offeror must be contacted to provide a copy.

ASSIGNMENT OF CONTRACT

When processing an assignment of contract that includes the section 285.530, RSMo requirements, the potential assignee must certify their current business status by completing Box A or Box B of the BUSINESS ENTITY CERTIFICATION, ENROLLMENT DOCUMENTATION, AND AFFIDAVIT OF WORK AUTHORIZATION exhibit.

The ASSIGNMENT OF CONTRACT – SECTION 285.530, RSMO REQUIREMENTS letter may be used to instruct

- the assignor and potential assignee to complete and submit the Agreement and Consent form,
- to instruct the potential assignee to submit a completed, copy of the Business Entity Certification, Enrollment Documentation, and Affidavit of Work Authorization form (included with the letter), and
- to instruct the potential assignee to submit, if required, documentation affirming the potential assignee's enrollment and participation in the E-Verify federal work authorization program and a completed, notarized Affidavit of Work Authorization.

Review BUSINESS ENTITY CERTIFICATION, ENROLLMENT DOCUMENTATION, AND AFFIDAVIT OF WORK AUTHORIZATION exhibit submitted by potential assignee to determine if potential assignee completed Box A or Box B.

Box A Completed:

a. If potential assignee has completed Box A, the potential assignee has certified that the potential assignee does not currently meet the definition of a business entity as defined in section 285.525, RSMo pertaining to section 285.530, RSMo. By completing Box A, the potential assignee is responsive regarding section 285.530, RSMo and is not required to enroll and participate in the E-Verify federal work authorization program, is not required to submit the required E-Verify documentation, and is not required to submit a completed, notarized Affidavit of Work Authorization to be considered for an award.

b. If awarded a contract and the contractor's business status changes during the life of the contract to become a business entity as defined in section 285.525, RSMo pertaining to section 285.530, RSMo, then the contractor shall, prior to the performance of any services as a business entity under the contract,:

1) Enroll and participate in the E-Verify federal work authorization program with respect to the employees hired after enrollment in the program who are proposed to work in connection with the services required in the contract; AND

2) Provide documentation affirming the contractor's enrollment and participation in the E-Verify federal work authorization program. Documentation shall include a page from the E-Verify Memorandum of Understanding (MOU) listing the contractor's name and the MOU signature page completed and signed, at minimum, by the contractor and the Department of Homeland Security – Verification Division. If the signature page of the MOU lists the contractor's name and company ID, then no additional pages of the MOU must be submitted.; AND

3) Complete and submit a notarized copy of Affidavit of Work

Authorization dated on or after September 1, 2009.

Box B Completed:

a. If potential assignee has completed Box B, the potential assignee has certified that the potential assignee does meet the definition of a business entity as defined in section 285.525, RSMo pertaining to section 285.530, RSMo. By completing Box B, the potential assignee must:
   1) Enroll and participate in the E-Verify federal work authorization program with respect to the employees hired after enrollment in the program who are proposed to work in connection with the services required in the contract; AND
   2) Provide documentation affirming said company's/individual's enrollment and participation in the E-Verify federal work authorization program. Documentation shall include a page from the E-Verify Memorandum of Understanding (MOU) listing the assignee's name and the MOU signature page completed and signed, at minimum, by the assignee and the Department of Homeland Security – Verification Division. If the signature page of the MOU lists the assignee's name and company ID, then no additional pages of the MOU must be submitted.; AND
   3) Complete and submit a notarized copy of the Affidavit of Work Authorization dated on or after September 1, 2009.

b. If the potential assignee provides the documents stated in paragraphs a2) and a3) above prior to assignment of the contract, then the potential assignee meets the requirements of section 285.530, RSMo. NOTE: Confirm notarization on Affidavit of Work Authorization by checking for notary's black ink rubber stamp seal or notary's engraved embosser seal for a State of Missouri notary. If non-Missouri notary, absence of a seal may or may not be an issue. Confirm notary's commission has not expired by checking the expiration date entered on the affidavit or stated in the notary's seal. A copy of a completed, notarized Affidavit of Work Authorization may be accepted if dated on or after September 1, 2009.

c. If the potential assignee does not provide the documents stated in paragraphs a2) and a3) above prior to assignment of a contract, then the potential assignee is non-responsive. The potential assignee cannot be considered for assignment of the contract.

Box C completed:

a. If potential assignee has completed Box C, the potential assignee has certified that the potential assignee company does meet the definition of a business entity as defined in section 285.525, RSMo pertaining to section 285.530, RSMo. By completing Box C, the potential assignee has:

1) Enrolled and participate in the E-Verify federal work authorization program with respect to the employees hired after enrollment in the program who are proposed to work in connection with the services required in the contract; and provided documentation affirming said company's/individual's enrollment and participation in the E-Verify federal work authorization program. Documentation included a page from the E-Verify Memorandum of Understanding (MOU) listing the potential assignee name and the MOU signature page completed and signed, at minimum, by the potential assignee and the Department of Homeland Security – Verification Division.

2) Completed and submitted a notarized copy of the Affidavit of Work Authorization

b. If Box C is completed, check the spreadsheet located G:\E-verify\Subcontractor for documentation. If bidder/offeror is not noted on the spreadsheet, then the documents will need to be requested from the agency noted in Box C. If agency is unable to supply documentation, the bidder/offeror must be contacted to provide a copy.

CONTRACTING WITH A GOVERNMENTAL ENTITY

Section 285.530, RSMo does not apply to procurements in which an agency contracts with a Missouri state agency or federal governmental entity. Section 285.530, RSMo does pertain to procurements in which an agency contracts with a Missouri school, a Missouri university, an out of state agency, an out of state school, an out of state university, all political subdivisions, an instate vendor, an out of state vendor, or a foreign vendor.

As a vendor, contractor, or subcontractor of the Full Employment Council, They must complete the documents, referenced below, to comply with your contract. Registration could be done by going to
https://e-verify.uscis.gov/enroll/StartPage.aspx?JS=YES

New Registration:

1. A copy of the E-Verify MOU
2. Affidavit of Work Authorization
3. Business Entity Certification with Box A (Non-Business Entity) or Box B (Business Entity) completed.

Renewal of Registration:

1. Affidavit of Work Authorization Annual Renewal.

2. Business Entity Certification with Box C (Affidavit on File – Current Business Entity Status) completed

325.0 Procurement Protest / Dispute Procedures

All protest / disputes shall be addressed to the Procurement Committee for review. The committee shall hear the grievance and forward its recommendation to the President. The President or his designee shall make the final decision.

A protester having exhausted all administrative remedies with FEC shall pursue the protest to WIOA. Violation of law will be referred for action to the Department of Labor, Office of the Inspector General and other appropriate local and state authorities having proper jurisdiction.

The Office Supply Requisition must be approved by Division Vice President before submitting to Accounting Department.

The Chief Fiscal Officer shall review and approve all special orders. Only requests deemed necessary and allowable will be approved.

325.1 <u>Responsibilities</u>

The Fiscal Department & Administration Department has the following operational responsibilities:

- To purchase quantities of commodities, equipment, and services as requested by the various Operations units, at the lowest price consistent with required quality, from suppliers who will deliver purchased items at the specified time and place.
- To conduct the preliminary negotiations with suppliers, to locate sources of supply, to obtain price quotations through formal procedures, to select vendors, and to place purchase orders.
- To follow-up on purchase orders, except departmental purchase orders, continuous or standing purchase orders and procurement cards, to ensure that the vendor fulfills the purchase agreement on delivery, and that the carrier delivers the shipment promptly and in good condition.
- To handle, directly with the vendor, all correspondence concerning purchases, including price adjustments, the return of defective or incorrect materials, additional shipments to fill shortages, purchase order cancellation, and to present claims for shortages and damages.
- To furnish prices and estimates of cost for materials, equipment, and services to operation units.
- To suggest changes that will improve product quality, promote better availability, or provide greater economies in purchase or application.

- To maintain or obtain catalogues and other data about vendors, materials, and services for campus units to use in determining their needs. Such data may include information that is necessary to determine the overall responsibility of a vendor.

325.2 Payment Terms

FEC policy is to pay vendors net 15 days after an invoice has been received at the Fiscal Department. This assumes proper delivery and functioning of goods and services. If, in the event special terms or prepayment are necessary, the Fiscal Department must be contacted in advance.

4.

13. Planning Budget Summaries for Program Year 2016 and Fiscal Year 2017

CPR

Data Entry for the month of
August 2016
East Jackson

Funding: WIOA Youth
Grant:
Project:
CFDA: 17.259
DWD Contract: 10-12-12-17

Formula Funds

PY16 **Start Date: 4/1/2016** **End Date: 6/30/2018**

PY16

Youth - PY16 **Total Budget:** $ 882,470.00

OS Budget: 80.00%
Work Experience Budget: 41.75%

Admin

Admin Salary/Fringe	$	50,301.00
Admin Other	$	37,946.00
Subtotal:		**$88,247.00**

In-School

IS Salary/Fringe	$	15,090.00
IS Other Staffing/Oper Costs	$	9,928.00
IS Occup Skills Trng	$	5,560.00
IS Work Experience	$	7,942.00
IS Work Experience Staffing	$	0.00
IS On the Job Training	$	0.00
IS Supportive Services	$	1,191.00
IS Pre-Apprenticeship Programs	$	0.00
IS Internships	$	0.00
IS Financial Literacy Education	$	0.00
IS Dropout Prevention and Recovery	$	0.00
IS Alternative Secondary School Services	$	0.00
IS Other Direct Part Cost	$	0.00
Subtotal:		**$39,711.00**

In-School Summer

ISS Salary/Fringe	$	38,123.00
ISS Other Staffing/Oper	$	17,870.00
ISS Work Experience	$	58,375.00
ISS Supportive Services	$	4,765.00
Subtotal:		**$119,133.00**

Out-School

OS Salary/Fringe	$	60,361.00
OS Other Staffing/Oper	$	39,711.00
OS Occup Skills Trng	$	27,004.00
OS Older Youth Individual Training Account	$	0.00

OS Work Experience	$	27,004.00
OS Work Experience Staffing	$	0.00
OS On the Job Training	$	0.00
OS Supportive Services	$	4,765.00
OS Pre-Apprenticeship Programs	$	0.00
OS Internships	$	0.00
OS-Financial Literacy Education	$	0.00
OS Dropout Prevention and Recovery	$	0.00
OS Adult Education and Literacy Activities	$	0.00
OS Other Direct Part Cost	$	0.00
Subtotal:		**$158,845.00**

Out-School Summer

OSS Salary/Fringe	$	152,491.00
OSS Other Staffing/Oper	$	71,480.00
OSS Work Experience	$	238,267.00
OSS Supportive Services	$	14,296.00
Subtotal:		**$476,534.00**
Total:		**$882,470.00**

CPR

Data Entry for the month of

May 2016

East Jackson

Funding: WIOA Dislocated Worker
Grant:
Project:
CFDA: 17.278
DWD Contract: 10-12-12-17

Formula Funds

FY17 **Start Date: 10/1/2016** **End Date: 6/30/2018**

PY16 | **FY17**

Dislocated Worker - PY16/FY17 **Total Budget:** $ 478,338.00

Admin

Admin Salary/Fringe	$	28,700.28
Admin Other	$	19,133.52
Subtotal:		$47,833.80

Program

Program Sal/Frng	$	150,676.47
Program Other Staffing Costs	$	107,626.05
Individual Training Account	$	120,541.18
On the Job Training	$	43,050.42
Pre-Apprenticeship	$	0.00
Registered Apprenticeship	$	0.00
Transitional Jobs	$	0.00
Incumbent Worker Training	$	0.00
Work Experience or Internship	$	0.00
Supportive Services	$	8,610.08
Subtotal:		$430,504.20

Transitional Jobs: 0%

Incumbent Worker Training: 0%

Total: $478,338.00

ISS Salary/Fringe	$	38,123.00
ISS Other Staffing/Oper	$	17,870.00
ISS Work Experience	$	58,375.00
ISS Supportive Services	$	4,765.00
Subtotal:		$119,133.00

Out-School

OS Salary/Fringe	$	60,361.00
OS Other Staffing/Oper	$	39,711.00
OS Occup Skills Trng	$	27,004.00
OS Older Youth Individual Training Account	$	0.00
OS Work Experience	$	27,004.00
OS Work Experience Staffing	$	0.00
OS On the Job Training	$	0.00
OS Supportive Services	$	4,765.00
OS Pre-Apprenticeship Programs	$	0.00
OS Internships	$	0.00
OS-Financial Literacy Education	$	0.00
OS Dropout Prevention and Recovery	$	0.00
OS Adult Education and Literacy Activities	$	0.00
OS Other Direct Part Cost	$	0.00
Subtotal:		$158,845.00

Out-School Summer

OSS Salary/Fringe	$	152,491.00
OSS Other Staffing/Oper	$	71,480.00
OSS Work Experience	$	238,267.00
OSS Supportive Services	$	14,296.00
Subtotal:		$476,534.00

OS Budget: 80.00%

Work Experience Budget: 41.75%

Total: $882,469.79

CPR

Data Entry for the month of

May 2016

East Jackson

Funding: WIOA Adult Funding
Grant:
Project:
CFDA: 17.258
DWD Contract: 10-12-12-17

Formula Funds

PY16 **Start Date: 7/1/2016** **End Date: 6/30/2018**

PY16 | **FY17**

Adult - PY16/FY17	**Total Budget:**	$ 106,064.00
Admin		
Admin Salary/Fringe		$ 6,363.84
Admin Other		$ 4,242.56
	Subtotal:	$10,606.40
Program		
Program Sal/Frng		$ 57,274.56
Program Other Staffing Costs		$ 38,183.04
Individual Training Account		$ 0.00
On the Job Training		$ 0.00
Pre-Apprenticeship		$ 0.00
Registered Apprenticeship		$ 0.00
Transitional Jobs		$ 0.00
Incumbent Worker Training		$ 0.00
Work Experience or Internship		$ 0.00
Supportive Services		$ 0.00
	Subtotal:	$95,457.60
Transitional Jobs: 0%		
Incumbent Worker Training: 0%		
	Total:	$106,064.00

CPR

Data Entry for the month of

May 2016

East Jackson

Funding: WIOA Adult Funding
Grant:
Project:
CFDA: 17.258
DWD Contract: 10-12-12-17

Formula Funds

FY17 **Start Date: 10/1/2016** **End Date: 6/30/2018**

PY16 | **FY17**

Adult - PY16/FY17	**Total Budget:**	$ 726,870.00
Admin		
Admin Salary/Fringe		$ 43,612.20
Admin Other		$ 29,074.80
	Subtotal:	$72,687.00
Program		
Program Sal/Frng		$ 228,964.05
Program Other Staffing Costs		$ 163,545.75
Individual Training Account		$ 183,171.24
On the Job Training		$ 65,418.30
Pre-Apprenticeship		$ 0.00
Registered Apprenticeship		$ 0.00
Transitional Jobs		$ 0.00
Incumbent Worker Training		$ 0.00
Work Experience or Internship		$ 0.00
Supportive Services		$ 13,083.66
	Subtotal:	$654,183.00
Transitional Jobs: 0%		
Incumbent Worker Training: 0%		
	Total:	$726,870.00

CPR

Data Entry for the month of

May 2016

East Jackson

Funding: WIOA Dislocated Worker
Grant:
Project:
CFDA: 17.278
DWD Contract: 10-12-12-17

Formula Funds

PY16 **Start Date: 7/1/2016** **End Date: 6/30/2018**

PY16	FY17

Dislocated Worker - PY16/FY17 **Total Budget:** $ 89,775.00

Admin

Admin Salary/Fringe	$	5,386.50
Admin Other	$	3,591.00
Subtotal:		$8,977.50

Program

Program Sal/Frng	$	48,478.50
Program Other Staffing Costs	$	32,319.00
Individual Training Account	$	0.00
On the Job Training	$	0.00
Pre-Apprenticeship	$	0.00
Registered Apprenticeship	$	0.00
Transitional Jobs	$	0.00
Incumbent Worker Training	$	0.00
Work Experience or Internship	$	0.00
Supportive Services	$	0.00
Subtotal:		$80,797.50

Transitional Jobs: 0%

Incumbent Worker Training: 0%

Total: $89,775.00

14. Statement of Assurances Certification

STATEMENT OF ASSURANCES CERTIFICATION

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

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

The Eastern Jackson County Workforce Development Board_ certifies that it has complied with all of the required components of the Workforce Innnovation 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)	7-1-16 Date
Betty Freeman Boots Workforce Development Board Chair	7-1-16 Date
Workforce Development Board Director	7-1-16 Date

15. Complaint and Grievance Policy

FULL EMPLOYMENT COUNCIL

ONE STOP OPERATOR/FISCAL AGENT ISSUANCE 2013-02 MOD 1

DATE:	**March 3, 2016**
TO:	**All FEC Staff, DWD Local Career Center Staff and FEC Contractor WIA/WIOA and Special Project Staff**
FROM:	Clyde McQueen, President/CEO
SUBJECT:	***FEC Program Complaint and Discrimination Procedures***
EFFECTIVE DATE:	March 3, 2016

BACKGROUND: This issuance is based on internal FEC policies regarding FEC Program Complaint and Discrimination Procedures, which are to be distributed to FEC, DWD Kansas City and Vicinity and Eastern Jackson County staff, and FEC Contractor WIA/WIOA.

PURPOSE: The Full Employment Council/Missouri Career Center must be in compliance with State and Federal regulation as it relates to the Workforce Investment Act Program/Workforce Innovation Opportunity Act (WIA/WIOA). Mandatory training is required for all staff concerning nondiscrimination of FEC/Missouri Career Center employees and participants by implementing sound EO program and workplace practices and to provide all staff with the information they need to avoid discrimination and provide information to comply with Federal EEO laws.

ACTION: This issuance outlines the process by which all discrimination and all program complaints must be processed. Staff should add this issuance to their Policies and Procedures Manual.

QUESTIONS: If you have questions regarding this process, please contact Shawna Riley, Local WIA/WIOA Equal Opportunity Manager at ext. 1285 or Daniel Smith ext. 3223.

This Issuance is in regards to two (2) types of complaints:

a. Programmatic
b. Discrimination

They are processed in the following manner.

Program Complaint Procedures for FEC

Every recipient of funds under Title I of the Workforce Investment Act (WIA/WIOA) must maintain a written procedure for grievances and complaints in accordance with 20 CFR 667.600, *et seq*. As such, this policy will govern the Division of Workforce Development's (DWD) processing of WIA/WIOA complaints and grievances.

General Program Complaints may be made up to one (1) year from the date of the event or condition alleged to be a violation of WIA/WIOA. The appropriate resolution process to be followed depends on the nature of the complaint. General WIA/WIOA complaints fall into the following two categories:

1. Complaints involving local WIA/WIOA programs, agreements, or local Workforce Investment Board (LWIB) policies and activities; or
2. Complaints involving State WIA/WIOA policies, programs, activities, or agreements.

If FEC does not have the jurisdiction of a program complaint then the complainant will be referred to the appropriate entity (e.g. Family Services Division (Food Stamps), Division of Workforce Development (Unemployment Insurance) etc.

A complaint may be amended or withdrawn at any time prior to a scheduled hearing.

The FEC Local WIA/WIOA EO Manager who processes a WIA/WIOA Program Complaint will keep information that could lead to the identification of the person filing the complaint confidential, to the extent practical. The identity of any person who furnishes information related to, or assisting in, and investigation will also be kept confidential to the extent possible.

FEC and its One-Stop partners will not discharge, intimidate, retaliate, threaten, coerce, or discriminate against any person because such person files a complaint, opposes a prohibited practice, furnishes information, assists, or participates in any manner in an investigation or hearing.

General Program Complaints

Attached to this policy is the FEC General Program Complaint Form that the FEC uses as a complaint intake tool. Any complaint received in writing will be accepted and handled in the same manner as if it were made on the General WIA/WIOA Complaint Form. The log shall include: the name and address of the complainant; the basis for the complaint; a description of the complaint; the disposition and date of disposition of the complaint; and any other pertinent information.

The procedures are as follows:

Who may file a complaint concerning programming with WIA/WIOA Title I?

Any applicant, employee, participant, service provider, program recipient, or other interested party may file a complaint alleging a violation of local WIA/WIOA programs, agreements or LWIB policies and activities.

Complainants with Disabilities

FEC will accommodate complainants with disabilities so that they may file complaints. Alternate formats will be used on request to notify the complainant of hearings, results, and any other written communication. FEC will provide auxiliary aides and services, such as deaf interpreters or assistive listening devices, on request for negotiations, hearings and any other meetings where

aural communication occurs. An accessible location will be used for hearings and other meetings on request.

Time and Place for Filing?

Complaints may be filed with the FEC local administrative entity or the service provider within one (1) year from the date of the event or condition alleged to be a violation of WIA/WIOA (365 days).

Resolution Process

Initial Review: Step One - If the complaint alleges a violation of any statute, regulation, policy, or program that is not governed by WIA/WIOA, the WIA/WIOA EO Manager or service provider may refer the complaint to the appropriate organization for resolution. In such cases, the local administrative entity or service provider will notify the complainant of the referral.

Once the local WIA/WIOA EO Manager or the service provider receives the complaint from the complainant or the complainant's designated representative, the FEC will log the complaint. The local WIA/WIOA EO Manager or service provider will then establish a complaint file containing the following:

1. Application and enrollment forms;
2. Completed General WIA/WIOA Complaint Form (or complainant's written statement);
3. Chronological log of events or conditions alleged to be a violation of WIA/WIOA;
4. Any relevant correspondence; and
5. Record of the attempted informal resolution

Informal Resolution: Step Two - The local WIA/WIOA EO Manager or service provider will attempt to informally resolve the complaint to the satisfaction of all parties. The informal resolution process must be completed within ten (10) business days from the date the complaint is filed. If all parties are satisfied, the complaint is considered resolved, and the terms and conditions of the resolution must be documented in the complainant's file. The local administrative entity will review the complaint file and investigate it further if necessary.

Formal Resolution: Step Three - When an informal resolution is not possible, the local WIA/WIOA EO Manager will issue a determination within twenty (20) calendar days from the date the complaint was filed. If the complainant does not request an appeal of the determination, the complaint is considered resolved, and the local administrative entity or service provider will document this in the complaint file. Any party dissatisfied with the determination may request a hearing within seven (7) calendar days of the date of the determination.

Hearing: Step Four - A complainant may amend or withdraw his or her complaint at any time period prior to a scheduled hearing. If the complaint is not withdrawn, the local WIA/WIOA EO Manager will designate a hearing officer to ensure the complaint receives fair and impartial treatment. The hearing must be conducted within forty-five (45) calendar days from the date the complaint was filed. The hearing officer will schedule a formal hearing and mail a written notice to the complainant, the respondent, and any other interested party at least seven (7) business days prior to the hearing.

The notice will include the date, time, and place of the hearing. Parties may present witnesses and documentary evidence, and question others who present evidence and witnesses. The complainant

may request that records and documents be produced. Attorneys or any other designated representative(s) may represent each party. All testimony will be taken under oath or affirmation. The hearing will be recorded either in writing or by audiotape.

The hearing officer's recommended resolution will include a summary of factual evidence presented during the hearing and the conclusions upon which the recommendation is based. The hearing officer will also concur with the chief local elected official (CLEO) toward reaching consensus on the recommended resolution to the complaint. If consensus cannot be reached, the hearing office will initiate a request to the state for resolution.

Final Decision: Step Five - The local administrative entity will review the recommendation of the hearing officer and issue a final decision within sixty (60) calendar days from the date the complaint was filed.

Appeal: Step Six - Any party dissatisfied with the local administrative entity's final decision, or any party who has not received either a final decision or a resolution within sixty (60) calendar days from the date the complaint was filed, may request an appeal. The appeal must be received by the DWD within ninety (90) calendar days from the date the complaint was filed at the following address:

Missouri Division of Workforce Development
State WIA/WIOA Complaint and Grievance Office
Danielle Smith, State WIA/WIOA Complaint and Grievance Officer
421 E. Dunklin Street
Jefferson City, MO 65101-1087

DWD will review the complaint file, the hearing record, and all applicable documents and issue a final decision on the appeal within thirty (30) calendar days from the date the appeal was received.

Full Employment Council (FEC) / Workforce Investment Act (WIA) Workforce Innovation Opportunity Act (WIOA)

Program Complaint Form

General WIA/WIOA complaints fall into the following two categories:

1. Complaints involving local WIA/WIOA programs, agreements, or local Workforce Investment Board (LWIB) policies and activities; or
2. Complaints involving State WIA/WIOA policies, programs, activities, or agreements.

Complaint (person filing the complaint)

Name:			
Address:	City:	State:	Zip Code:
Telephone:	Email:		

Complainants with disabilities will be accommodated during the complaint process. If an accommodation is required in communication or accessibility of location, please indicate the kind of accommodation required, e.g. accessible location, deaf interpreter (please indicate type of sign language), notification of results and/or hearing dates in alternative format such as Braille, large print or cassette.

Location of office where the complaint occurred.

Name:			
Address:	City:	State:	Zip Code:
Telephone:	Email:		

Respondent (person/entity complaint filed against)

Provide a clear and brief statement of the facts. Include relevant dates that will assist in the investigation and resolution of the complaint. If additional space is needed, use reverse side of this form or attach additional sheets.

The above information is true and correct to the best of my knowledge.

_____ _____

Signature of Complainant Date

Program Complaint Form

FOR OFFICIAL USE ONLY		
Person Receiving Complaint:	Title:	
Address:	City:	State:
Telephone:	E-Mail:	

The Full Employment Council is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities.

Diagram of FEC Program Complaint Process

Program Complaint Received by Program Operator

0 days

Initial Written Notice

The EEO Officer has 7 days from receipt of the grievance to investigate and provide a written decision to the 1)complainant 2) respondent 3) Local EO Manager.

7 days

If program operator unsatisfactorily resolves the grievance, the complainant has 5 days from the receipt of the written decision to request an impartial hearing and review of that decision.

If impartial hearing is requested then the Program Operator must ensure that a qualified hearing officer conducts an impartial hearing within 30 days of the original receipt of the grievance.

30 days

The complainant and respondent (if not the program operator) will be provided a written notice of the 1.) Date 2.) Time 3.) Place of the hearing and all parties will have the opportunity to present evidence and to be represented by an attorney or other individual of his/her choice.

The qualified hearing officer is to present a written decision within 60 days of the original receipt of the written grievance to the program operator who in turn, issues a decision to the Complainant/respondent

60 days

10 days

Still not resolved? STATE REVIEW.
Complainant must submit for State Review and be received by DWD within 10 days after written decision from program director or within 15 days this written decision should have been made.

Notice of Final Action

DWD will respond to all parties within 60 days of receiving the request for a state review.

60 days

for more information on the references for this reference sheet please refer

to the following 29 CFR 37.25(d); and 37.70-37.80. See also 37.7(e)] or follow the link provided below
http://www.dol.gov/oasam/programs/crc/citations.html#29cfr37-25-d

Discrimination Complaint Procedures for FEC

The FEC One Stop Next Generation Missouri Career Center will follow the WIA/WIOA Grievance and Complaint Resolution Policy as stated in the DWD 07-2014 Issuance, which outlines the state's grievance procedures. One Stop Next Generation Missouri Career Center assures full compliance with the nondiscrimination and equal opportunity provisions of the Workforce Investment Act of 1998, including the Nontraditional Employment for Women Act of 1991; title VI of the Civil Rights Act of 1964, as amended; section 504 of the Rehabilitation Act of 1973, as amended; the Age Discrimination Act of 1975, as amended, title IX of the Education Amendments of 1972, as amended; and with all applicable requirements imposed by or pursuant to regulations implementing those laws, including but not limited to 29 CFR part 34, and incorporates this language in all contracts and agreements.

References include the following: Public Law 105-220, Workforce Investment Act (WIA/WIOA) Section 188, and 29 C.F.R. Part 37 and CFR Part 38.

Who May File
(1) Any person who believes that either he or she, or any specific class of individuals, has been or is being subjected to discrimination prohibited by WIA/WIOA or its implementing regulations may file a written complaint, either by him/herself or through an authorized representative.

(2) WIA/WIOA prohibits discrimination on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and for beneficiaries only, discrimination on the basis of either citizenship or status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIA/WIOA title I financially assisted program or activity; Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the basis of race, color and national origin; section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990, as amended, which prohibit discrimination against qualified individuals with disabilities; The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age; and Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs.

Time and Place for Filing
(1) Complainants may file within one hundred and eighty (180) days of the alleged discrimination.
(2) Discrimination complaints may be filed with a state or local administrative entity, service provider, One-Stop operator or with the Director of the Civil Rights Center (CRC), U.S. department of labor, 200 Constitution Ave. NW, room N-4123, Washington D.C. 20210.

Time Limits The Division of Workforce Development (DWD) must complete its discrimination complaint processing procedures and issue a written notice of final action within ninety (90) calendar days from the date the complaint was filed.

Initial Review of Written Complaints
Any DWD or partner employee may take a written discrimination complaint from a complainant or a complainant's designated representative. A written complaint must include: the complainant's name and address; the identity of the individual or entity that the complainant alleges is responsible for the discrimination; a description of the complainant's allegations in enough detail to allow an initial determination of jurisdiction, timeliness, and the apparent merit of the complaint; and the

complainant's signature or the signature of the complainant's authorized representative. Complaints may be made on the Discrimination Complaint Form attached here to as **Attachment 1-A**.

Complaint Routing and Record Keeping

A DWD or local program operator employee who takes a discrimination complaint must immediately route the complaint to the State Equal Opportunity (EO) Officer or the local EO Manager for the region in which the subject matter of the complaint occurred. State and local EO Managers will log all complaints on the form attached to this policy (**Attachment 1-B**) DWD-PO-524 EO Local WIA/WIOA Discrimination Complaint Log (2012-05). The log will include: the name and address of the complainant; the basis for the complaint; a description of the complaint; the disposition and date of disposition of the complaint; and any other pertinent information. State and local EO Managers are responsible for keeping any information that could lead to the identification of the person filing the complaint confidential.

Immediately upon receiving and logging a discrimination complaint, a local EO Manager will forward the complaint to the State EO Officer for determination of jurisdiction and further processing.

Jurisdiction of the Discrimination Complaint

DWD's State WIA/WIOA EO Officer has jurisdiction over complaints that:

- Are filed against a WIA/WIOA recipient;
- Allege a basis for discrimination that is prohibited by WIA/WIOA; and
- Are filed within one hundred and eighty (180) calendar days of the alleged discrimination.

Notice of Lack of Jurisdiction

If the State EO Officer determines that the DWD EO Office does not have jurisdiction to process a complaint under this policy, she will send a notice of lack of jurisdiction to the complainant within ten (10) days of receipt. Such notice will include the reason for the determination, and notice that the complainant has the right to file a complaint directly with CRC within thirty (30) calendar days from receipt of the notice of lack of jurisdiction.

If the State EO Officer determines that the EO Office does have jurisdiction to process the complaint, the EO Officer will send written notice to the complainant stating that the complaint has been accepted, also within ten (10) days of receipt. The notice will list the issues raised in the complaint, and state for each issue whether it has been accepted for investigation or rejected and the reason for its rejection. The notice will advise that the complainant has the right to be represented by an attorney or another person of the complainant's choice. The notice will also give the complainant the right to choose between an Alternative Dispute Resolution (ADR) process or investigation.

ADR Process

If the party filing the complaint requests to use an ADR process to resolve the complaint, the State EO Officer will conduct mediation to attempt to resolve the complaint. The EO Officer will schedule mediation by written notice, mailed to all interested parties at least seven (7) calendar days prior to the first mediation session. The notice will include the date, time, and place of the mediation. The mediation process must be concluded within thirty (30) calendar days from the date the complaint was filed. The complaint is considered resolved when all parties to the complaint enter into a written agreement resolving the issues raised in the complaint. The written agreement will give notice that if the terms of the agreement are breached, the non-breaching party may file a complaint with CRC within thirty (30) calendar days of the date the non-breaching party learns of the breach. If the parties do not reach an agreement, the State EO Officer will conduct an investigation, as described herein.

Investigation Process

If ADR does not resolve the discrimination complaint, or if the complainant elects to forego mediation, the State EO Officer will conduct a fact-finding investigation of the allegations contained in the complaint. The investigation may include interviews with the complainant, respondent and any witnesses; requests for pertinent documents; on-site inspection; and research of applicable policies and procedures. Throughout the investigation process, the EO Officer will keep the identity of any individual who furnishes information relating to, or assisting in, the investigation, including the identity of the individual who filed the complaint, confidential to the extent possible, consistent with a fair determination of the issues.

Notice of Final Action

Within ninety (90) days of receipt of the complaint, the State EO Officer will issue to the complainant a notice of final action. The notice of final action will contain: the EO Office's decision on each issue and the reasons for the decision; a description of the way the parties resolved the issue; and notice that the complainant has the right to file an appeal with CRC within thirty (30) calendar days from the date the notice of final action is issued if dissatisfied with the WIA/WIOA recipient's final action on the complaint.

Retaliation

No DWD employee may discharge, intimidate, retaliate, threaten, coerce or discriminate against any individual because the individual has filed a discrimination complaint or otherwise participated in the investigation of a discrimination complaint.

ATTACHMENT 1-A DWD Issuance 09-2012

MISSOURI DEPARTMENT OF ECONOMIC DEVELOPMENT
DIVISION OF WORKFORCE DEVELOPMENT

DISCRIMINATION COMPLAINT INFORMATION

For DWD Office Use Only
DCIF Received ☐ Accepted
By: _____ ☐ Not Accept
Date: _____ Case# _____

COMPLAINT INFORMATION *(Please print)*

FIRST NAME	LAST NAME	SOCIAL SECURITY NUMBER *(Voluntary)*
ADDRESS	HOME TELEPHONE *(Include Area Code)*	WORK TELEPHONE *(Include Area Code)*
CITY	STATE	ZIP CODE

RESPONDENT INFORMATION *(Please print)*

NAME OF AGENCY		TELEPHONE *(Include Area Code)*
ADDRESS OF AGENCY		FAX *(Include Area Code)*
CITY	STATE	ZIP CODE

WHAT IS THE MOST CONVENIENT TIME AND PLACE FOR US TO CONTACT YOU ABOUT THIS COMPLAINT? ☐ am ☐ pm

TO THE BEST OF YOUR RECOLLECTION ON WHAT DATE(S) DID THE DISCRIMINATION TAKE PLACE?	DATE OF FIRST OCCURRENCE?	DATE OF MOST RECENT OCCURRENCE?

Have you ever attempted to resolve this complaint at the Federal level?
(Civil Rights Center, Washington DC, Department of Health and Human Services, U.S. Department of Agriculture) ☐ YES ☐ NO

Have you been provided with a final decision at the Federal level regarding your complaint? ☐ YES ☐ NO

Explain as briefly and clearly as possible what happened and how you were discriminated against. Indicate who was involved. Be sure to include how other persons were treated differently from you. Also attach any written material pertaining to your case.

_____

_____

To the best of your knowledge, which of the following Missouri One-Stop System programs or services were involved? (Check one)
☐ Dislocated Worker Program ☐ Adult Programs ☐ Youth Programs ☐ Career Assistance Program (CAP)
☐ Welfare to Work ☐ Parent's Fair Share ☐ Workforce Investment Act ☐ MO Employment & Training Prog. (METP)
☐ Other _____

Do you think the discrimination against you involved: (Check one)
☐ Your job or seeking employment? **OR** ☐ Your using facilities or someone providing/not providing you with services or benefits?
If so, which of the following are involved?

☐ Discharge/Termination	☐ Promotion	☐ Training	☐ Transfer	☐ Union Activity	☐ Application
☐ Qualification/Testing	☐ Enrollment	☐ Referral	☐ Exclusion	☐ Layoff/Furlough	☐ Placement
☐ Intimidation/Reprisal	☐ Benefits	☐ Transition	☐ Recall	☐ Union Representation	☐ Discipline
☐ Performance Appraisal	☐ Harassment	☐ Hiring	☐ Wages	☐ Access/Accommodation	☐ Seniority

☐ Other _____

Basis of Complaint: Which of the following best describes why you believe you were discriminated against. (Check all that apply)

☐ Race Specify: _____ ☐ Reprisal/Retaliation
☐ Color Specify: _____ ☐ National Origin Specify: _____
☐ Religion Specify: _____ ☐ Political Specify: _____
☐ Disability Specify: _____ ☐ Citizenship Specify: _____
☐ Age Date of Birth: _____ ☐ Other: _____
☐ Sex ☐ Male ☐ Female _____

Why do you believe these events occurred?

_____

What other information do you think is relevant to our investigation?

_____

_____

_____

If this complaint is resolved to your satisfaction, what remedies do you seek?

_____

_____

_____

Please list below any persons (witnesses, fellow employees, supervisors or others) that we may contact for additional information to support or clarify your complaint:

NAME	ADDRESS	TELEPHONE NO. *(Area Code)*

Do you have an attorney? ☐ Yes ☐ No

NAME	ADDRESS	TELEPHONE NUMBER *(Area Code)*

Have you filed a case or complaint with any of the following?
☐ U.S. Equal Employment Opportunity Commission
☐ Missouri Commission on Human Rights
☐ Civil Rights Division, U.S. Department of Justice

For each item checked above, please provide the following information:

AGENCY	DATE FILED	CASE OR DOCKET NUMBER
LOCATION OF AGENCY OR COURT		DATE OF TRIAL OR HEARING
NAME OF INVESTIGATOR	STATUS OF CASE	
COMMENTS		
AGENCY	DATE FILED	CASE OR DOCKET NUMBER
LOCATION OF AGENCY OR COURT		DATE OF TRIAL OR HEARING
NAME OF INVESTIGATOR	STATUS OF CASE	
COMMENTS		

(Complaint NOT valid unless signed): Please Note: Filing a discrimination complaint with the Division of Workforce Development does not protect your legal rights regarding other employment discrimination laws. You may file a separate employment discrimination complaint with the Missouri Commission on Human Rights (MCHR) at 573.751.3325. A complaint must be filed with DWD within 180 days from the date of the alleged violation.

SIGNATURE	DATE

☐ **Yes, DWD may disclose my identity as necessary to investigate my complaint.**

CONSENT FORM

Name	
Signature	Date

I have filed a Division of Workforce Development (DWD) Discrimination Complaint and understand and agree to the following terms and conditions regarding resolution and investigation of my complaint:

a) In the course of investigating my complaint, DWD may have to reveal my identity to staff of the program named in my complaint in order to obtain facts and evidence regarding my complaint;
b) I may request and receive a copy of any personal information DWD keeps in my complaint file for investigatory uses, and;
c) Under certain conditions, DWD may be required by the Missouri Sunshine Law, Chapter 610, to reveal to others personal information I have provided in connection with my complaint.

☐ **No, DWD may not disclose my identity, even if necessary to process my complaint.**
I do not consent for DWD to disclose my identity during investigation of my complaint. I request that DWD process my complaint, however, I understand that DWD may terminate processing my complaint if it cannot fully investigate without disclosing my identity. I also understand that DWD may close my complaint if it cannot begin an investigation because I have not consented for DWD to reveal my identity.

Name	
Signature	Date

ATTACHMENT 1-B - DWD Issuance 09-2012

MISSOURI DEPARTMENT OF ECONOMIC DEVELOPMENT
MISSOURI DIVISION OF WORKFORCE DEVELOPMENT

Workforce Investment Act (WIA) Discrimination Complaint Log—Local Level

Quarterly Report

- ☐ 1st Quarter: July–Sept
- ☐ 2nd Quarter: Oct–Dec
- ☐ 3rd Quarter: Jan–Mar
- ☐ 4th Quarter: Apr–June

Agency _____ **Program Year** _____

LWIA Region _____ **EO Officer/Representative** _____

Complaint File No.	Date Complaint Was Received (mm/dd/yyyy)	Name and Address of Complainant & Status	DOL-Funded Program (Y/N)	Grounds (Bases) of Complaint	Description/Issue/Date of Complaint	ADR (Y/N)	Final Disposition Date & Results

Report Submitted By: _____ Date Submitted: _____

DWD-PO-524 EO Local WIA Discrimination Complaint Log (2012-05)

16. Incumbent Worker Training Program Policy

Attachment 16

INCUMBENT WORKER TRAINING PROGRAM POLICY

EJC/KCV WDB will have an Incumbent Worker Training Program.

The Incumbent Worker Training Program planned will focus on the following:

A) The opportunity for career progression and career pathways
B) The opportunity, agreed upon by the employer, that the job or position the incumbent worker vacates will be back-filled by the public workforce system, providing an opportunity for a career pathway for a job seeker
C) Support of classroom training tuition will be matched by the employer for 50% of training costs
D) Training will be only be approved in growth sectors as identified in the Local Plan
E) A Career pathway will be defined as a part of the classroom training plan
F) Approval of Incumbent Worker Training Program will be done on a position-by-position basis tied to the skill training deficit of each affected employee who seeks support and tied to training competencies developed in the training plan

An FEC Issuance policy will be drafted and included in the KCV WDB and EJAC WDB Local Plans as required, as Attachment 16.

The Eastern Jackson County Board's WIOA-required partners

Checklist for WDB

	The Local Board's WIOA-required partner	MOU signed by:	Name of : Authorized Representative Signing MOU and Local Agency
1	WIOA Adult Program (Title I)	LWDB Board Chair	Name: Betty Freeman-Boots Agency: Eastern Jackson County Workforce Development Date Signed: 7/1/16
2	WIOA Dislocated Worker Program (Title I)	LWDB Board Chair	Name: Betty Freeman-Boots Agency: Eastern Jackson County Workforce Development Date Signed: 7/1/16
3	WIOA Youth Program (Title I)	LWDB Board Chair	Name: Betty Freeman-Boots Agency: Eastern Jackson County Workforce Development Date Signed: 7/1/16
4	Job Corps (WIOA Title I)	Determined by Local WDB. If the local WDB has a Job Corps Center or Representative, the signatory is determined by the LWDB.	Name: Al Ford Agency: Job Corps Date Signed: 6/27/2016
5	YouthBuild (WIOA Title I)	Determined by Local WDB. If the local WDB has a Youth Build program, the signatory is determined by the LWDB.	Youth Build Services are not offered in our region.
6	WIOA Indian and Native American (INA)programs	INA program grantee if applicable to the region. See page 6 of MOU Guidelines in DWD Issuance 12-2015.	INA programs are not offered in our region.
7	WIOA Migrant and Seasonal Farmworker Programs	DWD is producing a cooperative agreement that will be signed by each region and the 167 Grantee (UMOS). Please contact Robert Ruble at: 573-751-3754 robert.ruble@ded.mo.gov to acquire a copy.	Name: Amy Sublett Agency: DWD Date Signed: 7/25/2016 Name: Stephen D. Borders Agency: United Migrant Opportunity Services Date Signed: 7/17/16
8	Wagner-Peyser labor-	DWD – WP Local WDB Member	

	exchange/employment services		Name: Lisa Elrod Agency: Department of Workforce Development Date Signed: 6/30/16
9	Adult Education and Literacy (AEL) (Title II)	The number of AEL programs in each region will vary. The Local Director of each of the program(s) partnering in the MOU should sign the MOU.	Name: Tiffany Purinton Agency: Blue Springs School District Date Signed: 7/14/16 Name: Deborah Briggs Agency: Independence School District Date Signed: 7/29/16
10	Vocational Rehabilitation (VR)	The local Vocational Rehabilitation WDB representative serving on the board.	Name: Nancy Milgrim Agency: Missouri Department of Vocational Rehabilitation- Persons with Disabilities Date Signed: 6/30/16
11	The Senior Community Service Program	Determined by Local WDB	Name: Carole Malotte Agency: AARP Foundation – Senior Services Date Signed: 7/18/16
12	Perkins Career and Technical Education	Local Career and Tech Ed Director	Name: Mark James Agency: Metropolitan Community Colleges-Blue Rivers Date Signed: 9/9/16
13	Trade Adjustment Assistance	DWD – WP Local WDB Member	Name: Lisa Elrod Agency: Department of Workforce Development Date Signed: 6/30/16
14	Jobs for Veterans State Grants	DWD – WP Local WDB Member	Name: Lisa Elrod Agency: Department of Workforce Development Date Signed: 6/30/16
15	Community Services Block Grant Activities	Please contact Jeriane Jaegers at Jeriane.jaegers@dss.mo.gov	Name: Julie Gibson Agency: Department of Social Services Date Signed: 6/30/2016

16	U.S. Dept. of Housing and Urban Development employment and training activities.	Determined by Local WDB	Name: Ed Miller Agency: Housing Authority of the City of Independence Date Signed: 9/14/16
17	State Unemployment Compensation Law activities	Please contact – Chris Miller at DOLIR and copy Spencer Clark. chris.miller@labor.mo.gov spencer.clark@labor.mo.gov	Name: Chris Miller / Spencer Clark Agency: Department of Labor Date Signed: 7/7/16 Name: Amy Sublett Agency: DWD Date Signed: 7/25/2016
18	Reintegration programs for eligible offenders	Determined by Local WDB	Name: Ron Smith Agency: Kansas City Metropolitan Crime Commission Date Signed: 6/28/2016
19	Temporary Assistance for Needy Families (TANF)	Please contact Jeriane Jaegers at Jeriane.jaegers@dss.mo.gov	Name: Julie Gibson Agency: Department of Social Services (TANF) Date Signed:6/30/2016

Local Workforce Development Board Memorandum of Understanding

EASTERN JACKSON COUNTY
ONE-STOP DELIVERY SYSTEM FOR JACKSON COUNTY EXCLUSIVE OF THE CITY OF KANSAS CITY, MISSOURI
Workforce Innovation and Opportunity Act (WIOA)
ADULT PROGRAM TITLE I
ADMINISTERED BY FULL EMPLOYMENT COUNCIL
Agreement to Coordinate with One-Stop Delivery System Partners

I. Introduction

This Memorandum of Understanding (MOU) establishes the spirit of cooperation and collaboration by the Eastern Jackson County Workforce Investment Board ("the Board"), and the One-Stop Delivery System signatory partner ("the Partners") hereafter referred to as **WIOA Adult Program Title I administered by the Full Employment Council**. This MOU describes funding stream and strategy the **WIOA Adult Program Title I administered by the Full Employment Council** agency will use to the mutual customers of job seekers and employers, through an integrated system of service delivery operated at one comprehensive site, called Missouri Job Center.

The comprehensive site is located at the following for Eastern Jackson County

Eastern County Jackson Region
15301 East 23rd Street
Independence, Missouri 64055

We understand that the development and implementation of these sites will require mutual trust and teamwork between the partnering agencies. We further understand that our joint team objective for the region is to:

(1) Provide job seekers up to date labor market information about where the jobs, careers, and the sectors they comprise are available in the Eastern Jackson County area;

(2) Be aware of the training programs that prepare job seekers for these careers and refer job seeking customers to those training courses that have positive results in course completion, certification attainment , and job placement into the appropriate career sector;

(3) Career center staff will provide appropriate career counseling and customer follow-up to facilitate course completion, certification where appropriate, and job retention;

(4) Facilitate classroom training for in-demand occupations leading to career path ways in the Greater Kansas City region;

(5) Maintain an up to date support service network to insure that job seeking clientele have appropriate information and or support in areas which include but are not limited transportation, childcare, emergency assistance, etc.

(6) Facilitate On-the-Job Training, where employers train persons on the job to aid career pathways through work-base learning;

(7) Promote apprenticeship models to individuals that combine work-base learning and classroom training, resulting in careers with credentials/classifications.

For employers we will provide services:

(1) Focus upon the single point of contact to the maximum extent possible to increase customer service and enhance program offerings;

(2) Refer clients that meet the minimum job requirements of the positions provided the public workforce system;

(3) Utilize training that uses Work based learning and or classroom instruction as appropriate;

(4) Incorporate into training curricula and program offerings increased emphasis on the socio-emotional, communication, and team-based work competencies critical to competitive work places in a global economy;

(5) Interact with business associations, chambers of commerce, and economic development organizations to acquire real time workforce intelligence regarding entry-level, intermediate and advance skill requirements for regional workforce needs.

The **Partner** agency and other core partners recognize the consistency of team effort that will be required to meet these dual customer objectives:

WIOA-required One-Stop Partners, as indicated below:

1. WIOA Adult Program (Title I)
2. WIOA Dislocated Worker Program (Title I)
3. WIOA Youth Program (Title I)
4. Job Corps (WIOA Title I)
5. YouthBuild (WIOA Title I)
6. WIOA Indian and Native American (INA)programs
7. WIOA Migrant and Seasonal Farmworker Programs - Migrant Farm Worker employment and training activities
8. Wagner-Peyser labor-exchange/employment programs services
9. Adult Education and Literacy (AEL) (Title II) activities
10. Vocational Rehabilitation (VR)
11. The Senior Community Service Program and employment activities
12. Perkins Career and Technical Education and Post-secondary Vocational Education activities
13. Trade Adjustment Assistance
14. Jobs for Veterans State Grants and Veterans employment and training activities
15. Community Services Block Grant employment and training Activities
16. U.S. Dept. of Housing and Urban Development employment and training activities.
17. Missouri Division of Employment Security programs, authorized under State Unemployment Compensation Law activities
18. Reintegration programs for eligible offenders, Second Chance offender workforce-reentry programs

19. Temporary Assistance for Needy Families (TANF) and Division of Social Services Programs

II. Strategic Vision

The purpose of the Missouri Job Centers is to advance the economic well-being of the local workforce development area by developing and maintaining a quality workforce. The centers shall serve as focal points for local and regional workforce-innovation initiatives. Achieving this will require delivering high-quality and integrated workforce innovation, education, and economic-development services for jobseekers, incumbent workers, and employers summarized as follows:

- Partnerships and Program Alignment – One-Stop System and Centers; Services and Customers
- System, Program and Services Access
- Skills and Credentials and Employment
- Career Pathways to Pump Talent Pipelines
- Employer Engagement and Business Services

III. Services to be Provided

The following section details the services that the partners will deliver through the One-Stop System, the agencies responsible for delivering those services, and the revenue sources those agencies will use to fund the services.

Eastern Jackson County One-Stop System

1. **Service Delivery Customer Flow for Adult and Dislocated Workers.**
Local program integration of Adult Career Services of the Next Generation Missouri Career Centers integrated service delivery, integrated customer flow will include three major functions: **(a) Welcome and Assessment, (b) Skill Development**, and **(c) Employment.** These functions will provide career services (basic and individualized), workforce and labor market information, and access to training services. Each function will be led by the following teams:

   a) **Welcome and Assessment** function is led by the *Welcome Team* executing the following services:
   - Greet and direct customers
   - Provide the initial service triage
   - Provide the initial skills assessment
   - Recommend a service pathway
   - Collect initial registration data
   - Connect customers with the Skills Development Team, Jobs Team, and initial service delivery

   b) **Skill Development** function is led by the *Skills Development Team* executing the following services:
   - Provide additional assessment of customer needs and support requirements
   - Facilitate career and job-search planning

- Deliver and/or connect customers to skill building services covering work readiness skills, basic skills, computer literacy skills, occupational skills and job search skills
- Oversee and facilitate self-service delivery
- Assist customers in development of job-search skills and tools

c) **<u>Employment</u>** function is led by the *Jobs Team* executing the following services:

- Provide services to job-ready participants
- Job search information, plans, support and advice
- Job matching
- Assessment of job search activities
- Labor market information
- Referrals and hiring process support

(i) Local program integration includes, but not limited to the provisions of the following career services:

- Eligibility determination for Subtitle B of Title I of the WIOA;
- Outreach, intake (which may include worker profiling) and orientation to the information and other services available through the One-Stop Delivery System;
- Initial assessment of skill levels, aptitudes, abilities and supportive service needs;
- Job search and placement assistance and, where appropriate, career counseling;
- Provision of employment statistics information, including information relating to local, regional and national labor market areas including job vacancy listings in such labor market areas; information on job skills necessary to obtain the listed jobs; and information relating to local occupations in demand and the earnings and skill requirements for such occupations;
- Provision of program performance, information and program cost information on eligible providers of training services, eligible providers of youth activities, providers of adult education, providers of post-secondary vocational education activities and vocational education activities available to school dropouts under the Carl D. Perkins Vocational and Applied Technology Act and providers of vocational rehabilitation program activities;
- Provision of information on how the local area is performing on local performance measures and any additional performance information with respect to the One-Stop Delivery System in the local area;
- Provision of information relating to the availability of supportive services, including, at a minimum, child care, transportation available in local areas and referral to such services as appropriate;
- Provision of information regarding filing claims for unemployment compensation;
- Assistance in establishing eligibility for welfare to work activities and programs of financial aid assistance for training and education;
- Follow-up services, including counseling regarding the workplace for participants in workforce investment activities, authorized by WIOA, who are placed in unsubsidized employment for not less than 12 months after the first day of employment, as appropriate.
- Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers, including diagnostic testing and the use of other assessment tools and in-depth interviewing and evaluation to identify employment barriers and appropriate goals;
- Development of an Individual Employment Plan (IEP) to identify employment goals, appropriate achievement objectives and appropriate combination of services for the participant to achieve those employment goals;
- Group counseling;
- Individual counseling and career planning;

- Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills and professional conduct to prepare individuals to unsubsidized employment or training;
- Out-of-area job search expenses;
- Relocation expenses;
- Internships;
- Work experience

(ii) **Training Services.** Next Generation Missouri Career Centers integrated service delivery Training Services in jobs in targeted industries, based on informed decisions using Labor Market Information and other workforce intelligence, that are high-skilled, high wage jobs focus on specific occupations, industries, and types of training, include:

- Apprenticeship training models that integrate classwork training with work-base learning resulting in a credential, and/or work-specific certification/classification;
- Occupational skills training, including training for non-traditional employment;
- On-the-Job Training;
- Programs that combine workplace training with related instruction which may include cooperative education programs;
- Training programs operated by the private sector;
- Skill upgrading and retraining;
- Entrepreneurial training;
- Job readiness training;
- Digital literacy to job seekers is increasingly a prerequisite for career advancement and training programs
- Adult education and literacy activities provided in combination with any of the examples cited above;
- Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of training;
- Maintain performance data on graduation and/or credentialing rates, and/or job placement of specific core courses of curriculum offerings.

This system will be utilize at the comprehensive sites and in some cases as negotiated with partner agencies, some affiliates sites will include but not limited to the following:

1. Program staff will be physically present at the Center.
2. Cross-train partner program staff at the One-Stop Center will appropriately be trained to provide information to customers about the programs, services, and activities available through partner programs.
3. Provide direct linkage through technology to program staff that can provide meaningful information on services.

2. Youth Program Services

Workforce Innovation Opportunity Act (WIOA) funded programs for Out-of-School Youth (OSY) and In-School Youth (ISY); targeting young people that face at least one barrier to employment. Because many of the young people served face an identified barrier, such as homelessness or young adult- parenting thus allows 75% of all youth programming to be expended on youth between 16 -24 years of age targeting drop-outs, homeless and young parenting.

Youth program services will be procured and will be presented through the in-take eligibility, and career service provided by the One-Stop Operator with training, mentoring, and other youth activities provided through core service providers and/or core partners.

14 Required Program Elements

The youth program system will address all 14 of the Required Elements.

1. Tutoring, study skills training, and evidence based dropout prevention strategies that lead to completion of a secondary school diploma or its recognized equivalent or for a recognized post-secondary credential. Tutoring is provided through group and individual instruction based on youth participant needs at every Youth at Work location.

2. Alternative secondary school offerings. All Youth at Work program sites have alternative secondary school offerings with a focus on credit retrieval, college credit, and GED preparation and completion.

3. Paid and unpaid work experiences, that have academic and occupational education as a component of the work experience, which may include:
   a. summer employment opportunities and other employment opportunities throughout the school year;
   b. pre-apprenticeship programs;
   c. internships and job shadowing; and
   d. on the job training opportunities;

4. Occupational skill training, which includes priority consideration for training programs that lead to recognized post-secondary credentials that are aligned with in demand industry sectors or occupations;

5. Education offered concurrently with and in the same context as workforce preparation activities and training for specific occupation or occupational cluster; WIOA youth programs offer many opportunities for youth to enroll in occupational skills training while receiving hands-on experience through partnerships with community and technical colleges.

6. Leadership development opportunities, including community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors; These are offered at all WIOA Youth Career Center Sites, through a variety of approaches including workshops, teambuilding activities, service learning projects, and youth involvement in program planning.

7. Support services are provided at all program sites. Case managers assist youth with access to non-WIOA funded support services such as federal financial aid for tuition and linkages to community organizations. WIOA supportive services are used when other resources are not available for help with emergency costs such as food, transportation, and housing.

8. Adult mentoring for duration of at least twelve (12) months that may occur both during and after program participation.

9. Follow-up services for a minimum 12-month period after the completion of the program; Follow-up services are provided for at least one year after exit. Case managers maintain regular contact and assist youth with educational plans, job search needs and other issues. Supportive services are available to youth during this time.

10. Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling, as appropriate to the needs of the individual youth;

11. Financial literacy education; WIOA youth participants receive financial literacy education through One- Stop Center and partnerships with local banking institutions.

12. Entrepreneurial skills training - youth receive entrepreneurial skills through partnerships

13. Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services; and

14. Activities that help youth prepare for and transition to post-secondary education and training.

3. WIOA Employer Services

Business services offer the following to all businesses seeking help with hiring and meeting other workforce needs. Leading, organizing, and coordinating the following:

- Provide Job-driven needs and real-time business intelligence
- Assessing businesses needs
- Posting and distributing employer job listings
- Sourcing and screening candidates
- Industry-focused and personalized employer engagement events including job fairs, employer panels, recruiting events, and mock-interview sessions
- Development of internships, mentorships, and on-the-job training
- Rapid response assistance for business closures and layoffs
- Other services requested by business customers e.g. wage industry/economic trends,
- provide ongoing support and connection to resources for new-hire training, incumbent worker training,
- Provide labor market information so that businesses keep job postings
- Manage job orders by working with an employer throughout the entire hiring process to assist with competitive description development, sourcing, screening, and connecting employers to the talent pool
- Organize hiring events, provide tailored business services, coordinate rapid response activities, and match employers to qualified workers.
- Manage the business services teams
- Organize and coordinate the delivery of services

Services to hiring employers, to include:

- Job orders and consultation, being responsive to new hiring practices,
- Implementing pre-referral standards (skills, screening),

- Customized recruitment services
- Input job orders in jobs.mo.gov system

4. **Performance Management/ Data Collection**

The workforce system shall publish results of training programs, job placement and job retention statistics, certifications and credentialing of job seekers, and placement of persons in targeted sector occupations.

5. **Continuous Improvement/ Staff Training and Development**

The system shall engage core partners and programmatic staff in cross-training, best-practice distribution, job shadowing, and customer feedback system from employer and job seeker to ensure a customer-friendly, results-oriented workforce system.

6. **Quality Assurance**

Utilizing a third party independent monitoring and evaluations system to ensure the development and execution of on-going quality assurance and verification program to verify performance, policy execution and superior workforce programs.

IV. Shared Funding of Infrastructure

The following table details the non-personnel costs associated with running the Comprehensive One-Stops named, and the allocation of those costs to the various One-Stop Partners

*Financial budgets/terms are under review and pending final approval.

Rent/Leasing of Facilities	Utilities	Maintenance	Equipment	Specialized Technologies

V. Shared Funding of Services

The following table details program services and activities that will be mutually funded by the Partners and the revenue sources the Partners will use to fund those services and activities. Include Functional Leader costs.

*Financial budgets/terms are under review and pending final approval.

Service	Service Description	Revenue Sources	Shared Costs (In-Kind, Cash, Total)	Agencies Sharing Costs

VI. Systematic Referral Process for Job Center Customers

We agree that the Partners will conduct referral for services in the following manner:

1. All customers referred for services will receive a written or electronic referral form with the date, time, and place of the appointment.
2. All referrals will be scheduled within three working days.
3. The individual making the referral will follow up within two working days of the scheduled referral date with the agency.

VII. Human Resources Management

We agree that the Partners will develop commonly accepted expectations for customer service and engagement that are compliant with each individual entity's employee policies. Each Partner will incorporate those expectations into their own employee-performance system and agree to conduct periodic performance reviews in accordance with the requirements of their organization.

VIII. One-Stop Delivery System Performance Criteria

We agree that the One-Stop Delivery System will strive to achieve these standards of quality service for its customers, employees, and Partners:

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

IX. Governance of the One-Stop Delivery System

The ultimate accountability and responsibility for the One-Stop System organizational processes, services, and accomplishments will rest with the Board, the One-Stop operator, and the Partners.

The Board's responsibilities will be:

1. Approve and execute a Memorandum of Understanding (MOU) between the One-Stop Partners that is mutually agreeable to all parties per statutory requirements.

2. Guide and Direct the disbursement of funds for workforce development activities pursuant to the requirements of the WIOA.
3. Facilitate the local plan including policies, standards and operational priorities for the local area; update the plan as required by Division of Workforce Development and Department of Labor.
4. Procure and/or certify the One-Stop Operator(s) and/or terminate a One-Stop Operator for cause, with the agreement of the CLEOs.
5. Conduct oversight of the local One-Stop workforce system, including funding specified in the WIOA, for all Adult, Dislocated Worker and Youth activities
6. Approve grants or contracts for program activities as appropriate
7. Coordinate workforce investment activities with economic development strategies and other employer linkages.
8. Facilitate the coordination of workforce activities.
9. Facilitate the engagement of employers and provide integrated business services.
10. Promote the Workforce system to businesses, community and stakeholders.

The One-Stop operator's responsibilities will be:

The One- Stop Operator responsibilities are carried out in consolidation and collaboration with the consortium of service providers and partners. The One-Stop Operator Consortium coordinates services within the Job Centers and across the One-Stop System, being the primary provider of services within the Job Center and coordinating service delivery in a multi-center area.

1. Facilitate inclusion of partners and integration of services. Consistent with the principles of universal access, customer choice, increased accountability and strong private sector involvement, the One-Stop Operator Consortium will also advance quality improvement methods, customer satisfaction measures and staff development.

2. Direct and coordinate the organizations' processes of developing strategic objectives, as well as creating action plans and related human resource plans to support system direction.
3. Organize and coordinate how the system determines customer/market requirements; expectations and preferences.
4. Develop and coordinate the performance management system and how the system analyzes performance data information.
5. Coordinate how the system enables job seekers to develop and utilize their full potential in alignment with the system's objectives.
6. Lead key aspects of process management, including customer-focused design of products and service delivery, as well as support, supplier and partnering processes involving all partners.
7. Lead, facilitate and coordinate the system's performance and improvement in business service areas – customer satisfaction, financial and marketplace performance, product and service performance, human resources results, supplier and partner results and operational performance.

8. Lead, facilitate and coordinate all employer engagement efforts that reinforce a single point-center approach to meet, to gather workforce intelligence and employer workforce needs.
9. Publish results of training programs and systems.
10. Compose and distribute external communications achievements systems enhance to community stakeholders and the public at large.

The One-Stop Partners' responsibilities will be:

1. Provide access to their programs and services through the One-Stop system (i.e., the local Job Center) either through in person sessions or via electronic/technical means at the Job Center or through the referral system delineated above.
2. Support the development and implementation of One-Stop policies and processes and integrated customer-centered service delivery design
3. Will provide their fair share of infrastructure costs as required by WIOA
4. Coordinate the delivery of services to individual job seekers with other system partners to reduce duplication of service while insure a complete range of service toward a successful career path and self-sufficiency
5. Coordinate employer contact and services to avoid duplicative employer contacts.
6. Share performance data regarding shared customers.
7. The partners shall meet to evaluate One-Stop integration and plan accordingly, on an as-needed basis.

X. Duration and Modification

The parties agree that the terms of this MOU as a whole will take effect as of 2016-07-01 and will continue in effect until 2019-06-30 or such time as any party will modify, extend, or terminate this MOU. Amendments to the MOU may be made upon consensus of all parties at least 30 days prior to the effective date of the change.

The terms of the **shared funding of infrastructure costs** agreed to in section IV will take effect as of 2016-07-01 and will continue in effect until 2019-06-30, or such time as any party will modify, extend, or terminate that subpart of this agreement.

XI. Termination

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

XII. SIGNATURES

The Partners identified below have the authority to commit the Partner Agency they represent to the terms of this Memorandum of Understanding. The Partners agree to participate in Eastern Jackson County One-Stop Center System and to comply with the terms of this Memorandum of Understanding. The level of participation to which the Partners are committed is contingent on continued availability of resources. The benefits Partners expect to receive from this participation are equitable when compared with their contributions.

THE PARTNERS TO THIS AGREEMENT EVIDENCE THEIR ACCEPTANCE OF ITS TERMS BY THEIR SIGNATURES BELOW.

Betty Freeman-Boots UPHR — 7-1-16

Signature/ Title — Date

Betty Freeman-Boots, Chairperson of the
Eastern Jackson County Workforce Development Board
WIOA Adult Program Title I/
Dislocated Worker Title I Program/
Youth Title I Program
One-Stop Partner

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THE PARTNERS TO THIS AGREEMENT EVIDENCE THEIR ACCEPTANCE OF ITS TERMS BY THEIR SIGNATURES BELOW.

Betty Freeman-Boots UPHR — 7-1-16

Signature/ Title — Date

Betty Freeman-Boots, Chairperson of the
Eastern Jackson County Workforce Development Board

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THE PARTNERS TO THIS AGREEMENT EVIDENCE THEIR ACCEPTANCE OF ITS TERMS BY THEIR SIGNATURES BELOW.

Signature/ Title

7-1-16
Date

Clyde McQueen, Chief Executive Officer
The Full Employment Council
One-Stop Operator

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THE PARTNERS TO THIS AGREEMENT EVIDENCE THEIR ACCEPTANCE OF ITS TERMS BY THEIR SIGNATURES BELOW.

_____ Signature/ Title

6/30/16
Date

Lisa Elrod
Assistant Director
Division of Workforce Development
WIOA Adult Program Title I
One-Stop Partner

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THE PARTNERS TO THIS AGREEMENT EVIDENCE THEIR ACCEPTANCE OF ITS TERMS BY THEIR SIGNATURES BELOW.

_____ Signature/ Title

6/30/16
Date

Lisa Elrod
Assistant Director
Division of Workforce Development
WIOA Dislocated Worker Program Title I
One-Stop Partner

XII. SIGNATURES

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THE PARTNERS TO THIS AGREEMENT EVIDENCE THEIR ACCEPTANCE OF ITS TERMS BY THEIR SIGNATURES BELOW.

_____ Signature/ Title

6/30/16
_____ Date

Lisa Elrod
Assistant Director
Division of Workforce Development
WIOA Youth Program Title I
One-Stop Partner

XII. SIGNATURES

The Partners identified below have the authority to commit the Partner Agency they represent to the terms of this Memorandum of Understanding. The Partners agree to participate in Eastern Jackson County One-Stop Center System and to comply with the terms of this Memorandum of Understanding. The level of participation to which the Partners are committed is contingent on continued availability of resources. The benefits Partners expect to receive from this participation are equitable when compared with their contributions.

THE PARTNERS TO THIS AGREEMENT EVIDENCE THEIR ACCEPTANCE OF ITS TERMS BY THEIR SIGNATURES BELOW.

CENTER DIRECTOR — 6-27-16

Signature/ Title — Date

Job Corps
WIOA Title I
One-Stop Partner

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

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

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

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

I. SERVICES TO BE PROVIDED

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

1. Provide a bilingual (Spanish and English) worker to each Job Center deemed "significant" in service to MSFWs: UMOS staff will not be collocated in career centers. Requests for UMOS bilingual staff should be by appointment when possible. UMOS staff will travel as location, logistics, time and budgets allow, assisting DWD staff in providing clients with easy access to services. UMOS staff may request phone interviews to pre-qualify Farmworkers for the NFJP program, before traveling long distances. Qualifying for the NFJP program requires several personal documents upfront; applications cannot be processed without these documents beforehand.
2. Provide outreach workers to visit MSFWs where they live and/or work, in order to inform them of all available Job Center services and community programs, from which they may benefit, including those available to the general public.
3. Refer MSFWs to opportunities for which they may qualify, Agricultural as well as Non-Agricultural employment opportunities currently available to all applicants.
4. Upon request provide a list of names and contact information of eligible MSFW. UMOS will share names of participants in a manner consistent with funding source regulations and applicable Federal and State laws.
5. Assist MSFWs in the preparation of applications for new employment.
6. Refer MSFWs to Job Center staff for training programs.
7. Provide information regarding the types of employment likely to be available when the currently-employed MSFW becomes available for new employment.
8. Receive and subsequently refer complaints, including farm labor complaints, to the State Monitor Advocate.

9. Coordinate farm labor program activities with DWD's MSFW Outreach staff and the State Monitor Advocate.
10. Provide appropriate UMOS staff to travel within the State to attend meetings, training sessions, speaking engagements and/or other activities deemed necessary by both agencies.
11. UMOS will provide DWD with a list referencing a contact person in each of its offices who are familiar with the terms of this cooperative agreement.

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

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

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

II. REPORTING SYSTEM

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

Reports will include:

- Number of estimated MSFWs currently in the State
- Number of MSFW contacts made during each day, week, and month
- Number of referrals made to various services
- Number of complaints received and referred
- Number of training applications received and referred

- Placement information on any customers who are co-enrolled. with both UMOS and DWD. who have entered employment
- An outline of services provided. when necessary and requested
- Any significant events that need to be highlighted

III. AGREEMENT

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

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

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

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

Division of Workforce Development
Amy Sublett, Director

Amy Sublett
Signature

Amy Sublett
Printed Name

Director
Title

July 25, 2016
Date

United Migrant Opportunity Services

Signature

Stephen D. Barvers
Printed Name

Director
Title

7/17/16
Date

XII. SIGNATURES

The Partners identified below have the authority to commit the Partner Agency they represent to the terms of this Memorandum of Understanding. The Partners agree to participate in Eastern Jackson County One-Stop Center System and to comply with the terms of this Memorandum of Understanding. The level of participation to which the Partners are committed is contingent on continued availability of resources. The benefits Partners expect to receive from this participation are equitable when compared with their contributions.

THE PARTNERS TO THIS AGREEMENT EVIDENCE THEIR ACCEPTANCE OF ITS TERMS BY THEIR SIGNATURES BELOW.

Signature/ Title

6/30/16
Date

Lisa Elrod
Assistant Director
Division of Workforce Development
Wagner-Peyser Labor Exchange/ Employment Services
One-Stop Partner

XII. SIGNATURES

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THE PARTNERS TO THIS AGREEMENT EVIDENCE THEIR ACCEPTANCE OF ITS TERMS BY THEIR SIGNATURES BELOW.

L. Burrinton / Director of Blue Springs AEL — 7.14.16

Signature/ Title — Date

Blue Springs School District
Adult Education and Literacy (AEL) (Title II)
One-Stop Partner

XII. SIGNATURES

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THE PARTNERS TO THIS AGREEMENT EVIDENCE THEIR ACCEPTANCE OF ITS TERMS BY THEIR SIGNATURES BELOW.

Debra S. Briggs — 7/09/2016

Signature/ Title — Date

Debra Briggs, Director of Adult & Community Education

Independence School District
Adult Education and Literacy (AEL) (Title II)
One-Stop Partner

XII. SIGNATURES

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Nancy Mulgrim District Supervisor 6-30-16

Signature/ Title Date

The Missouri Department of Vocational Rehabilitation-
Persons with Disabilities
One-Stop Partner

XII. SIGNATURES

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THE PARTNERS TO THIS AGREEMENT EVIDENCE THEIR ACCEPTANCE OF ITS TERMS BY THEIR SIGNATURES BELOW.

Carole Malotte Project Director — 7/18/16

Signature/ Title — Date

AARP
The Senior Community Service Program
One-Stop Partner

XII. SIGNATURES

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THE PARTNERS TO THIS AGREEMENT EVIDENCE THEIR ACCEPTANCE OF ITS TERMS BY THEIR SIGNATURES BELOW.

Mark S. James

Signature/ Title

Date

Metropolitan Community Colleges- Blue River
Perkins Career and Technical Education
One-Stop Partner

XII. SIGNATURES

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THE PARTNERS TO THIS AGREEMENT EVIDENCE THEIR ACCEPTANCE OF ITS TERMS BY THEIR SIGNATURES BELOW.

_____ Signature/ Title

6/30/16
Date

Lisa Elrod
Assistant Director
Division of Workforce Development
Trade Adjustment Assistance
One-Stop Partner

XII. SIGNATURES

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THE PARTNERS TO THIS AGREEMENT EVIDENCE THEIR ACCEPTANCE OF ITS TERMS BY THEIR SIGNATURES BELOW.

_____ 6/30/16

Signature/ Title Date

Lisa Elrod
Assistant Director
Division of Workforce Development
Jobs for Veterans State Grants
One-Stop Partner

Memorandum of Understanding (MOU) ***Disclosure*** ***Missouri Department of Social Services***	
MOU Title:	**One-Stop Delivery System**

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

Julie Gibson
Family Support Division (FSD) Director

Temporary Assistance for Needy Families
Community Services Block Grant

XII. SIGNATURES

The Partners identified below have the authority to commit the Partner Agency they represent to the terms of this Memorandum of Understanding. The Partners agree to participate in Eastern Jackson County One-Stop Center System and to comply with the terms of this Memorandum of Understanding. The level of participation to which the Partners are committed is contingent on continued availability of resources. The benefits Partners expect to receive from this participation are equitable when compared with their contributions.

THE PARTNERS TO THIS AGREEMENT EVIDENCE THEIR ACCEPTANCE OF ITS TERMS BY THEIR SIGNATURES BELOW.

Signature/ Title

9/14/2016
Date

Housing Authority of the City of Independence
Employment and Training Activities
One-Stop Partner

MEMORANDUM OF UNDERSTANDING
Between the Missouri Division of Employment Security and Division of Workforce Development

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

I. Purpose of Agreement

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

II. Duties of the Parties

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

DES agrees to the following role in relation to WIOA:

- The Division of Employment Security (DES) administers Missouri's UI program. The UI program provides partial protection for workers against loss of wages during periods of involuntary unemployment. The benefits paid to insured workers bolster the economy of the state during periods of economic downturn by helping maintain a degree of consumer purchasing power.

- UI programs and activities that fall under the operation of DES include the regular UI program, unemployment compensation for ex-service members, unemployment compensation for federal employees, the Shared Work program, the Reemployment Services Eligibility Assessment program and Trade Readjustment Allowances, including Alternative Trade Adjustment Assistance and Reemployment Trade Adjustment Assistance.

- WIOA established an additional requirement to provide meaningful assistance with filing a claim for unemployment insurance. Meaningful assistance means:

    - Providing assistance on-site using staff who are well trained in unemployment insurance claims filing and the rights and responsibilities of UI claimants; or

    - Providing assistance by phone or other technology, as long as the assistance is provided by trained and available staff and within a reasonable time.

- To meet the requirement to provide meaningful assistance to UI claimants in need of help filing a UI claim, MJC staff must be familiar with the DES online claims filing system and the rights and responsibilities of UI claimants to the point of being able to help them understand DES publications and correspondence.

- An electronic feedback system is in place for MJC staff to refer potential UI eligibility issues to the DES for investigation.

DWD and the WDBs agree to do the following:

- Designate MJC staff to be familiar with the DES online claims filing system and the rights and responsibilities of UI claimants to the point of being able to help them understand DES publications and correspondence.

- Provide training to MJC staff in the centers, as needed, including but not limited to assessing a UI claimants needs, providing labor market information, developing a work search plan, making referrals to services and training, skills remediation and assessment, and computer system information.

- Individuals with significant barriers to employment shall be identified and receive priority service and shall receive services designed to assist them in achieving their educational and /or job placement goals.

- Individuals with disabilities shall be provided accommodations and assistive technology upon request and shall be referred to the appropriate agency for additional assistance as appropriate.

III. Funding of the Job Center infrastructure costs

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

IV. Terms of Agreement

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

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

The parties will observe confidentiality requirements of federal law (20 CFR Part 603) and state law (Section 288.250 RSMo).

V. Signatures

The undersigned enter into this MOU between the Department of Labor and Industrial Relations, Division of Employment Security and the Department of Economic Development, Division of Workforce Development, on behalf of Missouri's fourteen Workforce Development Boards. This agreement shall remain in effect for three years from the most recent date of signing and parties agree to comply with the provisions of this Agreement.

MISSOURI DIVISION OF EMPLOYMENT SECURITY

Chris Miller, Acting Director
Division of Employment Security
421 E. Dunklin
Jefferson City, MO 65104

Date 7/7/16

MISSOURI DIVISION OF WORKFORCE DEVELOPMENT

Amy Sublett, Director
Division of Workforce Development
421 E. Dunklin Street
Jefferson City, MO 65101

Date July 6, 2016

XII. SIGNATURES

The Partners identified below have the authority to commit the Partner Agency they represent to the terms of this Memorandum of Understanding. The Partners agree to participate in Eastern Jackson County One-Stop Center System and to comply with the terms of this Memorandum of Understanding. The level of participation to which the Partners are committed is contingent on continued availability of resources. The benefits Partners expect to receive from this participation are equitable when compared with their contributions.

THE PARTNERS TO THIS AGREEMENT EVIDENCE THEIR ACCEPTANCE OF ITS TERMS BY THEIR SIGNATURES BELOW.

Rick C — President 6/28/2016

Signature/ Title Date

Offenders Kansas City Metropolitan Crime Commission
Reintegration Programs for Eligible
One-Stop Partner

Memorandum of Understanding (MOU) ***Disclosure*** ***Missouri Department of Social Services***	
MOU Title:	**One-Stop Delivery System**

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

Julie Gibson
Family Support Division (FSD) Director

Temporary Assistance for Needy Families
Community Services Block Grant

Attachment 16

INCUMBENT WORKER TRAINING PROGRAM POLICY

EJC/KCV WDB will have an Incumbent Worker Training Program.

The Incumbent Worker Training Program planned will focus on the following:

A) The opportunity for career progression and career pathways
B) The opportunity, agreed upon by the employer, that the job or position the incumbent worker vacates will be back-filled by the public workforce system, providing an opportunity for a career pathway for a job seeker
C) Support of classroom training tuition will be matched by the employer for 50% of training costs
D) Training will be only be approved in growth sectors as identified in the Local Plan
E) A Career pathway will be defined as a part of the classroom training plan
F) Approval of Incumbent Worker Training Program will be done on a position-by-position basis tied to the skill training deficit of each affected employee who seeks support and tied to training competencies developed in the training plan

An FEC Issuance policy will be drafted and included in the KCV WDB and EJAC WDB Local Plans as required, as Attachment 16.