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Ozark Region

2016 -2020 LOCAL WIOA PLAN OF SERVICE

June 30, 2016 (Revised 9/12/16)

2016 – 2020 Local WIOA Plan of Service

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STRATEGIC ELEMENTS

I. Local Workforce Development Board's Vision

State the Board's vision for the workforce development area and how this vision meets, interprets, and furthers the Governor's vision in the PY16-PY20 WIOA Missouri Combined State Plan.

In April 2016, the Ozark Local Workforce Development Board (WDB) held a Retreat to develop strategies for service delivery under the Workforce Innovation and Opportunity Act (WIOA). A key component of this comprehensive meeting was the identification of the Board's vision, goals, and priorities.

The Board's vision is ***"to promote a thriving regional economy supported by diverse employment opportunities and a highlight trained and sustainable workforce"***. Its vision is ***"to facilitate, advocate, and allocate resources for workforce solutions resulting in employer engagement and improved quality of life in the region."***

Together, these two statements demonstrate the Board's commitment to creating a comprehensive workforce system that utilizes the services and resources of the organizations that are aligned within the Missouri Job Center (MJC) to develop a pipeline of qualified. Thus, the mission and vision clearly support and further the Governor's vision of having Missouri's WIOA partners ***"build an integrated demand-driven workforce system that leads to self-sufficiency."***

II. Local Workforce Development Board's Goals

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

The Ozark WDB's goals for engaging employers and preparing an educated and skilled workforce are identified below.

1. Implement market-driven approaches
2. Recognize and actively engage employers as the chief customer
3. Strengthen and build upon community partnerships
4. Secure additional funding resources
5. Increase Board engagement and accountability
6. Improve outreach and engagement strategies by increasing awareness
7. Build capacity of MJC staff

III. Local Workforce Development Board's Priorities

Identify the workforce development needs of businesses, job seekers, and workers in the area, and how those needs were determined.

The Ozark WDB began an exercise to prioritize needs and set goals in October of 2013. Since then, the Board and the Operator have been engaged in a plan of work. A priority of the Board has been to identify the needs of the employer, job seeker, and the worker. The Board employed several targeted approaches to determine those needs beginning with the development of the goals. Locally, the Board reviewed labor market data provided by the state of Missouri Division of Workforce Development (DWD). Additionally, the Board created the State of the Workforce employer survey to help further identify business needs. Data gathered from the survey prompted the development of two key initiatives:

1. Industry Roundtables-the Board identified five major industry drivers in the region- Healthcare, Advanced Manufacturing, Construction/Trades, and IT. Employers from the Region gather for roundtable discussions. Practitioners are also present and gather information and provide input on available training options to employers.
2. Sector Strategy Emphasis-In partnership with the State of Missouri, the Board participated in Sector Strategy sessions designed to identify needs of a particular industry. Data collected from the Sector Strategy initiative assisted the Board in creating a global service delivery plan for the region based local data and wisdom.

Priorities for the WDB include a focus on outreach, infrastructure, and capacity building. The Board pledged resources to increase training for staff and Board members and reaching out to smaller counties and cities in the region. Planned activities include a labor shed study to determine needs and capacity of local labor markets, investments in access points through upgrades to the Mobile Job Center, and evaluating need for increased points of access through partner integration in Job Centers and satellite locations where feasible. The WDB also created a new position of data and research analyst to assist the Board in determining community needs and having local information on demand.

The Board has also recognized that the employer is the chief customer of the system and workforce development activities have to center around skill sets and training investments that will yield self-sufficiency and increased economic opportunity.

Equally important is the element of inclusion and the need to include all groups in the quest for a balanced and equitable economic opportunity for all. This involves working with the partners to ensure they are reaching those with significant barriers such as limited job experience, insufficient skill levels to compete for jobs, poverty, disability, and educational attainment. The Board also works across the community and is part of several initiatives geared towards community and regional development.

The Board and the MJC are recognized a key partners in the economic growth and prosperity of the region. One of the ways the Board contributes is by engaging other partners such as chambers of commerce, economic development organizations, councils of

government, industry organizations, and various community partners. It will continue to collaborate with its partners in joint advocacy, outreach, and engagement strategies.

IV. Economic, Labor Market, and Workforce Analysis

If using MERIC data, please indicate the source is MERIC. If using another resource, please reference the source. MERIC regional representatives can be found online at:

[https://www.missourieconomy.org/about_us/contactus.stm#Regional Contacts](https://www.missourieconomy.org/about_us/contactus.stm#Regional%20Contacts)

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 lay-off events over the past three years and any anticipated layoffs; and*
- *Any other factors that may impact local/regional economic conditions.*

The Ozark Workforce Development Region includes the counties of Christian, Dallas, Greene, Polk, Stone, Taney, and Webster. As of 2014, the Total Population for the Region was 537,631.¹ An economic analysis of the Region follows:

Average Personal Income Level. The Average Personal Income Level for the Region is significantly higher than both the State and National Averages. As depicted in the chart below, data indicates that the 2013 Per Capita Income for the Region is \$34,598, with the highest occurring in Stone County at \$37,160 and the lowest occurring in Webster County at \$29,378.² US Census data indicates that the Per Capita Income for 2013 for Missouri and the US is \$25,649 and \$28,155 respectively.³

County	2013 Per Capita Income
Christian	\$34,432
Dallas	\$31,460
Greene	\$36,869
Polk	\$29,523
Stone	\$37,160
Taney	\$28,776
Webster	\$29,378
Average	\$34,598

¹ MERIC – Missouri Economic Research and Information Center, <https://www.missourieconomy.org>.

² Ibid.

³ US Census Bureau, Quick Facts, <http://www.census.gov/quickfacts/map/PST045214/48>.

Number and Percent of Working-Age Population Living At or Below Poverty Level. As shown in the chart below, at an average rate of 18.5%, the Percent of Persons Living in Poverty is significantly higher than the State and National rates of 15.5% and 14.8%, respectively. The highest percentage of Persons Living in Poverty is in Dallas County at a rate of 21.7% while the lowest is in Christian County at 11.3%.⁴

There are 278,380 individuals in the Civilian Labor Force as of December 2015.⁵ Applying information from the US Census Bureau for the Percent of Persons Living in Poverty as depicted in the chart above, the Estimate of Working-Age Population Living At or Below Poverty Level can be derived. The results are also shown in the chart below.

Of note, 51.8% of the population comprises the Region’s Civilian Labor Force (calculated as the 2015 Civilian Labor Force of 278,380 / the 2014 Total Population of 537,631).⁶ This percentage is significantly lower than the State and National percentages which are each 63.5%.⁷

County	2015 Civilian Labor Force	Percent of Persons Living in Poverty	Estimate of Working-Age Persons Living At or Below Poverty Level
Christian	43,955	11.3%	4,967
Dallas	7,416	21.7%	1,609
Greene	154,734	20.6%	31,875
Polk	14,828	18.1%	2,684
Stone	13,939	16.2%	2,258
Taney	26,403	18.7%	4,937
Webster	17,105	17.8%	3,045
Total/Average	278,380	18.5%	51,375

Despite the availability of jobs and training opportunities, the Region is experiencing an increase in poverty, especially among the youth population. In fact, in Dallas County, the unemployment rate among youth is 68%.

Additionally, with a poverty rate of 25.6%, the City of Springfield was identified as a major distressed area by the US Department of Housing and Urban Development (HUD) in 2015.⁸ It was also selected under President Obama’s 2011, “Strong Cities, Strong Communities initiative” to receive technical assistance from the National Resource Network (NRN). NRN will assist the MJC and other partners in the Region to improve opportunities for individuals living in poverty.

Unemployment Rates for the Last Five Years. The Unemployment Rate for the State of Missouri decreased from a high of 8.5% in 2011 to a low of 5.0% in 2015. At the same

⁴ Ibid.

⁵ MERIC – Missouri Economic Research and Information Center, <https://www.missourieconomy.org>.

⁶ Ibid.

⁷ US Census Bureau, Quick Facts, <http://www.census.gov/quickfacts/map/PST045214/48>.

⁸ Springfield Impacting Poverty Commission, *Call to Action Report*, 2015.

time, the Ozark Region’s Unemployment Rate mirrored this change, moving from 8.5% in 2011 to 4.9% in 2015.⁹

As shown in the chart below, although unemployment in the Region has decreased, it still remains problematic in both Stone and Taney Counties, with levels hovering near the 8% mark.

County	2015	2014	2013	2012	2011
Christian	4.2%	4.9%	5.5%	5.9%	7.4%
Dallas	6.2%	7.4%	8.5%	9.1%	11.0%
Greene	4.1%	4.8%	5.5%	5.9%	7.3%
Polk	5.2%	6.2%	7.1%	7.7%	9.3%
Stone	7.8%	9.5%	10.4%	11.2%	12.6%
Taney	8.0%	9.6%	10.4%	11.2%	13.2%
Webster	5.0%	6.0%	6.7%	7.1%	8.9%
Ozark Average	4.9%	5.8%	6.5%	7.0%	8.5%
MO Average	5.0%	6.1%	6.7%	7.0%	8.5%

Major Lay-off Events Over the Past Three Years and Any Anticipated Layoffs. Within the Ozark Region, Greene County was the only area that experienced significant layoffs over the past three years. The following chart outlines the layoff date, the company, the reason, and the number of individuals impacted. Currently, no additional layoffs are anticipated.

Date	Company	County	Reason	Number Impacted
July 2015	St. Anthony’s Medical Center	Greene	Closing	201
Mar 2015	Cargill Meat Solutions	Greene	Closing	118
Feb 2015	Strategic Fundraising	Greene	Layoff	95
Jan 2015	Dillon Stores	Greene	Closing	444
Aug 2014	Ozarks Community Hospital	Greene	Layoff	60
Sep 2013	BRC Manufacturing Corporation (Regal Beloit)	Greene	Closing	334
Feb 2013	Tri West Healthcare Alliance	Greene	Layoff	15*
Nov 2012	Hostess Brands/Interstate Brand Corporation	Greene	Closed	31

**Note: Greene County was one of three counties that totaled 15 layoffs for Tri West Healthcare Alliance.*

Other Factors That May Impact Local Economic Conditions. The MERIC Labor Market Analysis Report for the Ozark Region for 2015 indicates that over half of the workforce in five of the Region’s seven counties commute to another county for employment. Of these, only 18% leave the Ozark Region for their jobs. Therefore, it appears most

⁹ MERIC – Missouri Economic Research and Information Center, <https://www.missourieconomy.org>

commuters travel within the Ozark Region. The chart on the following page outlines the Percent of Employees Working Outside of Home County.¹⁰

County	Percent of Employees Working Outside of Home County
Christian	82.3%
Dallas	81.1%
Greene	18.2%
Polk	61.1%
Stone	83.6%
Taney	33.8%
Webster	73.6%

Another factor that may impact local economic conditions is that there are a higher number of older workers who are in need of upskilling, which will require increased investments in training and retraining, as well as the need for other non-traditional training such as on-the-job training (OJT) and apprenticeship. Moreover, technology advancements have an impact on worker readiness to meet the demand of a global market.

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 Ozark Workforce Development Area's economic conditions and trends, as well as to explain pertinent industrial and occupational demand.

Real-Time Labor Market Analysis

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

¹⁰ Ibid.

Industrial Demand

Industry demand analysis from February 2015 through January 2016 showed that the Consulting Services industry (management, scientific, and technical consultants) was a top job advertisement. Hospitals, Colleges and Universities, and Traveler Accommodation (hotels and motels) also had a high number of job advertisers.

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

Industry	Job Postings
Management, Scientific, and Technical Consulting Services	1,738
General Medical and Surgical Hospitals	1,588
Colleges, Universities, and Professional Schools	1,314
Traveler Accommodation	1,006
Insurance Carriers	950
Restaurants and Other Eating Places	835
Building Material and Supplies Dealers	583
Depository Credit Intermediation	575
Computer Systems Design and Related Services	503
Department Stores	500

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

Occupational Demand

Job analysis highlights the top ten occupations Ozark Region employers advertised for in the past year. Tractor-Trailer Truck Drivers were in the greatest demand, followed by Retail Salespersons, Registered Nurses, and Sales Representatives from Wholesale and Manufacturing businesses. In addition to Customer Service Representatives and Retail Sales Supervisors, Computer Occupations and Software Applications Developers also made the list. Rounding out the top ten were Laborers and Maintenance and Repair Workers.

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.

2. Emerging Demand Industry Sectors and Occupations

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

Industry

MERIC develops long-term employment projections based on industry trends and staffing patterns for the Ozark Workforce Development Region. The table below describes the industries projected to have the most job openings from 2012 to 2022 based on both growth and replacement needs.

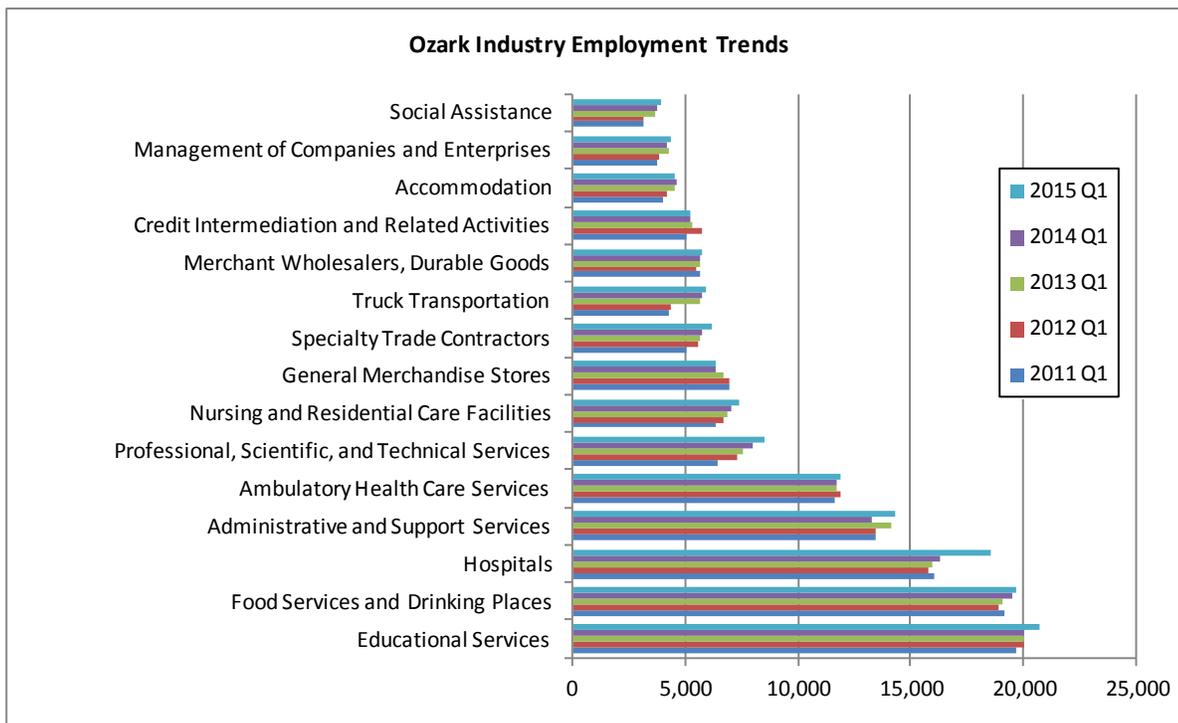
For the 2012-2022 time period, the top net change for industry employment in the Ozark Region are projected to be Administrative and Support Services (4,093); Ambulatory Health Care Services (2,218); Specialty Trade Contractors (1,568); and Food Services and Drinking Places (1,499).

Ozark Region 2012-2022 Industry Projections

Title	Employment		Change	
	2012	2022	2012-2022	
	Estimated	Projected	Numeric	Percent
Administrative and Support Services	11,986	16,079	4,093	34.15%
Ambulatory Health Care Services	11,125	13,343	2,218	19.94%
Specialty Trade Contractors	5,731	7,299	1,568	27.36%
Food Services and Drinking Places	19,907	21,406	1,499	7.53%
Professional, Scientific, and Technical Services	7,049	8,527	1,478	20.97%
Hospitals	16,081	17,448	1,367	8.50%
Educational Services	18,897	20,007	1,110	5.87%
Truck Transportation	5,503	6,259	756	13.74%
Nursing and Residential Care Facilities	6,708	7,394	686	10.23%
Construction of Buildings	1,677	2,249	572	34.11%

Source: MERIC Employment Projections

Industry employment trends offer insight on the industries that are growing over time in a given area. The chart below is a snapshot of employment over 5 years in industries located in the Ozark region. Between 2011 and 2015, industries with the largest increase in employment were Hospitals, Professional, Scientific and Technical Services, Truck Transportation, Specialty Trade Contractors and Educational Services.



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

Occupations

The long-term occupational projections for the Ozark 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. Combined Food Preparation and Serving Workers, for example, shows a total projected employment of 8,267 for 2022, only 883 more than the 2012 estimate of 7,384 jobs. This means of the 3,702 job openings over 10 years, 2,819 are replacement openings due to turnover while only 883 are new. Total openings are important to job seekers while new jobs indicate where new training needs may be found.

The Personal Care Aide occupation is projected to grow faster than the overall region, over 35 percent in ten years, and have more than 500 new job openings. Among the many occupations expected to grow much faster than the region are Software Application Developers, Cement Masons, Construction Laborers, Assemblers and Fabricators, Plumbers and Market Research Analysts. Other occupations expected to have 500 or more openings over ten years include the Combined Food Preparation

Ozark 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	7,384	8,267	883	2,819	3,702
Retail Salespersons	8,727	9,216	489	2,985	3,474
Cashiers	6,526	6,573	47	2,821	2,868
Waiters and Waitresses	5,196	5,332	136	2,500	2,636
Customer Service Representatives	4,284	5,157	873	1,166	2,039
Registered Nurses	5,515	6,159	644	1,069	1,713
Laborers and Freight, Stock, and Material Movers, Hand	3,699	4,197	498	1,146	1,644
Heavy and Tractor-Trailer Truck Drivers	5,487	6,249	762	878	1,640
Office Clerks, General	6,034	6,340	306	1,268	1,574
General and Operations Managers	4,155	4,605	450	777	1,227

Source: MERIC Employment Projections

occupations, Customer Service Representatives, and Truck Drivers.

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 Ozark Region. Occupations requiring short-term OJT are projected to experience the highest number of increased employment at over 8,970, or 8.5 percent growth. Employment in occupations requiring moderate-term OJT is also expected to grow by approximately 4,700, or 12 percent.

Increased employment is also anticipated for occupations requiring a high school diploma. Employment for this education level is projected to increase by nearly 8,338, or 8.9 percent. Occupations requiring some post-high school training will increase by 7,900 workers.

As estimated for the year 2022, 67 percent of workers in the Ozark region will be employed in occupations that require no formal postsecondary education (includes short-term OJT to work experience in a related occupation). Workers in occupations that require just a bachelor's degree will account for over 14.6 percent of the total employment in 2022.



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 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 and Financial occupations.

Ozark 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	7,384	8,267	883	2,819	3,702
Retail Salespersons	8,727	9,216	489	2,985	3,474
Cashiers	6,526	6,573	47	2,821	2,868
Waiters and Waitresses	5,196	5,332	136	2,500	2,636
Customer Service Representatives	4,284	5,157	873	1,166	2,039
Laborers and Freight, Stock, and Material Movers, Hand	3,699	4,197	498	1,146	1,644
Office Clerks, General	6,034	6,340	306	1,268	1,574
Maids and Housekeeping Cleaners	3,348	3,699	351	664	1,015
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	3,199	3,570	371	602	973
Childcare Workers	2,575	2,744	169	757	926
Next - Typically requires an associate's degree or long-term training					
Registered Nurses	5,515	6,159	644	1,069	1,713
Heavy and Tractor-Trailer Truck Drivers	5,487	6,249	762	878	1,640
Nursing Assistants	3,795	4,233	438	722	1,160
Maintenance and Repair Workers, General	3,281	3,510	229	630	859
First-Line Supervisors of Retail Sales Workers	2,923	2,984	61	636	697
First-Line Supervisors of Food Preparation and Serving Workers	1,791	1,975	184	505	689
Carpenters	1,886	2,328	442	232	674
First-Line Supervisors of Office and Administrative Support Workers	1,935	2,145	210	459	669
Cooks, Restaurant	1,986	2,226	240	392	632
Licensed Practical and Licensed Vocational Nurses	1,453	1,661	208	355	563
Later - Typically requires bachelor's degree or beyond					
General and Operations Managers	4,155	4,605	450	777	1,227
Accountants and Auditors	1,499	1,709	210	444	654
Middle School Teachers, Except Special and Career/Technical Education	1,726	1,885	159	380	539
Personal Financial Advisors	1,766	1,983	217	285	502
Secondary School Teachers, Except Special and Career/Technical Education	1,592	1,627	35	433	468
Elementary School Teachers, Except Special Education	1,444	1,570	126	318	444
Substitute Teachers	1,578	1,630	52	269	321
Software Developers, Applications	552	723	171	71	242
Cost Estimators	420	520	100	135	235
Recreation Workers	1284	1,361	77	151	228

Source: MERIC Employment Projections

C. Workforce Analysis

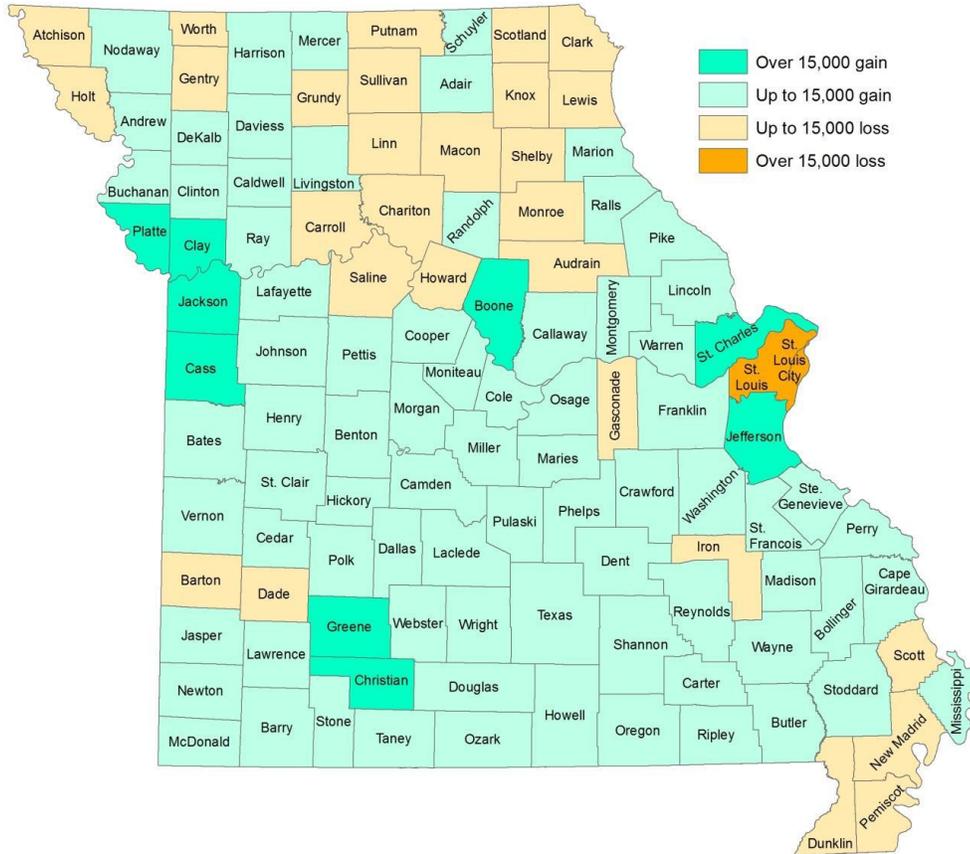
Describe the current workforce including individuals with barriers to employment, as defined in section 3 of WIOA. This population must include individuals with disabilities among other groups in the economic region and across the LWDA.

Geographic Change

St. Louis and Kansas City remain the largest population centers in Missouri. The most recent decennial census shows some population shift further out from the urban core.

The overall population for the Ozark Workforce Development Area has increased by nearly 84,000. Details for all counties can be found in Table 1.

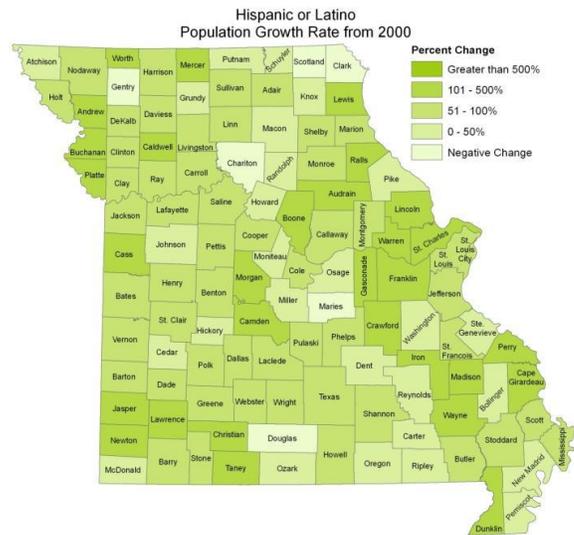
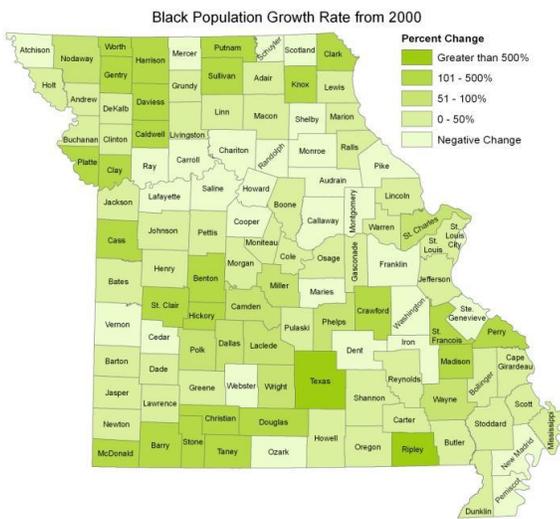
Missouri Population Change, 2000-2010



Minority Population Growth

Missouri experienced population increases in the Black and Hispanic or Latino minority groups during the 2000's. The Ozark Region's black population numbers 9,439 in 2010. The Black population accounts for 1.8 percent of the Area's total population. By comparison, Missouri's Black population accounts for 11.6 percent of total state population, and nationally, the Black population accounts for 12.6 percent of total U.S. population.

The Hispanic or Latino population in the Ozark Workforce Development Area has also increased. The minority group numbers over 14,600, an increase of 7,300 persons since 2000. The Hispanic or Latino population represents 2.8 percent of the Area's total population. Statewide, 3.5 percent of total population was Hispanic or Latino in 2010, compared to 16.3 percent for the U.S. The full datasets are available in Table 2: Black Population Rates and Table 3: Hispanic or Latino Population Rates in the Appendix.

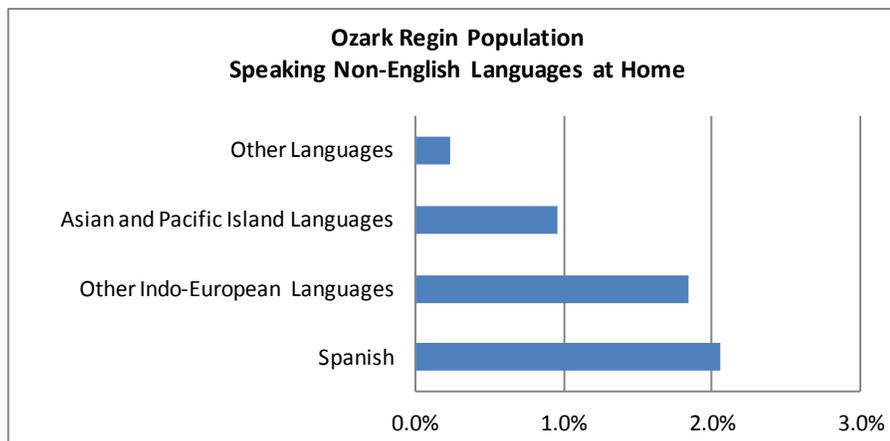


Limited English Proficiency

According to the 2010-2014 American Community Survey 5-Year Estimates, 5.1 percent (16,620) of the Ozark Region’s 18 to 64 population age cohort spoke a language other than English at home. The most common non-English languages spoken in Ozark area homes was Spanish (2.1 percent); Other Indo-European languages (1.8 percent); Asian and Pacific Island languages (1.0 percent) and Other Languages (0.2 percent).

Less than 5 percent of all population age cohorts (23,896) in the Ozark Area spoke a language other than English. Statewide, however, 6.6 percent of the population (244,947) spoke 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 (0.5 percent).

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

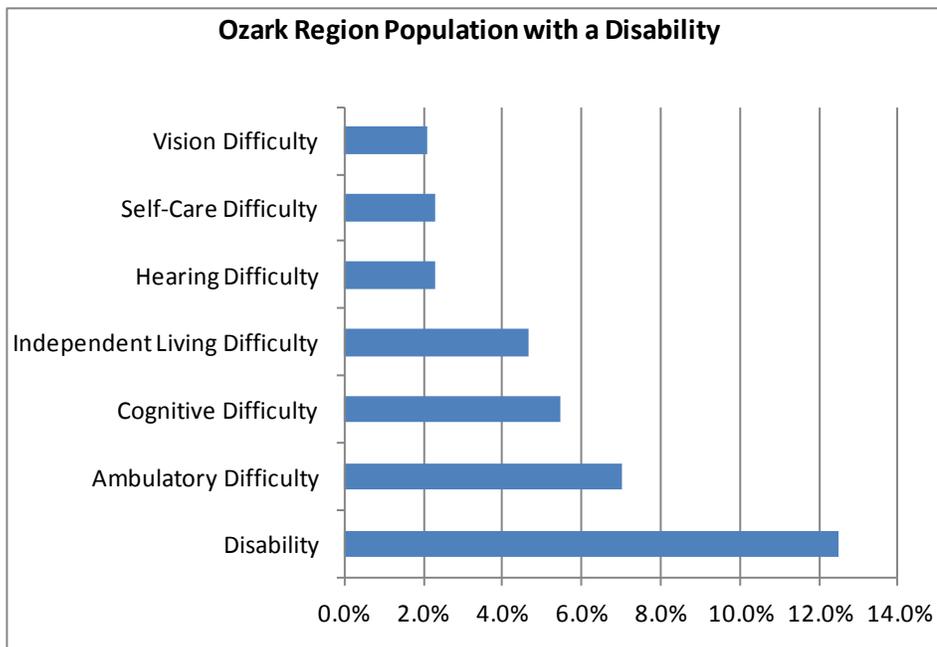


Individuals with Disabilities

According to the American Community Survey 2010-2014 estimates, 12.5 percent, or 40,427 Ozark Area residents age 18-64 had a disability. Ambulatory difficulty was the most prevalent disability type at 7 percent of the population. About 5.4 percent of the population had a cognitive difficulty, followed by 4.7 percent with independent living difficulty.

The percentage of individuals with disabilities was consistent with state trends. 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).

Nationally, 10.2 percent of the population had a disability. Individuals with ambulatory difficulty total 5.2 percent, while 4.3 percent have cognitive difficulty and 3.6 percent have independent living difficulty.

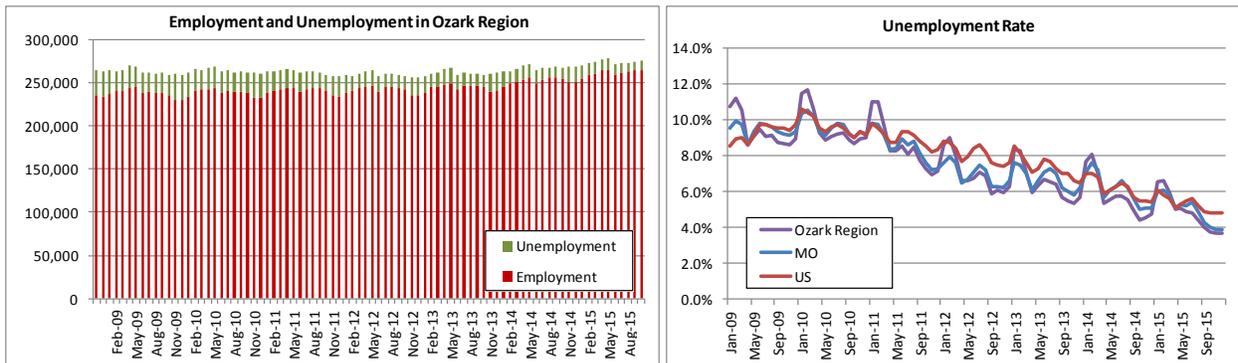


This includes:

1. Employment and Unemployment

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

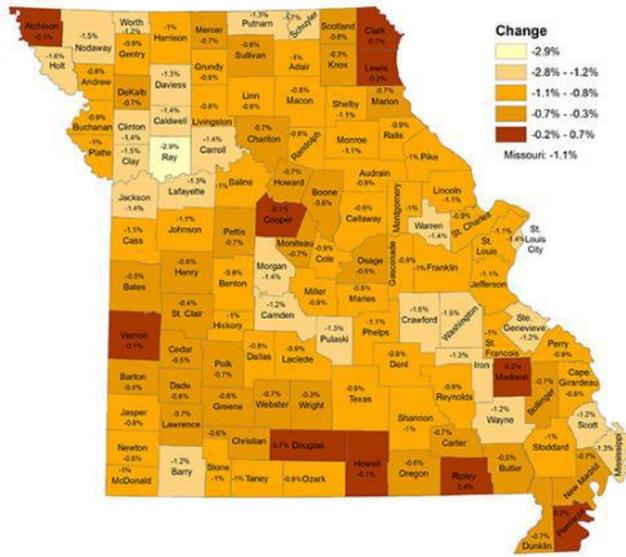
During the recession, the number of Missourians employed in the Ozark region decreased, while the number of unemployed increased to a high of 11.7 percent. Over time, employers have become more confident in hiring workers, increasing total employment to just over 265,000 at the end of 2015. The unemployment rate has decreased to a low of 3.7 percent in December 2015, below 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 the seven-county Ozark Region, the unemployment rate decreased from 4.95 percent in September 2014 to 4.01 percent in September 2015. Numbers for each county are available in Table 4 of the Appendix.

Unemployment Percentage Point Change
September 2014-2015



2. Labor Market Trends

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

Industry Employment Trends

The seven-county Ozark Workforce Development Area gained 11,182 workers from 2009 to 2014, a 5.1 percent increase. The workforce area outperformed the state's 2.2 percent increase over the same period. The Area experienced significant employment growth in the Professional, Scientific, and Technical Services sector (29.7 percent), Nursing and Residential Care Facilities sector (14.6 percent) and Truck Transportation (12.9 percent). Three industries experienced employment loss: Specialty Trade Contractors (-6.8 percent), General Merchandise Stores (-3 percent) and Food and Drink

NAICS Sector	2009 Employment	2014 Employment	Change	Percent Change
Total Region Employment	218,925	230,107	11,182	5.1%
Educational Services	20,100	22,005	1,905	9.5%
Food Service and Drinking Places	21,118	21,081	-37	-0.2%
Hospitals	16,072	16,443	371	2.3%
Administrative and Support Services	10,518	14,400	3,882	37%
Ambulatory Health Care Services	11,459	11,781	322	2.8%
Professional, Scientific, and Technical Services	6,662	8,642	1,980	29.7%
Nursing and Residential Care Facilities	6,190	7,092	902	14.6%
General Merchandise Stores	6,838	6,635	-203	-3%
Specialty Trade Contractors	6,348	5,919	-429	-6.8%
Truck Transportation	5,227	5,899	672	12.9%

Services (-0.2 percent).

Industry Wage Trends

The Ozark Region saw overall wage growth of 7.5 percent or more than \$2,400, from 2009 to 2014. State wages increased by 9.4 percent over the same period. Ozark Area industries with the largest wage growth were Ambulatory Health Care Services (21.7 percent), Professional, Scientific, and Technical Services (19.9 percent), and Durable Goods Merchant Wholesalers (10.4 percent). Industries with the highest wages in 2014 were Chemical Manufacturing (\$84,528), Ambulatory Health Care Services (\$65,268), and Professional, Scientific, and Technical Services (\$46,572).

NAICS Sector	2009 Wages	2014 Wages	Change	Percent Change
Overall Region Average Wage	\$32,268	\$34,680	\$2,412	7.5%
Chemical Manufacturing	\$85,512	\$84,528	-\$984	-1.2%
Ambulatory Health Care Services	\$53,640	\$65,268	\$11,628	21.7%
Professional, Scientific, and Technical Services	\$38,344	\$46,572	\$7,728	19.9%
Insurance Carriers and Related Activities	\$42,432	\$44,760	\$2,328	5.5%
Educational Services	\$45,360	\$42,684	-\$2,676	-6%
Merchant Wholesalers, Nondurable Goods	\$38,100	\$41,460	\$3,360	8.8%
Management of Companies and Enterprises	\$43,116	\$41,244	-\$1,872	-4.3%
Merchant Wholesalers, Durable Goods	\$37,344	\$41,220	\$3,876	10.4%
Hospitals	\$40,032	\$40,224	\$192	0.5%
Credit Intermediation and Related Activities	\$35,784	\$38,796	\$3,012	8.4%

Industry Clusters

Employment in the Ozark Region is highly concentrated in the health care, logistics, and tourism industries, as determined by the location quotient indicator. The location quotient (LQ) indicator describes how concentrated an industry is in a region in relation to the nation, with 1.00 being the national average. The most concentrated industry in the region is Truck Transportation, followed by Hospitals and Accommodation. Logistics is a major industry cluster due to its location along key highways in the state and high concentration of the Truck Transportation, Merchant Wholesaler, and Warehousing and Storage industries.

NAICS Sector	2009 Location Quotient	2013 Location Quotient
Truck Transportation	2.58	2.51
Hospitals	1.83	1.84
Accommodation	1.72	1.83
Sporting Goods, Hobby, Book, and Music Stores	1.64	1.74
Telecommunications	1.11	1.42
General Merchandise Stores	1.40	1.41
Credit Intermediation and Related Activities	1.26	1.24
Nursing and Residential Care Facilities	1.12	1.22
Amusement, Gambling, and Recreation Industries	1.17	1.20
Merchant Wholesalers, Durable Goods	1.27	1.18

Industry

demand is consistent with occupational job postings seen in the Top Ten Real-Time Labor Demand Occupations by Job Ads data found in Section IV.B.1. In this table, the highest number of job ads is for Truck Drivers. Retail Salespersons, Sales Representatives, Customer Service Representatives, and Laborers and Material Movers are also in demand, and would be employed in Truck Transportation, Stores, and Wholesalers. Registered Nurses are in high demand as well, with a high concentration of Hospitals in the region.

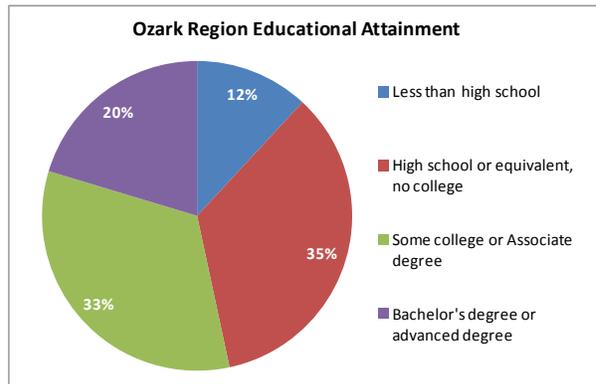
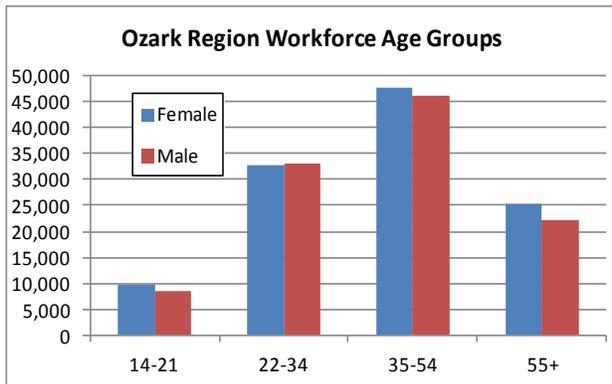
3. Education and Skill Levels of the Workforce

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

Missouri has a workforce of 2,594,137; men and women who are currently working. The Ozark Region represents 8.7 percent of that workforce or 225,323 workers. The workforce demographic numbers are queried from census data, and include only workers employed by firms in Missouri (self-employed individuals not included). Workforce is defined as persons 14 years of age or older who are gainfully employed.

The state’s workforce is aging. In Missouri, 22 percent of the workforce is age 55 or older; similarly, in the Ozark region, 21 percent of its workforce (both the male and female populations) is 55 and older.

The educational attainment rate for the Ozark region’s workforce is similar to the state average: 88 percent of workers have a high school diploma or higher; 12 percent of workers have not graduated high school.



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 hire¹¹. 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.

Each year MERIC staff assist the St. Louis Community College to survey hundreds of companies in the St. Louis MSA regarding workforce issues¹². In 2015 the survey found

Top Ozark Region Real-Time Labor Demand Skills

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

HEALTHCARE	
Top Specific Skills Needed	Rank
Patient Care	1
Treatment Planning	2
Home Health	3
Patient/Family Education and Instruction	4
Therapy	5

INFORMATION TECHNOLOGY	
Top Specific Skills Needed	Rank
SQL	1
Extensible Markup Language (XML)	2
JAVA	3
Oracle	4
Technical Support	5

FINANCE	
Top Specific Skills Needed	Rank
Accounting	1
Spreadsheets	2
Financial Analysis	3
Process Design	4
Financial Statements	5

ENGINEERING	
Top Specific Skills Needed	Rank
Computer Aided Drafting/Design (CAD)	1
AutoCAD	2
Electrical Engineering	3
Programmable Logic Controller (PLC) Programming	4
Repair	5

MANUFACTURING/PRODUCTION	
Top Specific Skills Needed	Rank
Inspection	1
Repair	2
Cleaning	3
Physical Demand	4
Welding	5

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

¹¹ The skills gap in U.S. manufacturing 2015 and beyond. Deloitte Consulting and the Manufacturing Institute, 2015. Complete report at www.themanufacturinginstitute.org

¹² 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/>

that 57 percent of businesses identified a “shortage of workers with knowledge or skills” as the main barrier to expanding employment, followed by “economic conditions” at a 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 results¹³. An analysis of labor demand and supply in the Ozark region shows large gaps in Healthcare, Business and Sales, and Science and Technology occupations. For example, Business and Sales job ads accounted for 21 percent of all postings but 11.2 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.

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 30,560 online job advertisements from February 1, 2015 to January 31, 2016 using a tool from Burning Glass Technologies, to determine what skills were in greatest demand over the year.

When considering all occupations, common skills are listed the most in job advertisements and show that basic business fundamentals, communication, organization and customer service 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.

¹³ 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

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 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.

4. Skills Gaps

Describe apparent 'skill gaps'.

Data indicates that the Ozark Region's workforce is aging, with an average of 25.6% of workers age 55 or higher as compared to the State's average of 21.4%.¹⁴

Additionally, the Region also has a concern with the apparent skills gap of its workforce for its "Good Outlook Careers". As shown in the chart below taken from "*The ABCs of*

¹⁴ MERIC – Missouri Economic Research and Information Center, <https://www.missourieconomy.org>.

Missouri Career Grades 2012-2022, Ozark Region,” occupations are grouped into Now, Next and Later categories.

A Now job requires short- to moderate-term OJT of no more than 12 months. A Next occupation generally requires at least an Associate’s degree or some sort of vocational training of up to one year. A Later occupation usually requires a Bachelor’s or advanced degree in addition to specific work experience.

Due to the increased educational and skill requirements, the Next and Later jobs offer significantly higher wage ranges (\$21,903 - \$52,231 and \$20,411 – \$76,392, respectively) as compared to the Now jobs (\$17,714 - \$28,763).

As stated in the response to **3. Education and Skill Levels of the Workforce above**, over 88% of the Region’s workforce over age 25 possesses a high school diploma, yet less than 25% of this same population has achieved a college certification. As a result, there is an apparent skills gap for the Next and Later job opportunities that provide family-sustaining wages with long-term career pathway for the Region’s residents.

	Title	Openings	Annual Wage
N O W	Combined Food Preparation & Serving Workers, Incl. Fast Food	3,702	\$17,714
	Retail Salespersons	3,472	\$23,777
	Cashiers	2,868	\$19,314
	Waiters and Waitresses	2,636	\$19,008
	Customer Service Representatives	2,039	\$28,763
	Laborers & Freight, Stock & Material Movers	1,644	\$23,777
	Office Clerks, General	1,574	\$26,488
N E X T	Registered Nurse	1,713	\$52,231
	Heavy and Tractor-Trailer Truck Drivers	1,640	\$41,792
	Nursing Assistant	1,160	\$21,903
	Maintenance and Repair Workers, General	859	\$29,382
	First-Line Supervisors of Retail Sales Workers	697	\$36,752
	First-Line Supervisors of Food Preparation and Serving Workers	689	\$27,596
	Carpenters	674	\$42,029
L A T E R	General and Operations Managers	1,227	\$ 76,392
	Accountants & Auditors	654	\$ 56,593
	Middle School Teachers, Except Special & Career/Technical Ed.	539	\$ 63,698
	Personal Financial Advisors	502	\$ 35,241
	Elementary School Teachers, Except Special Education	468	\$ 40,253
	Secondary School Teachers, Except Special & Career/Technical Ed.	444	\$ 43,210
	Substitute Teachers	321	\$ 20,411

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.

Our analysis of workforce system capacity is rooted in the ability provide seamless services through the comprehensive one-stop system, as described below.

Financial Resource Sharing

The Board has expanded services through the One-Stop. The following partners currently support the one-stop infrastructure as tenants:

- Family Service Division-serving new Temporary Assistance and food stamp applicants.
- City Health Department-WIC Office-serving TAN and Missouri Work Assistance customers and providing nutritional services and health screenings.
- Division of Workforce Development-support Wagner Peyser, TRADE, Veterans, and Employer Service activities.
- Missouri Work Assistance (MWA)-assists TANF customers in barrier removal and meeting work participation requirements.
- Ozarks Technical Community College (OTC)-provides guidance to individuals interested in pursuing higher education.
- OTC Center for Workforce Development-provides training services to local employers.
- Adult Education and Literacy-provided preparation for HiSet.
- Preferred Family Healthcare-Youth provider for WIOA Young Adult services
- Vocational Rehabilitation-provides employment services to individuals with disabilities.

In addition to the financial support as tenants, each partner provides programmatic in-kind services and referrals. The Job Center is also very flexible and offers resource sharing such as staffing, event costs, meeting space, supplies, travel, and expertise.

Other partners share a desk at the Job Centers, providing specified services to individuals on a more limited basis.

Aligned Resources

Working through the channels for WIA, the Region had already established strong partnership with many of the required partners. WIOA has allowed the Region to expand to the other required partners, as well as to reach out to other entities and establish great partnerships as well. Among these are:

- Area employers
- Local Housing Representatives
- Legal Services of Southwest Missouri LLC
- Ozarks Food Harvest (SNAP and food pantry access)
- Veteran organizations
- Jobs for Life-Faith-based initiative
- Neighborhood Associations (participate in neighborhood initiatives-back to school events)
- Local Human Resource Associations
- Local Chamber of Commerce

The Region will continue to build partnerships to benefit customers, in high poverty areas and who have barriers to employment.

1. The Strengths and Weaknesses of Workforce Development Activities

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

Strengths. One major strength is the Ozark WDB's ability to utilize data and resources to establish training priorities. In addition, it relies on local wisdom from its partners and employers to determine demand occupations. Services are delivered through an integrated service delivery design. As noted above, the number of partnerships established is a major strength for the Region. We have the capacity and ability to have several partners co-located within the MJs, such as the local community college, TANF providers and Family Support Divisions, Health Department personnel serving individuals receiving WIC, Vocational Rehabilitation, Preferred Family Health Care, as well as the Wagner-Peyser staff. There is a strong referral network with various community partners and the Board uses a mobile job center for reaching outlying communities and individuals with transportation and accessibility issues. Another key strength is the WDB's strong connection with the business community and host numerous hiring and informational events.

Weaknesses. The WDB recognizes areas where greater visibility of the program is needed with elected officials, employers, partners, and the community. The Board, leadership staff and front-line employees all recognized the need to improve communications and to find additional funding sources. Continued improvement is needed to address outdated technology and limited resources in the rural areas.

In addition, our capacity to deliver quality business service continues to be a concern due to the fast and ever changing technology introduced into the business and being able to develop training programs to support the skills gap in a timely manner. Training in this area would benefit our Business Service Team.

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

The Ozark Region has a robust network of entities, both on-site at the MJC's, as well as off-site, that provide a myriad of workforce development services and activities for the job seekers and businesses of the area. The Springfield Job Center is unique in the State of Missouri, as it is rare for a Center to have the capacity to house the number and variety of integrated partners. They include organizations that offer educational and occupational training that provide the skills and certifications required to secure employment in in-demand and emerging occupations, as well as entities that provide a variety of job search assistance, including completion of employment applications, preparation for interviews, and referrals to job openings.

Additionally, they include entities that provide supportive services to help individuals get and keep jobs, including assistance with transportation, childcare, clothing, housing, substance abuse, and health services. They also include organizations that provide workforce services that specifically target special populations, such as those who are veterans, low-income, dislocated workers, youth, limited English proficiency, individuals with disabilities, older workers, ex-offenders, and/or migrant and seasonal farmworkers.

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.

Major Communities: The Ozark Region consists of the Counties of Christian, Dallas, Greene, Polk, Stone, Taney, and Webster. Its major municipalities are the Cities of Springfield in Greene County and Branson that crosses both Taney and Stone Counties. The Region is interconnected by Interstate 44, Highway 60, Highway 160, and Highway 65.

Major Employers: The major employment sectors include government, education, healthcare, manufacturing, and retail. Additionally, there is significant employment in tourism, including occupations in hospitality, entertainment, and recreation.

The Labor Market Analysis Report for 2015 for the Ozark Region identifies the largest employers as St. John's Hospital, Cox Medical Center, Citizens Memorial Hospital, The Skaggs Community Hospital Association, Teletch Services, Hotels.com, T-Mobile USA,

Kraft Foods, Loren Cook Company; New Prime, Inc., American National, O’Reilly Automotive, and Bass Pro Shops.¹⁵

Training and Educational Institutions. With respect to educational institutions, the Ozark Region has 18 colleges and universities with the vast majority being located in Greene County. Additionally, the Region also has a number of alternative training institutions that provide recognized workforce development programs and certifications. The on the following page provides an overview.

Institution Name	Location	Institution Name	Location
Academy of Hair Design	Springfield, MO	MERS/Missouri Goodwill Industries	Springfield, MO
Bolivar Technical College	Bolivar, MO	Midwest Technical Institute	Springfield, MO
Bryan College	Springfield, MO	Missouri State University	Springfield, MO
C1 Truck Driver Training	Strafford, MO	Ozarks Technical College	Springfield, MO
Columbia College	Springfield, MO	Professional Massage Training Center	Springfield, MO
Cox College	Springfield, MO	Route 66 CDL and Apprenticeship	Strafford, MO
Drury University	Springfield, MO	Southwest Baptist University	Springfield, MO
Evangel University	Springfield, MO	Specialized Metalwork PDR	Springfield, MO
Heavy Equipment College of Oklahoma	Oklahoma City, OK	Truck Dynasty Driving Academy	Springfield, MO
ITT Technical Institute	Springfield, MO	TXK Technology Center	Springfield, MO
Kansas City Community College	Kansas City, MO	Vatterott College	Springfield, MO

Population – Diversity and Growth Trends: Per the 2014 US Census estimate, the Region had a population of 537,631. This represents robust increase of 3.3% since the 2010 Census.¹⁶

Overall, approximately 53% of the population resides in Greene County. Persons identifying as White comprise 93.4% of the Region’s population, while Black, Native American, and Asian make up 2.1%, 0.7%, and 1.3%, respectively. Additionally, 4.1% are

¹⁵ Ibid.

¹⁶ US Census Bureau, Quick Facts, <http://www.census.gov/quickfacts/map/PST045214/48>.

of Hispanic or Latino ethnicity, with the vast majority, 17.0%, of these individuals residing in Polk County.¹⁷

The chart below details these key demographics and growth trends by county.

County Name	2014 Population Estimate	Change Since 2010	% White	% Black	% Native Amer.	% Asian	Hispanic or Latino
Christian	82,101	6.0%	96.1%	0.8%	0.7%	0.6%	2.9%
Dallas	16,389	-2.3%	96.7%	0.3%	1.0%	0.2%	1.8%
Greene	285,865	3.9%	91.3%	3.2%	0.7%	1.9%	3.5%
Polk	31,054	-0.3%	95.7%	1.0%	0.7%	0.9%	17.0%
Stone	31,104	-3.4%	96.8%	0.5%	0.7%	0.4%	2.0%
Taney	54,230	4.9%	94.4%	1.4%	0.9%	1.0%	5.5%
Webster	36,888	1.9%	96.3%	1.1%	0.7%	0.3%	1.9%
Total	537,631	3.3%	93.4%	2.1%	0.7%	1.3%	4.1%

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 LWDB 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 USC 2301 et seq.). Include a list of all standing committees.

The workforce system within the Ozark Workforce Development Area consists of two important elements (1) Board leadership and (2) program design. The Board Leadership and committees are listed below:

- Planning and Oversight Committee.** Assignments as determined by the WDB Chair. Has primary responsibility for the development of the Ozark Region WIOA Plan of Service and assisting with the establishment and negotiations of performance standards and measures for the Next Generation Career Centers located within the Ozark Region. Other responsibilities may include, but not be limited to, reviewing labor market information and trends; identifying area employment and training needs; recommending programs and activities to meet identified employment and training needs; and making recommendations to the WDB on WIOA-funded and appropriate non-WIOA funded employment and training programs and activities carried out within the service area. In addition, the Committee shall review and evaluate project/program performance and outcomes and recommend performance-related changes and/or modifications as necessary. The Committee shall have the responsibility for the development and any revision to the WDB Strategic Plan and the Ozark Region Plan of Service for presentation to the WDB for approval. The Committee may also review any other issues related to economic development and workforce issues of the region. The

¹⁷ Ibid.

Planning and Oversight Committee shall also serve as the One Stop Committee and Committee on Disabilities and have primary responsibility for oversight and certification of the MJC services and assuring accessibility as required under the WIOA.

- **Finance Committee.** Assignments as determined by the WDB Chair. Has primary responsibility for reviewing WIOA-funded and appropriate non-WIOA budgets; reviewing service provider budgets; reviewing budgets associated with other employment and training programs operating within the service delivery area as may be appropriate; and making formal recommendations to the WDB on the above budgets and the annual budget.
- **Marketing Committee.** Assignments as determined by the WDB Chair. Has primary responsibility for development and oversight of a comprehensive public relations and marketing plan for the Workforce Development Board and the MJC services. It is also responsible for producing the annual State of the Workforce “Momentum” survey.
- **Youth Committee.** This committee has primary responsibility for the development and oversight of WIOA-funded youth activities operating within the Ozark Region, including the an annual even to address youth issues. At least one committee member shall be from a Community Based Organization serving youth in the region.
- **Nominating Committee.** Appointment to this Committee shall be determined by the WDB Chair for recommending to the WDB potential candidates for officers of the WDB. The Chair of the committee shall be appointed by the Board Chair

Programs included in the system support the goals of the standing committees. The Board works with various partners to deliver services through the comprehensive One-Stop system.

Services are delivered through two MJCs, one located in Springfield and the satellite location in Branson. Additionally, the Region also utilizes a Mobile Job Center that is equipped with 13 web-based computers and an ADA accessible work station to serve customers in the more rural areas.

Primary on-site partners include the City of Springfield Department of Workforce Development; DWD; Preferred Family Healthcare; Division of Family Service; Ozarks Technical Community College (OTC); Vocational Rehabilitation; Ozarks Technical Community College - Center for Workforce Development; City of Springfield – Green County Health Department; and Preferred Family Employment. Off-site partners include Job Corps, WIOA Migrant and Seasonal Farmworker Programs, Senior Community Service Program, Community Service Block Grant activities, Housing and Urban Development employment and training activities; State Unemployment Compensation Law activities, and Reintegration Programs for eligible offenders. An overview of programs and services is provided in the following chart.

Partner	Program	Services
City of Springfield - Department of Workforce Development	WIOA <ul style="list-style-type: none"> • Adult • Dislocated Worker • *Career Services • Business Services TANF Missouri Work Assistance (MWA)	Serves as the One-Stop Operator and provides the WIOA Adult and Dislocated Worker Programs, Career Services, Business Services, and the Missouri Works Assistance (MWA) Program.
Missouri Division of Workforce Development (DWD)	Wagner Peyser Trade Adjustment Act (TAA) Veterans Services *Career Services	Provides a universal public labor exchange or employment services for all applicants who are legally entitled to work and for employers who are attempting to fill job openings through Wagner-Peyser. DWD staff members are responsible for providing Trade Act Assistance to eligible participants and employers, and providing assistance to Veterans.
Preferred Family Healthcare	WIOA Youth	Serves as the subcontractor for WIOA Youth Services and provides both training and employment services to those individuals with barriers to employment.
Division of Family Services	TANF SNAP	Serves as a resource for individuals applying for and receiving Temporary Assistance for Needy Families (TANF) and Food Stamps as well as Rehabilitative Services for the Blind.
Ozarks Technical Community College (OTC)	Adult Education and Literacy (AEL) Carl D. Perkins Act	Provides an affiliate AEL Program and provides an on-site staff member as a liaison to individuals seeking to enroll at OTC.
Vocational Rehabilitation	Vocational Rehabilitation Act	Assists individuals with disabilities in finding and securing employment.

Partner	Program	Services
Ozarks Technical Community College-Center for Workforce Development	Community College business services/ employer training	Offers employers innovative, high-value training and business services focused on increasing the professional and technical skills of the area’s workforce.
City of Springfield/Greene County Health Department	Women, Infant, and Children (WIC)	Serves as a satellite office for the Women, Infants, and Children (WIC) program and provides assistance with nutritional health of pregnant women, breastfeeding moms, infants, and children, up to the age of five, with the goal of improving the overall health of families
Preferred Family Employment	Vocational Rehabilitation Act	Provides services for individuals with disabilities to gain employment.

Together, the partners work together to promote a seamless, customer-oriented system that allows job seekers and businesses to easily access employment, training, and education services. The system’s priorities include integrated services, customer choice, universal access, and full accountability as well as cross training of staff, effectively using technology to link partner agencies, and leveraging available community resources. The following chart outlines the partners, programs, and services offered on-site through the Job Center.

C. Local Facility and Partner Information

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

The requested information is included as **Attachment 1**.

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

The requested information is included as **Attachment 1**.

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

The requested information is included as **Attachment 1**.

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

The requested information is included as **Attachment 1**.

VI. Local Strategy Implementation

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

WIOA required strategies. Please include strategies addressing:

1. Career Pathways;

As part of its continuous improvement efforts under WIOA, the Board will begin to develop strategies to identify the career pathways that lead from entry-level to mid-level and on to high-level jobs for the occupations found within the in-demand and growth industries identified in the response to **IV. Economic, Labor Market, and Workforce Analysis, C. Workforce Analysis, 2. Labor Market Trends**. These include careers in Specialty Trade; Truck Transportation; Ambulatory Healthcare and Nursing and Residential Care Facilities; and Food Service and Drinking and Accommodation. (Please note, these industries also mirror the ones cited in the Missouri Sector Strategies and Workforce Planning Project prepared by Maher and Maher.)

2. Employer Engagement;

The Board currently uses a Business Services Team that is comprised to outreach to and engage employers. The team members participate in meetings with local chambers of commerce, economic development organizations, and industry associations to learn about the workforce needs of local employers and to inform them about the resources and services available through the MJC system.

Additionally, the Board further engages businesses through its annual State of the Workforce Forum that informs area employers about labor market trends, economic development initiatives, education and training opportunities, and other related topics that are important to the growth and prosperity of area businesses.

3. Business Needs Assessment;

As part of its continuous improvement processes, the Board conducts periodic surveys of businesses in the area to ascertain current and future workforce needs. The Board then uses the information to identify any changes that might be needed regarding the menu of services provided through the MJC, the funding levels (i.e., increases or decreases) for certain activities, and/or any new training or certifications that need to be developed.

4. Alignment and Coordination of Core Program Services;

To promote alignment and coordination of services, the Board utilizes an integrated approach for Career Services that include information about services available through the MJC system, initial assessment of customer needs, referral to appropriate resources, and introduction to the Resource Room and self-directed services. Additionally, the cross-training of personnel in the MJCs further promotes seamless services for the customers.

5. Outreach to Job Seekers and Businesses;

The Ozark Region strives to continuously improve its market penetration to job seekers and businesses in a variety of ways, including distribution of outreach materials in

Spanish as well as English and utilizing outreach media such as magazines, radio, and television to attract customers. It measures its success by tracking job seeker and business customer usage.

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

In compliance with the new WIOA, the Board will certify the MJC locations to ensure they promote both physical and programmatic accessibility. With respect to the physical check, the Board plans to include a review of the facilities for ADA compliance, the use of signage, and the ability for a customer to self-direct. It plans to check programmatic accessibility to determine how information is presented to potential customers, the extent of service integration between partners, the referral process between on- and off-site programs, and the use of technology to promote ease of access.

Additionally, the Board will provide front-line personnel with access to periodic customer service training, either through State-sponsored seminars or through the use of competitively procured trainers. Specific topics for customer service training may be identified by the responses received to the customer service surveys.

7. *Assessment; and*

The Ozark Region participates in the Certified Work Ready Communities initiative. As such, every job seeker that participates in Career Services or Training Services is offered the opportunity to complete the National Career Readiness Certificate assessment. Staff members are trained to conduct these activities during established testing dates throughout each month.

8. *Support Services.*

The Board currently provides access to an array of support services through both direct funding as well as referrals to partner organizations. At this time, the support service menu includes assistance with transportation, childcare, clothing, housing, substance abuse, and health services. The needs of customers will continue to be monitored and additional support services and resources will be developed as may be required.

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 Ozark WDB began working on the WIOA Plan in February 2016. As the document was being drafted and developed, it was included as a discussion item on the agendas for both the Planning and Oversight Committee meetings and full Board meetings, allowing the opportunity for public comment and input.

Once the draft document was completed, the Board posted an invitation for public review, input, and comment on its website. It also placed a notification in major news publications to gather public feedback. Moreover, this same notice was directly mailed to the Region's Council of Local Elected Officials, Diversity Agencies, chambers of commerce, labor organizations, and One-Stop partner organizations to invite their comment and input.

This public comment process afforded ample opportunity for the public, business community, partner agencies, labor organizations, and other interested parties to have input into the Plan. There were no public comments received during the public comment period.

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."*

To maximize the supportive services available to customers, the Board leverages WIOA funding along with other resources available in the community, including public assistance, health services, childcare, transportation, and other services. MJC staff help customers complete applications and/or set appointments with partner and community organizations to request and secure available assistance.

Generally, once other resources have been explored, the Region utilizes WIOA funding to assist with transportation (bus passes or gas cards), auto repairs, uniforms, tools, and other items necessary for the participant to continue training or begin working. It has also initiated a Career Clothes Closet that is located at the Springfield MJC facility. It has a wide variety of clothes that customers can choose from, take home, and keep to help with their job search and interviews.

The Region documents the supportive services in the State's database system and the customer's hard file. The documentation includes the maximum amount of funding and the length of time provided. Documentation may vary depending on the request. *Note:* Supportive Service amounts received from other regions will be included in supportive service cap.

The maximum amount of supportive services for Adults and Dislocated Workers is capped at \$2,000 per program year with a limit of \$1,000 on emergency aid, \$300 on gas cards, \$100 on bus passes, and \$600 on work-related clothing, tools, and equipment. The Region includes supportive services received from other LWDBs when totaling the maximums. Additionally, it may grant exceptions to the limits based on specific circumstances that are documented in the case file and approved by the appropriate supervisor.

The supportive services expenditures are tracked for each customer to ensure cost associated to the participants is allocated appropriate to the funding source and to

ensure amounts do not exceed the limitations. The Board may make modifications to its supportive services policy based on funding availability.

The Ozark Region's Supportive Services Policy is included as **Attachment 2**.

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

In the event of WIOA funding limitations, the Ozark Region gives priority of Adult employment and training activities to veterans who are recipients of public assistance and low-income veterans. Next, in the priority are other non-veterans who are recipients of public assistance and low-income non-veterans, individuals with disabilities, teen parents, foster youth, older workers, and others with significant barriers to employment.

- 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.**

The Board will define this group of Out-of-School Youth through application of WIOA eligibility guidelines as reflected below and will be identified by utilizing various sources such as School Counselors, TANF parents, walk-ins, and partner referrals. The criteria for Out-of-School Youth is as follows:

Not attending any school

- 16-24 years of age
- One of these Barriers:
 - A school dropout
 - Supposed to be in school but did not attend the last calendar quarter (Compulsory Attendance)
 - Low Income high school graduate, and is an individual who is basic skills deficient or an English language learner
 - Subject to the juvenile or adult justice system
 - Homeless, runaway, foster child, or aged out of foster system
 - Pregnant or parenting
 - Individual with a disability
 - Low Income individual who needs additional assistance to enter or complete an educational program or to secure or hold employment

This is defined as individuals who

- Have been recommended by a school counselor as needing additional services to become more proficient in the workplace through work-based learning opportunities or education to begin a career pathway leading to in demand occupation; or

- Needs work-based learning opportunities or opportunity to obtain credential to be considered for employment based on feedback from an employer that will lead to advanced career opportunities; or
- Are dependents of Missouri Work Assistance (Partner agency) who need educational opportunities to enter a career pathway in an in-demand occupation; or
- Have evidenced mental health or behavioral issues; or
- Have demonstrated poor living conditions (i.e. drug environment); or
- Living in rural areas with limited access to services.

Participation will be documented through the Region’s established case management system and the State-approved data base system, as well as in individual case files and through electronic methods. Furthermore, messaging and communication via outreach strategies and reports to the Local Elected Officials Council and the Youth Committee will be shared through the Board’s public information process.

Youth participants will be assisted by first informing and educating staff, Board members, and partners about the services available to youth. Developing and implementing training strategies for staff to be able to communicate the Individual Service Strategy (ISS) process and the impact of career choices to help youth make informed decisions about their future. Once this preliminary phase is completed, the service plans are implemented. The Region’s focus will be centered on establishing career pathways that complement or support occupations and opportunities that will create defined means to self-sufficiency.

WIOA SECTION 129(a)(1)(C)(VII) establishes that an eligibility criteria for In-School Youth (ISY) is “a low income individual who requires additional assistance to 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.

As with the Out-of-School Youth described in the **response above**, the Board will define the “In-School Youth who require additional assistance” through application of WIOA eligibility guidelines, which is reflected below. They will also be identified through School counselors, TANF parents, walk-ins, and partner referrals. The criteria for In-School youth is as follows:

Attending any school

- 14-21 years of age
- Low Income
- One of these Barriers:
 - o Basic skills deficient
 - English language learner
 - Offender
 - Homeless, runaway, foster child, or aged out of foster system
 - Pregnant or parenting

- Individual with a disability
- Individual who needs additional assistance to enter or complete an educational program or to secure or hold employment.

This is defined as individuals

- As identified and recommended by school counselors as needing work-based learning opportunities to expose them to career pathways; or
- As identified as home-schooled individuals who need exposure to career pathways in work-based learning opportunities such as summer work experience opportunities; or
- Who are dependents of Missouri Work Assistance (Partner agency) who need educational opportunities to enter a career pathway in an in-demand occupation; or
- Who have evidenced mental health or behavioral issues; or
- Who have demonstrated poor living conditions (i.e. drug environment); or
- Living in rural areas with limited access to services.

Moreover, participation will be documented through the Region's established case management system and the State-approved data base system, as well as in individual case files and through electronic methods. Furthermore, messaging and communication via outreach strategies and reports to the Local Elected Officials Council and the Youth Committee will be shared through the Board's public information process.

Students will have opportunity to participate in GOCaps program that is sponsored by the Springfield Public School District and also includes school districts throughout the region. It exposes students to experiential learning opportunities at industry-sponsored work sites, providing the In-School Youth with real-work, real-life experiences. Employers are also invested in the students' success and see the direct correlation to their recruitment efforts and hiring needs.

GOCaps is a community-wide education and workforce system effort. As a result, there is consistent documentation and distribution of information to the community at-large. Also, of note, the Board has received grant funds to support costs of the National Career Readiness Certification which will improve access to this tool at no-cost to the students.

D. VETERANS – Describe how veteran's priority, as required by Public Law 107-228, will be incorporated into all programs.

The Ozark Region complies with Public Law 107-288 that requires veterans' priority of services over non-veterans in programs funded wholly or in part by US Department of Labor. Additionally, veterans' priority of service also takes precedence for those programs that have discretionary or optional targeting of special groups. To be eligible, the veterans and covered persons must meet program eligibility requirements.

The Ozark Region gives customers the opportunity to self-identify themselves as veterans or covered persons when they enter the MJC. Data is collected during the registration process. Additionally, MJC staff members may also identify an individual as a veteran or covered person during the intake and assessment process.

Overall, the internal communication process in the MJC allows for an effective flow of information and process for referring veterans to on-site veterans staff. There is also a consistent flow of information to and from businesses regarding opportunities available for veterans and employers alike.

When a customer is identified as a veteran or covered person, they are provided with printed materials that details their eligibility for priority of service. Signage is also posted throughout the Resource Room in the MJC to further advise them of their eligibility for priority of service.

The State of Missouri is also the sponsor of Show-Me Heroes which has received wide recognition from employers across the state. It helps subsidize wages for veterans who are transitioning to work after military service. Additionally, it also provides supportive services and employment services, as well as case management and intensive services when appropriate. More information about the Show-Me Heroes program is found in the response to **XI. Service Delivery, F. Innovative Service Delivery Strategies, question 3.**

E. ITAs – *Identify the funding limit for Individual Training Accounts (ITAs).*

The Ozark Region will use ITAs to pay for training that is directly linked to in-demand industry sector or occupation, and it may also use them to fund training for jobs in sectors that have high potential for sustained demand or growth. Customers receiving an ITA must be eligible for WIOA and suitable for the associated training and related employment.

Typically, there is a \$15,000 per customer limit for an ITA that includes tuition, fees, books, and other instructional materials and supplies. Additionally, there is generally a two-year maximum for training completion.

The Board may make exceptions to the ITA funding and/or time limitation(s) on a case-by-case basis. Documentation of the deviation from standard policy will include a listing of funding availability, written justification for the exception, and approval of appropriate management staff member(s).

Prior to utilizing WIOA funds, the Ozark Region will utilize alternative funding sources, including grants and other financial aid resources to pay for training. Additionally, to the fullest extent possible it will co-enroll eligible customers into other activities, such as Trade Adjustment Act (TAA), Dislocated Worker Grants (DWG) Temporary, Job Corps programs to use these funding sources in conjunction with WIOA moneys.

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

Serving individuals with disabilities is integrated in the Region's service delivery design. It has designated staff members who serve as advocates for customers and act as liaisons with partner vocational rehabilitation agencies and other service providers.

The Ozark Region assists individuals with disabilities as follows:

- Provides outreach to agencies within the Region that offer services to individuals with disabilities.
- Maintains an updated list of resources available within the Region for use by staff and customers in accessing needed services.
- Advocates for individuals with disabilities by advising and informing them about resources available within the MJC locations and throughout the Region and coaches them on how to apply for/obtain needed resources.
- Coordinates and schedules LEP and sign language interpretation/ translation upon customer request to ensure access to workshops, training opportunities, etc. offered thru the MJCs.
- Conducts a physical inspection of all assistive technology/equipment in the Branson and Springfield locations to ensure functionality on a regular basis. For example, the ADA-compliant computer with assistive software is powered on daily in order to remain operational on the network and get the network updates.
- Coordinates staff training on assistive technology/equipment in the Branson and Springfield locations to ensure that staff are fully-trained in usage and application.
- Assists individuals with disabilities seeking services thru the MJC in the registration process as needed.
- Helps maintain required federal/State notices/postings.

Additionally, included in the Region's Products and Services Box are the following assistive technology items for persons with disabilities: alternative keyboards, screen enlargement software, screen readers, adjustable work stations, trackball mouse and joystick, UbiDuos, amplifiers, electronic enlarger, TTY, information on services, and workshops in alternative formats (on tape, large print, Braille).

Moreover, in 2015, the Board convened a meeting of disability employment providers and advocates that is now known as the EmployAbility Collaborative. The group organized the first EmployAbility Summit to educate and bring awareness to the public about the benefits of hiring individuals with disabilities.

The first EmployAbility Summit was attended by over 300 individuals and organizations. Businesses who employ several thousand workers, such as Walgreens, Cox Health System, and McLane Industries, shared their best practices and highlighted the value of diversity and inclusion in their workforces. The second EmployAbility Summit has already grown to include a partnership with the local Human Resources organization.

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.

As stated above on serving individuals with disabilities, the same can be said for individuals with Limited English Proficiency (LEP); it is integrated in the Region’s service delivery design. The Region adheres to WIOA section 188 on Universal Access and Equal Opportunity and ensures that staff are made aware of the importance of serving all customers. Staff members receive continual training on EEO, diversity, working with LEP individuals. Our staff resource library allows staff to check out literature/books on diversity to enhance their knowledge.

As according to DWD Issuance 06-2014, staff members utilize the “I Speak” cards and the Language Line. Posters are displayed in each Center, at each Workforce Development Specialist’s desk, and on the Mobile Job Center notifying customers of the availability of services for LEP individuals. In addition, certain staff members have been identified as specialized staff in regard to the use of the Language line and other staff members are bilingual (including Spanish and Russian, which are prevalent languages in the area). Other than the individual that come into the Job Center Region can draw upon the resources of MERIC, as noted in the demographics earlier, to determine the languages in the area, as well as partner agencies such as the Institute of St. Louis. Referrals are also made to the Institute of St. Louis, which has access to interpretation services in hundreds of languages.

As part of the initial welcoming process, MJC staff members identify customers who have limited English proficiency. Staff utilizes Language Select, a service that is funded by the State which provides 24/7 on-demand telephone interpretation assistance in over 200 languages. Staff members ensure that all services available through our Product and Services Box can be made available to all customers, including those with limited English proficiency.

These services can also be utilized with our outreach mobile unit. Staff members who work on the Mobile Job Center are well-trained in the process.

With respect to Spanish-speaking persons, the Ozark Region provides its materials in Spanish as well as English. If other languages are identified as being a need for having printed material, those materials will be obtained.

Finally, to help individuals with limited English proficiency improve their language skills, the Ozark Regions provides referrals a variety of community-based organizations in the area that provide English as a Second Language classes.

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

The Ozark Region utilizes an integrated service model that promotes universal access,

consistency of services, and dual enrollment of customers into programs. An overview is provided below.

- Customers seeking assistance in the Ozark Region receive immediate triage assessment upon entry into the MJC. This process includes Welcome Screens, jobs.mo.gov, and Career Ready 101 Assessment. Individual customer needs and eligibility for a variety of programs and services are also reviewed.
- The Ozark Region follows the State’s policies for co-enrollment of WIOA, TAA, and all Wagner-Peyser services. When appropriate, dual/multi enrollment is used to expedite the customer’s training plan and to leverage all available funding sources.
- To ensure personnel are fully knowledgeable about all MJC programs and services, staff members participate in NGCC training, Dislocated Worker and Trade Act service integration training, and Missouri Workforce Association of Workforce (MAWD) and National Association of Workforce Development Professionals (NAWDP) capacity building sessions. They also participate in intra-agency teams and committees that help with case management activities.

During the fall of 2015, the Ozark Region began meeting with many of the required partners to discuss serving like-customers, development of the Memorandum of Services, and referrals. Opening this communication early will allow the Region to braid the funding for many of the services we offer and eliminate duplication of services. Utilizing transitional funds, the Region was able to co-enroll Missouri Work Assistance participants in the Adult program to secure paid work experience. This step is one example of how braiding of funding can be utilized.

I. TRAINING EXPENDITURE RATE / LOCAL CRITERIA FOR TRAINING RECEIPIENTS – *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.*

Training Expenditure Rate. Significant amount of funding is utilized for short term training as requested by clients. In addition, if eligible for Federal Student Aid, (i.e. Pell Grant), these funds often pay for the majority of the training. This lends to a lower expenditure rate. The training expenditure rate is depicted in the following chart:

Proposed Training Expenditure Rates: Formula Funds Only		
	Adult	Dislocated Worker
Training Expenditure Rate	15%	10%
Training Expenditure Rate including Workshops and 60% of Case Manager's time	45%	40%

Local Criteria for Training Participants. The Skills Team operates the WIOA Adult and Dislocated Worker programs. WIOA-eligible individuals who are determined to be unsuccessful at the Career Services level and who have a demonstrated need of marketable skills may be enrolled into Training Services.

General eligibility for the Adult Program is that the individual meets poverty or lower living standard income level guidelines; receives or has received within last six months, or is a member of a family that is receiving or has received in the last six months, SNAP, TANF, or Supplemental Security Income (SSI); is a homeless individual; or is an individual with a disability whose own income meets income guidelines.

General eligibility for the Dislocated Worker Program is that the individual has been impacted by one of the following types of dislocation categories within the past five years: Category A-Permanent Layoff, Category B- Permanent Closure or Substantial Layoff, Category C- Self-Employed Dislocation, Category D- Displaced Homemaker, or Category E- Spouse of an Armed Forces Member.

Please note: An applicant statement may be used to verify some of the eligibility requirements. At all times, priority of service is given to eligible veterans and/or spouses.

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 in WIOA 108 b(13).*

The Ozark Region's DESE Title II provider of AEL is OTC. Its Adult Education and Literacy (AEL) is a comprehensive program providing basic skills instruction in reading, math, and language; English as a Second Language classes; High School Equivalency Test Preparation classes; literacy tutors; leveled classes in math and writing. It provides TABE and CASAS/CLAS-E diagnostic testing, individualized study plans, group instruction, one-on-one instruction, technology/computer usage and distance learning instruction to help students make literacy skills progress. Should another provider of DESE Title II be approved through the DESE process, they will be required to submit their application to the Workforce Development Board as required under WIOA. The Executive Committee of the Board will review the application and make recommendation to the entire Board for approval/non-approval.

Included in the various class sites and locations is OTC's AEL class site at the Ozark Region MJC. Day classes are offered Monday-Thursday from 9:30AM-2:00PM and evening classes are offered Monday, Tuesday & Thursday from 5:00PM-6:00PM.

MJC staff and administration are supportive of the AEL classes. There is a written agreement between MJC and AEL-OTC. Both WIOA and non-WIOA eligible students are served. MJC provides a dedicated classroom to AEL and AEL-OTC funds the instructor and materials.

To further the working relationship, in January of 2016 the OTC-AEL program hired a College and Career Advisor to assist in establishing relationships with local partners that will lead to providing more employment and post-secondary opportunities for AEL

students. The Advisor is the liaison between the students and the partners, and will provide ongoing case management services that support AEL students seeking employment and/or pursuing post-secondary education goals. The Advisor works in collaboration with community partners, specifically the MJC, to link AEL students to the private sector and coordinate efforts with local partners identified under the WIOA to streamline and avoid duplication of services. The College and Career Advisor is also a member of the Ozark Region Business Service Team.

Information and professional development activities between MJC and AEL are conducted to create awareness of services and programs available. As part of the Board's continuous improvement efforts, in April 2016, AEL staff will attend a workshop presented by MJC staff to educate them about Job Center services, eligibility guidelines, and referral processes. MJC staff also are available to give informational presentations to AEL students while they attend classes.

Moving forward, the OTC-AEL director will provide the Board with an outline of the DESE AEL grant that includes the following: counties/areas served within the grant, how AEL is providing instruction that supports the chosen sector strategies of the region, the partner activities that prepare individuals for careers, AEL and MJC co-enrollment, evidence of an MOU between the AEL and MJC, and promotion of MJC services available to AEL students.

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

The Board for the Ozark Region includes representation from the Missouri Department of Vocational Rehabilitation (MVR) whose mission is to provide employment services to help people with disabilities find and keep jobs. It also includes a representative from the Family Support Division of the Department of Social Services which includes Rehabilitative Services for the Blind (RSB) whose services include helping eligible individuals enter, remain in, or return to suitable employment through diagnosis and evaluation; counseling and guidance; physical or mental restoration; training, including college or university, technical or trade; job development and job placement; rehabilitation engineering; and follow-up services to ensure that the rehabilitated person is performing satisfactorily on the job.

These two organizations are the primary referral sources from the MJC for people with disabilities. Additionally, MVR and RSB staff members visit the Job Center locations to provide on-site services to customers, and in Branson, staff is co-located at the MJC facility. As the Board moves forward with WIOA implementation, it will explore having MVR and RSB personnel co-located at the Springfield MJC.

At this time, the Board has not set up a separate subcommittee on disability services. Instead, the Board's Planning and Oversight Committee includes responsibility for these activities.

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

Although the Ozark Region does not currently have any customers who are enrolled into apprenticeships, it recognizes this training as a valuable tool for customers and businesses alike. As a result, the Board has begun to expand its training menu to include apprenticeship as an option.

The Board and the MJC staff have spent the last year learning about the apprenticeship model. They are currently in the process of developing a pre-apprenticeship program that focuses on the basic skills required in the Trades. This program will serve as a pipeline for industry apprenticeship. At this time, the Board is developing its apprenticeship policy.

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 who are participants.*

Once it receives guidance from the State, the Board will establish its local One-Stop Certification process to ensure the continuous improvement of eligible providers of services through the system and to ensure that such providers meet the employment needs of local employers who are participants. At a minimum, the Board anticipates that the process will include a quantitative and qualitative review of services provided, the customer satisfaction levels related to the identified services, and the performance outcomes for the services. In accordance with WIOA, the One-Stop Certification process will occur at least once every two years.

The Ozark Region operates through open communication and transparency with partners. The Region is continuously assessing workshops, conducting research, monitoring elements, conducting surveys and engaging employers. Our annual MOmentum survey provides valuable information from employers regarding their needs and perceptions of workforce. Employer Roundtables continue these discussions and assist the Board in guiding the Region for training. Our flexibility in monitoring of technical aspects, data elements, and utilization of the ETPS system add to the continuous improvement process.

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

To achieve seamless delivery of services, several of the staff of the Ozark Region's Job Centers are cross-trained on programs and services. This training enables them to assist and refer customers in a more efficient and effective manner.

Moreover, to the fullest extent possible, the Region also co-enroll customers into a variety of programs and services as applicable to their specific needs. In addition to providing improved, holistic solutions for its customers, it also helps to better leverage the limited funding resources.

For those partners who have access to the State's database system, electronic connectivity also greatly contributes to seamless delivery of services to job seekers. System-wide utilization of an electronic data base enables all staff, regardless of program or funding source, to access, retrieve and/or update customer information. This common data base allows customers to secure a variety of job training, education, and employment services without requiring service providers to create separate customer files.

Recently, the Region's electronic data sharing has been extended to include a business customer database. Staff members review and edit real-time business customer information; document business customer contacts and outcomes; coordinate business customer contacts to reduce or prevent duplication of effort; and, promote seamless delivery.

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

The MOU for the Ozark Region is in progress at the time of issuance of this WIOA Plan. Once it is finalized, it will be incorporated as **Attachment 3**.

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

The Ozark Region cooperates with United Migrant Opportunity Services (UMOS) and the State Agricultural Employment Services office to assist migrant seasonal farm workers by providing referral to their services. The Ozark Region will assign a frontline staff person to be the main contact for the MSFW and AES programs and will refer eligible candidates to these programs, and to UMOS, as appropriate. This person will attend all program trainings as they are offered and will be responsible for updating staff members working in the Job Centers in the Ozark Region about changes as needed.

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.)*

The Cost Sharing Agreement is in progress at the time of issuance of this WIOA Plan. Once it is finalized, it will be incorporated as **Attachment 4**.

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

The Planning Policy and Guidelines for Missouri Local Workforce Development Boards Program Years 2016-2020 was distributed to all members of the Workforce Development Board, One-Stop Partner Agencies, and the MJC Team for the purpose of orienting them with the planning requirements.

To prepare the Ozark Region Local WIOA Plan of Service, the Board competitively procured an outside organization that gathered and compiled information from a variety of sources, including Board membership, partners, providers, MERIC, and historical data.

As the various sections of the Plan were being prepared, draft versions were distributed to Board members (including representatives from business, organized labor, and community organizations), partner agencies, and other key stakeholders for their review, comments, and input.

Once finalized, it was submitted to the full Board for approval. This WDB-approved plan was then presented to the Ozark Region Council of Local Elected Officials for final review and adoption.

To inform the general public about the WIOA Plan of Service, a public notice was published in local newspapers within the Region. It advised interested parties of the program services, service levels, and funding levels included in the Plan. It also advised how to provide comments and feedback on the Plan. There were no comments received as a result of the public comment period.

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 Board and the Council of Local Elected Officials have re-designated the City of Springfield, Department of Workforce Development, as the One-Stop Operator for the Ozark Region. This was accomplished through the Council of Local Elected Officials Consortium Agreement and by the Workforce Development Board Bylaws. Public Notice was posted on June 30, 2016, that the Board may hold a competitive selection for the One Stop Operator(s) for the Ozark Region service area based on guidance expected through the WIOA Final Regulations. This competition will be conducted through sealed bids, at which requirements will be provided at a future date by contacting the Region's fiscal agent.

- B. Identify the members of the Board, the organization or business they represent, and the category (i.e., business, labor, adult education and learning, 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 Ozark Region's Board membership is included as **Attachment 5**.

- C. The Board must review their by-laws annually and complete the "Local Workforce Development Board's ATTESTATION FOR REVIEW OF BY-LAWS" form which is 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.**

The Board's most recent By-Laws and the related Attestation for Review of By-Laws are 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.)**

The CEO Agreement, CEO membership listing, and CEO By-Laws are provided as **Attachment 7**.

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

The Conflict of Interest Policy for Board members, staff and contracted staff is provided as **Attachment 8**.

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

The sub-state monitoring plan is provided as **Attachment 9**.

PROGRAM ACTIVITIES

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.

Customers are engaged by the Ozark Region through the Missouri Job Centers, the Mobile Job Center, and various events and meetings. The Region strives to assist all customers in making informed choices by providing labor market information through MERIC and ONET, career exploration tools, assessment testing, and one-on-one guidance with a Workforce Development Specialist, in addition to our regular workshops that are a part of our Product and Services Box. Our Job Club, which meets on a regular basis, provides an opportunity for job seekers to meet with their peers, as well as hear from local employers. Having an onsite representative from Ozarks Technical Community College provides immediate access to information regarding course-offerings and programs of study. Individuals are also encouraged to meet with a Skills Team member to determine possible eligibility for training and to learn more about training providers through the ETPS system. Tools such as the NCRC, Talify, Kenexa Prove IT!, and OPAC are made available to assess customers' abilities as well.

The following is a part of the Next Generation Career Center (NGCC) Products and Services.

Staff-Assisted Job Search Services. The Job Center staff work with customers to register them on *Jobs.mo.gov*, specify their employment goals, identify their skill sets, assist them with on-line job applications, and show them how to use *Jobs.mo.gov* and other job matching websites to connect with employment opportunities.

Assessments. The Ozark Region assesses job seekers' skills, knowledge, abilities, interests, and aptitudes using the following tools:

- **National Career Readiness Certificate (NCRC).** A work-related skills credential that provides documentation of an employee's skills in Applied Mathematics, Reading for Information, and Locating Information. Receipt of the NCRC certification is one of the requirements in the Work-Ready Community initiative.
- **TABE.** The Tests of Adult Basic Education (TABE) gauge reading, math, language, language mechanics, vocabulary, and spelling levels.
- **Career Ready 101.** These assessments help identify the strengths and areas for improvement, as well as cognitive abilities for reading for information, applied mathematics, and locating Information.
- **O*Net.** This battery of assessments includes the Ability Profiler (AP) to help customers plan their work lives; the Interest Profiler (IP) to help customers discover

the occupations that fit their interests, and the Work Importance Locator (WIL) to help customers pinpoint what is important to them in a job.

- **Talify.** This assessment is offered to customers as a tool regarding their personality and personality traits. It is another tool for a customer to self evaluate where they might be a good fit for a career.
- **Kenexa Prove It!** Assessments that provide benefits to both the customer and the employer. The customer receives information on their current skill level, information on areas needing improvement, a morale boost and guidance in the job search. The benefits to the employer are a reduction in recruiting costs, an overview of applicants' skill set and an increase quality of hire.
- **OPAC—Office Proficiency Assessments.** A performance based assessment system for measuring office skills, clerical, and software applications

Workshops. The Region conducts a variety of job readiness and job search workshops on a daily basis at the Job Center to help customers prepare for and secure employment. Typically, workshops include basic computer skills, career exploration activities as well as how to prepare a resume/complete a job application; how to look for work; how to interview for a job; and how to use networking/social media for employment.

Resume Development Assistance. In addition to the aforementioned workshops, the Region also provides resume development assistance through Optimal Resume. It helps customers create resumes, cover letters, on-line portfolios, video resumes, and also prepare for interviews.

Training. Customers who are program-eligible and who are identified as in need of skills improvement may be enrolled into a variety of training programs, including occupational skills training, OJT, customized training, work experiences, internships, and others to prepare them for in-demand occupations in the area.

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 job seeker skills products (such as Optimal Resume, etc.), to engage customers and assist with their re-employment efforts.***

Seizing upon the flexibility offered under WIOA, the Ozark Region has eliminated the sequence of services (core, intensive, and training) that was previously required under WIA. Under the new approach, upon entry into the system, each job seeker is directly referred to the service(s) that best meet(s) his/her particular needs. Such referrals may include partner organizations within the Job Center as well as resources available in the local community.

Activities are provided under the broad categories of Career Services and Training Services. The Job Center is open to the general public. To take advantage of the full

array of services, individuals will be registered in WIOA Adult core.

Career Services

- Information about services available through the One-Stop System
- Initial assessment of needs
- Referral to appropriate services
- Self-directed or staff-assisted job search
- Workshops, including resume writing, interviewing skills, and job search
- Information
 - Labor market
 - Training provider
 - Supportive service
 - Unemployment
 - Financial aid
 - Out of area job search and relocation
- Individualized Services
 - Comprehensive assessment using tools such as KeyTrain, WorkKeys/NCRC, etc.
 - Individual Employment Plan (IEP) defining the customer's specific goals and pathway for achievement
 - Career counseling and planning
 - Short-term prevocational services
 - Internships and work experience
 - Workforce preparation activities
 - Financial literacy services
 - English language programs

Training Services

- Occupational skills training using an ITA
- OJT
- Customized training
- Job readiness training
- Workplace training/co-op programs
- Skills upgrading and retraining
- Entrepreneurial training
- Transitional jobs
- Incumbent worker training

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 Ozark Region uses ITAs as part of its strategy to train and develop a pool of qualified job candidates to meet area business needs. Generally, the training must be directly linked to an in-demand industry sector or occupation, or may be in a sector or occupation that has high potential for sustained demand or growth. Additionally, from time-to-time the Board may fund an ITA for training in a sector or occupation that appears to have an emerging or future demand.

The Board uses three primary tools to assist clients in identifying in-demand or emerging sectors as well as the skills/training/certifications required to secure occupations within them: Missouri Economic Research and Information Center (MERIC), O*Net, and Education Training Provider System (ETPS). Both MERIC and O*Net provide a wealth of labor market information to support demand while ETPS provides a listing of approved training providers along with a description of the programs offered by each.

The Ozark Region requires that persons who are enrolled into training using an ITA must be both eligible for WIOA funding as well as suitable for the occupation for which they are being trained. The assessment process supports the individual's suitability by documenting his/her educational levels, interests, aptitudes, and abilities.

Along with ITAs, the Ozark Region also uses OJT, customized training, work experience, internships, and other training programs to prepare job seekers for work.

3. Provide a description of how unemployment insurance claimants will be provided re-employment services including how Worker Profiling and Re-employment Services (WPRS) will be delivered on a weekly basis between DWD and partner staff.

The Worker Profile program is part of the re-employment services offered through the Ozark Region's Job Center. On a weekly basis, individuals who are likely to exhaust their Unemployment Compensation benefits are identified and are required to come to the MJC for job search assistance. They are provided with an orientation of services and are given an initial assessment to determine their specific needs. Based on their particular circumstances, they may be referred to additional services and resources, including job search workshops, staff-assisted job search activities, partner programs, and/or training services.

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

With the implementation of WIOA, the Board has increased its focus on providing OJT opportunities for job seeker and business customers. It has been the Board's experience that the return on investment for this type of employer-based training is typically much higher than for traditional training.

Therefore, the Region established a Business Services Team (BST) that includes two individuals who specialize in OJTs. One works specifically with the MO-40 program for Dislocated Workers. The other focuses on the Show-Me Heroes program for Veterans as well as and any other general OJT opportunities for Adults and non-MO-40 eligible Dislocated Workers.

As they work with businesses, their OJT strategies include:

- Targeting high-growth industries for potential OJT opportunities.
- Educating employers about how OJT can enhance their businesses by decreasing turnover and improving productivity.

- Assisting businesses by streamlining OJT paperwork requirements.
 - Assessing job candidates for potential OJT eligibility and suitability.
 - Promoting OJT.
5. ***Explain the Board's strategies for increasing the credentials, degrees, and certificate attainment 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 LWDA to provide space and/or proctoring services for WorkKeys assessments on an as-needed basis.***

The Ozark Region carefully assesses each training candidate to gauge his/her education and skill levels as well as interests and aptitudes. Initially, it uses the TABE to determine if a candidate is ready and capable of completing the identified higher education activities.

Additionally, it also requires that every job seeker who requests training participates in a skill assessment such as the NCRC assessment. The Region has trained its staff members to conduct these activities and has established testing dates throughout each month.

If it is determined that remediation is required, the Region refers the individual to either to its in-house AEL services or one of the partner AEL locations that are located around the region so that he/she may achieve the necessary requirements for enrollment. The in-house AEL site serves students daily. Its classes help students who are studying for their HiSet as well as those brushing up on subjects needed for entrance into college level coursework. Evening classes are also provided. Students may also be referred to OTC's AEL classes that are held on their campus.

Once enrolled, the Region monitors the customer's grades on a monthly basis and provide tutoring assistance as may be required.

Additionally, the Springfield area has been selected as a grantee of the Lumina Foundation that is striving to increase the number of individuals reaching educational attainment beyond high school. The Ozark Board serves on the steering committee along with a large collaboration of local organizations, including educational institutions, employers, and service providers.

Together, the team has developed a comprehensive plan to increase the educational attainment in the City. A data collection system will be developed to track the number of individuals receiving certificates, credentials, and diplomas beyond high school, including industry recognized certifications. The MJC will play a significant role in identifying participants and sharing data to support the goals of the Lumina Foundation grant.

C. Employment Transition Team

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

The implementation of WIOA requires that the State of MO carryout statewide Rapid Response and layoff aversion activities in coordination with local areas that experience disasters, mass layoffs, plant closings or other related events that may result in substantial increases in the number of unemployed individuals. The Employment Transition Team (ETT) is the group that conducts these activities.

For the Ozark Region, the ETT consists of the State's Regional Workforce Coordinator, the Ozark Region's Workforce Director, designated MJC staff members, union representatives, and community groups. The ETT builds and maintains relationships with the business community to help with early warning of potential layoffs and promote early intervention. Together, the ETT provides the following services:

- Layoff aversion activities
- Immediate and on-site contact with impacted employers, worker representatives, and local community representatives
- Assessment and planning to address the layoff schedule, assistance needs of impacted workers, re-employment prospects, and available resources
- Information and access to unemployment compensation benefits and programs, MJC services, and employment and training activities, including Trade Act, Pell Grants, GI Bill, and other resources
- Necessary services and resources, such as workshops, Mobile Job Center, resource fairs, and job fairs to support re-employment
- Emergency assistance customized to fit the needs of a particular layoff or disaster event
- Systems and processes for identifying and gathering information of early warning of potential layoffs or opportunities for layoff aversion, and related activities
- Partnerships with appropriate agencies, employer groups, labor organizations, and others for strategic planning, sharing information, and combing resources
- Trade Act petition services
- Labor management committee (Transition Team) if voluntarily agreed to by the employee's bargaining representative and company management

The State's Workforce Coordinator is the primary contact for the ETT. To avoid duplication and confusion, local staff members do not initiate contact with an employer regarding a layoff without first speaking with the Workforce Coordinator.

The Workforce Coordinator also serves as the liaison to the local chambers of commerce throughout the Region. He/She advises them about the affected workers, including their occupations and their educational and skill levels. The Workforce Coordinator obtains leads from the chambers about potential training and direct placement opportunities with other businesses in the local area. The overarching goal is to transition the dislocated workers into new employment with as little disruption as possible.

The Ozark Region's Workforce Development Director determines the role that the MJC staff will play in the ETT process. Typically, it has at least one individual discuss the MJC services portion of any presentations that are made; and participate in any on- or off-site services provided, such as resource fairs, Mobile Job Center, registration events, etc.

D. Youth

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

The Ozark Region has elected to re-designate its WIA Youth Council as a WIOA Youth Committee.

- 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.).***

As provided in the Board By-Laws, the Youth Committee is a standing committee of the Ozark Workforce Development Board. It is responsible for developing the portions of the local plan relating to youth services, for recommending eligible providers of youth activities, and for conducting oversight of such activities. It is also

responsible for completing any other duties that may be determined to be appropriate by the Chair of the Board.

The Youth Committee's membership includes representatives from a variety of community organizations that are dedicated to serving disadvantaged young people including groups such as, youth agencies, educational institutions, homeless shelters, foster care organizations, Job Corps, housing authorities, justice system, and others.

Its members evaluate the proposals received in response to competitive procurements for youth services and activities. Using the results of their collective evaluations, they make recommendations to the full Board regarding the providers and proposals to be funded.

The Youth Committee oversees the work of the selected youth provider(s), including a review of performance outcomes, financial reports, and records maintenance. Based on their results and findings, they make recommendations to the full Board regarding the renewal or termination of youth provider contracts.

Typically, meetings of the Youth Committee are held bi-monthly on the third Thursday of the month, with additional meetings set by the Youth Committee Chair as deemed appropriate and necessary.

2. Provide a description and assessment of the type 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 that 14 program elements are available within the LWDA;

Historically, the Ozark Region competitively procured youth services to include the 10 elements required under WIA. Now, as it transitions under WIOA, the Board is revising the existing contract with its selected provider, Preferred Family Healthcare, to incorporate the following 14 programmatic elements:

- Tutoring, Study Skills, Instruction, Dropout Prevention/Recovery
- Alternative Secondary School Services or Dropout Recovery
- Paid and Unpaid Work Experiences that Include Academic and Occupational Education
- Occupational Skills Training
- Leadership Development
- Supportive Services
- Adult Mentoring
- Guidance and Counseling
- Transition to Postsecondary Education and Training
- Follow Up Services

- Workforce Preparation Activities for a Specific Occupation or Cluster
- Financial Literacy Education
- Entrepreneurial Skills Training
- Labor Market and Employment Information, Including Career Exploration

Additionally, as part of this process, the Board will ensure that at least 75% of funds are expended on Out-of-School Youth activities and at least 20% of funds are expended on work-based elements, such as paid and unpaid work experiences, internships, summer jobs, and permanent employment.

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;*

As stated in the response to **question a. above**, the Board is currently revising its existing contract with Preferred Family Healthcare to include the 14 required WIOA youth elements. An overview of the planned changes is provided here:

- **Tutoring, Study Skills, Instruction, Dropout Prevention/Recovery.** Provision of on-line coursework, one-on-one instruction, peer-to-peer interaction, or in a group setting;
- **Alternative Secondary School Services or Dropout Recovery** – Referral to suitable alternative schools or dropout recovery programs;
- **Paid and Unpaid Work Experiences that Include Academic and Occupational Education.** Work opportunities with an emphasis on jobs in in-demand and emerging industries;
- **Occupational Skills Training.** Enrollment into programs that provide recognized degrees, certifications, or marketable skills for in-demand and emerging occupations;
- **Leadership Development.** Participation in community service learning projects, peer-centered activities, teambuilding, life-skills training, healthy lifestyle choices, etc.;
- **Supportive Services.** Assistance with transportation, childcare, clothing, housing, school supplies, and related needs;
- **Adult Mentoring.** Referral to community-, faith-based, and/or other organizations to provide one-on-one encouragement and direction;
- **Guidance and Counseling.** Coaching, helping, and problem-solving;
- **Transition to Postsecondary Education and Training.** Preparation for higher education programs and/or occupational skills training;

- **Follow Up Services.** Frequent interaction, including guidance and counseling, support services, and other assistance for at least 12 months after exit;
- **Workforce Preparation Activities for a Specific Occupation or Cluster.** Workshops and other services that prepare youth for careers in in-demand and/or emerging occupations;
- **Financial Literacy Education.** Instruction on how to be wise with money, including maintaining a positive credit rating and avoiding the pitfalls of debt;
- **Entrepreneurial Skills Training.** Information about the risks and rewards of self-employment or business ownership; and
- **Labor Market and Employment Information, Including Career Exploration.** Data about in-demand and emerging occupations in the region, along with related education and training requirements;

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

The Board's Youth Committee actively seeks out and engages youth service providers in the Ozark region. They are invited to participate in committee meetings, as well as to respond to competitive procurements the Board may release for WIOA Youth services.

As a normal course of business, the Board also partners with many organizations in the Region to cooperatively leverage resources for youth activities. Specific examples are listed in the response to **question e. below.**

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

The Youth Committee has the primary responsibility for the evaluation of service providers for performance and impact. They receive their information from the monitoring reviews that are conducted annually by the Compliance Coordinator(s). The elements of the review include youth eligibility documentation, compliance with programmatic requirements, record keeping, performance outcomes, and financial results.

The Youth Committee formally reports their evaluation results and recommendations to the full Board at least once per program year. Generally, the Committee recommends sanctions when a youth provider fails to meet requirements for two quarters in a row. It may also recommend contract termination for a youth provider that fails to meet its annual contractual obligations.

Supplementing the City's formal monitoring reviews are its discussions/meetings with youth service providers. Using the information from the youth service providers' Monthly Performance and Budget Reports, they review program performance, data management, past and planned exits, budgets, staffing levels, staff training, effectiveness of program design, customer feedback, coordination

of services with community based and faith-based organizations, continuous improvement efforts, and related topics.

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

In addition to the competitively procured service provider, Preferred Family Healthcare, the Ozark Region also works with the following organizations to collaboratively provide youth services in the region:

- **Division of Youth Services (DYS) Work Experience Project.** A partnership which allows youth in their custody to participate in a paid work experience component.
- **Missouri Mentoring Program.** A program which allows the Region to dual-enroll and provide additional mentoring support to assist youth who need tutorial assistance and/or teen parents in need of mentoring and a job coach.
- **Boys and Girls Club.** A national program that provides support and guidance to at-risk youth.
- **Big Brothers/Sisters.** A program that provides job shadowing and work experience subsidized experiences for youth.
- **CHAFEE Foster Care Independence Program.** A program that assists youth between the ages of 15-21 who are experiencing out-of-home placement, providing work readiness seminars, work experience, and GED assistance
- **Planned Parenthood, Pregnancy Care Center and Building Blocks.** Programs that address the needs of youth who are pregnant/parenting.
- **Parole Officers.** Referral of youth who are involved in the justice system.
- **Rare Breed.** A group that works with homeless youth and assists them in finding transitional living and assists with HiSet preparation and achievement.
- **Job Corps.** An education and training program that helps young people learn a career, earn a high school diploma or HiSet, and find and keep a good job.

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

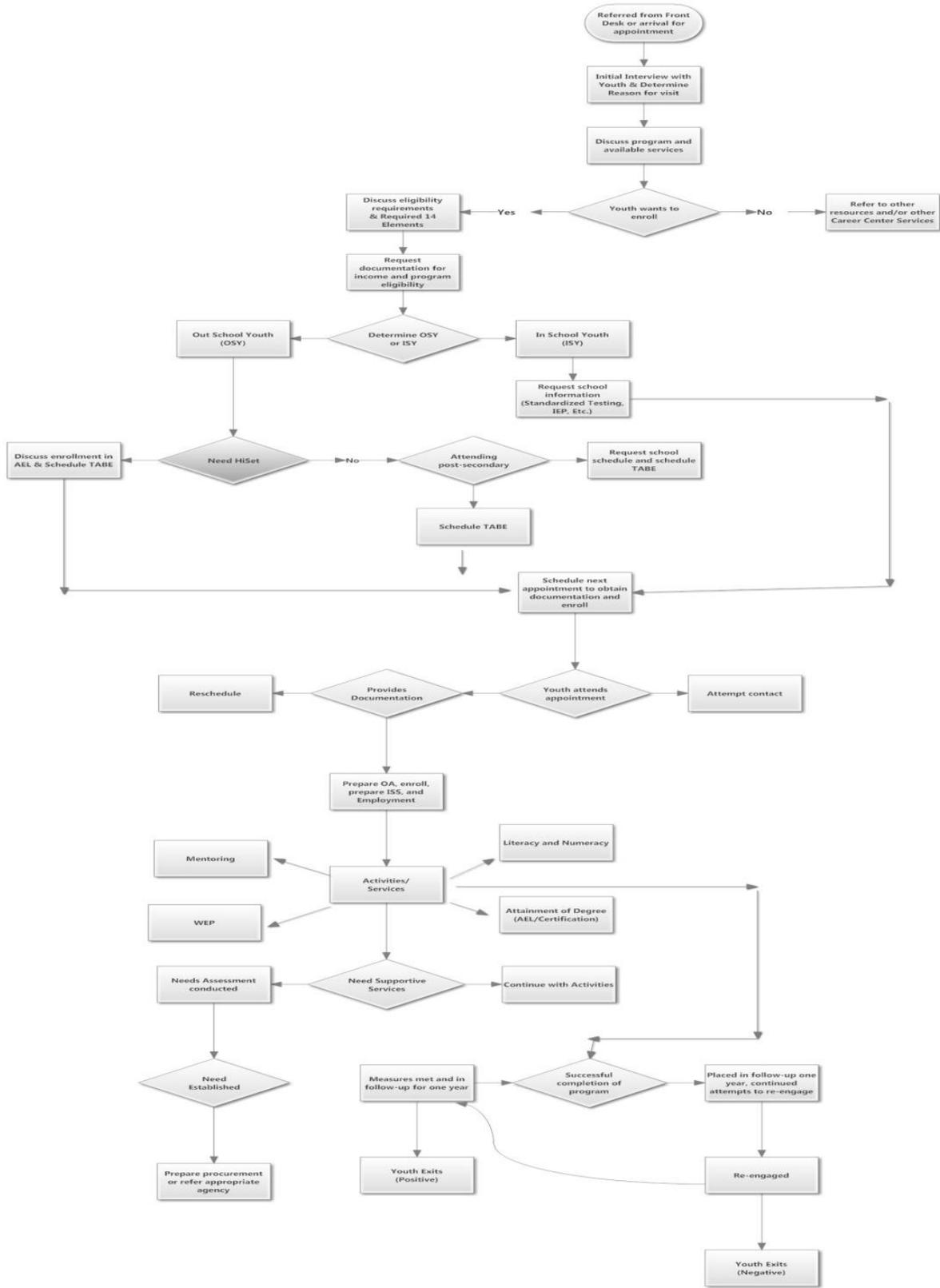
As part of the transition from WIA to WIOA, year-round services are provided to eligible Youth ages 14-24 in the Ozark Region. With respect to younger youth, summer jobs may still occur as part of the work experience component, but such activities will be in conjunction with services occurring during the school year. Additionally, older youth may be enrolled into WIOA Adult programs concurrently or sequentially with their Youth services, as appropriate for the individual.

Youth are exposed to various career exploration and leadership development activities. They are provided with tools and information to make informed decisions about their future. Examples include presentations on highway/driving safety, email and texting etiquette, dressing for success, and various job readiness activities. Sessions are usually held after school hours and parents are encouraged to attend. Overall, the sessions are designed to be interactive, and meals are typically provided.

The Youth service provider(s) is responsible for ensuring that their team remains in ongoing communication with enrolled participants, moving them forward in meeting their individual employment and training goals. Additionally, the provider(s) avoids duplication of services by maintaining contact with any other organizations providing concurrent services external to the workforce system. Overall, year-round youth service planning is designed to prevent duplication of services, including details of specific services and a clear understanding of each organization's financial responsibilities to the Youth at the time of enrollment and within the service plan.

- 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.);***

The chart on the following page depicts the flow of services for Youth for the Ozark Region.



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

The Region's Youth provider seeks partners that will contribute to a shared vision of providing opportunities and eliminating barriers for our youth participants. We rely on verifiable data and information to support our plan of service and build on that information to create relevant programming. For example we consistently monitor labor market information, rely on local data from our Workforce Board, Employer focus groups, participant workshops etc. etc. We also work hand in hand with our partners and make on site visits to determine the referral process and to determine how services will be provided. This process especially supports working with those most in need because we can direct the hardest to serve to the partner that can provide the best service and is a subject matter expertise.

One example is our work with Rare Breed. This organization specializes in work with homeless youth. One case manager is assigned to working with Rare Breed and makes regular visits to the organization to meet with young adults assigned to their caseload as well outreach to new youth.

As mentioned earlier, youth staff members also meet with VR staff when a client has been identified as having a need to coordinate services. Connections have also been established with the Juvenile Justice system to identify youth coming out of the juvenile system and the resources available.

In compliance of all WIOA Youth requirements, once a client has been found eligible for services, they are enrolled into WIOA Youth, provided an objective assessment to determine areas of need and appropriate services, assess occupational skills levels, and identify potential career pathways. Once the objective assessment has been complete, an Individual Service Strategy(ISS) is developed with the Youth to identify appropriate career pathways the include both education and employment goals. Informed directly from the objective assessment, the ISS includes achievable goals, and services for the youth that are linked to performance indicators.

During the initial meeting with a staff member, the following a few of the steps involved:

- Identify areas of need
- Evaluate their program
- Determining if the program align with Board's strategic plan
- Evaluate data from state and local sources
- Enrollment

The Board has directed that priority for youth services shall be given to those who are ***most in need of and who can benefit from*** available service by improving their abilities or skills in one or more of the identified barriers. It works with a variety of community groups, including the Housing Authority, Homeless Coalition, and others to outreach to potential participants.

Eligible youth must be determined by the Youth service provider(s) as appropriate for program participation. Service levels include giving first priority to low-income veterans, followed by:

- (1) Low-income youth in need of Post-Secondary Education assistance;
- (2) Youth having the ability to enter unsubsidized employment following completion of participation as documented on the ISS; and
- (3) Skills deficient youth; and other youth, including Out-of-School Youth, those at risk of dropping out of school, youth in foster care, those aging out of foster care, youth offenders, children of incarcerated parents, homeless youth and seasonal farm worker youth.

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

In addition to the partnerships mentioned in question 3. above, the Region works with other WIOA partners as well including:

- Vocational Rehabilitation (VR). Youth staff currently coordinates with the young adult client, Vocational Rehabilitation Counselor, and the service provide administering VR funded placement services to ensure client's needs are met and services are administered seamlessly amongst agencies. WIOA Youth also fills gaps that may fall outside VR scope of support, or compliments services administered through VR. Preferred Workforce Partnerships and VR have recently launched a new pilot project that embodies the spirit of WIOA.

This partnership between Vocational Rehabilitation, WIOA Youth, and Mercy Hospital-Springfield was formed with the purpose of providing individuals eligible for WIOA Youth and Vocational Rehabilitation services to gain valuable work experience in identified Career Pathways related to the medical field, while also receiving on the job coaching to ensure all disability-related barriers are identified, addressed, and accommodated by an on-site job coach. Currently, clients participating in this program receive paid, subsidized Work Experience for 240 hours funded through WIOA Youth, while also having access to an on-site job coach at all times throughout their work experience funded by Vocational Rehabilitation. Mercy Hospital has entered into a Work Experience agreement with WIOA Youth and VR to provide a worksite and training throughout the hospital including food service, maintenance, patient access, and human resources allowing for a wide variety of career pathway focused opportunities. Mercy Hospital has committed to retaining clients upon completion of work experience through

unsubsidized employment for clients who meet employment criteria within their network. Prior to WIOA, VR was unable to provide job coaching to clients placed in work experience.

- Job Corp. As a WIOA partner, we have reciprocal referrals. Referrals are received from Job Corps for individual who were ineligible for their services, as well as participants who have completed Job Corp programming. These individuals are reviewed for eligibility or referral to partner agencies. Referrals are also made to Job Corp for individuals who have expressed interest and/or suitable for Job Corp assessment and enrollment.
- Missouri Work Assistance (MWA)-TANF. Youth staff members work with MWA staff to engage young TANF parents on possible co-enrollment and sharing of resources.
- Adult Education and Literacy. Through the on-site access to AEL classes in Springfield, many participants have the ability to receive immediate referrals into class. Our Scholars @ Work program has allowed a great partnership to be elevated even more.
- OTC – (Carl Perkins). Youth who express interest in training and attendance to OTC are provided information and career guidance by the on-site representative.

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 Ozark Region has implemented its innovative Scholars @ Work program that is a premier employment opportunity specifically designed for Out-of-School Youth ages 17 - 24 who did not complete high school and find themselves in an adult situation. Typically, these young people cannot afford to quit a job or forsake employment in order to complete their education.

Adult situations may include, but are not limited to, pregnant or parenting, living on their own, homelessness, responsible for the care of another, assisting the family financially when parents become unemployed, and/or having responsibilities to the court system. The Scholars @ Work program is a competitive employment opportunity in which the "job" of the youth is to work toward and obtain a High School Equivalency (HSE).

Participants work 20 hours per week, consisting of a variety of activities designed to educate and prepare them for the HiSet Exam, identify career pathways, and develop skills needed to be successful in employment. Time spent with youth advisor is designed to provide participants with opportunities in leadership development and involve decision-making strategies. Participants also work on skills necessary to be successful in an adult work environment including workplace behaviors and dress, positive social behaviors and identify those detrimental to success. They are also provided with opportunities to meet with local college recruiters, Job Corp

representatives, military recruiters, apprenticeship representatives, and others based on specific long-term goals and as documented on the ISS.

Incentives may be given to the Scholars @ Work participants as they meet different benchmarks and raise Educational Functioning Levels (EFLs). They may also be provided with supportive services, as deemed necessary, for things such as transportation, childcare, and HSE testing fees.

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 requirements and meet business demand. In addition, describe how Board coordinates with economic development.

The Springfield Area Chamber of Commerce is the local economic development agency. We work very closely with the Chamber and are a lead partner when new businesses prospects are introduced to the area. This allows the Board and Job Center to provide a proposal backed with data including pool of applicants, possible funding and training opportunities. Economic Development members serve on our committees, such as our State of the Workforce Committee (sub-committee of our Board Marketing Committee), which provides our annual workforce survey. The relationship can be described to be that of a reciprocal arrangement, one of mutual support and commitment to serving business customers. We also have established a communication protocol on addressing sensitive employer-related issues such as layoffs, closures, and confidential new business and expansions.

The Ozark Region uses an integrated approach when serving business customers. Its Business Services Team (BST) is comprised of WIOA-funded Business Services Representatives as well as the MJC Jobs Teams, including those that are funded through the State. The BST also coordinates its efforts with the Job Developers who deliver Youth Services in the region.

The primary function of the BST is to assist business customers by providing recruiting, candidate assessment, job matching, training, and placement services. They actively target employers in the region's high-growth industries identified under **Section I. Strategic Elements, B. Labor Market Analysis** that include healthcare and social assistance; retail trade; accommodation and food services; manufacturing; construction; and information technology.

The BST actively outreaches to businesses by networking with business-based organizations such as local chambers of commerce, economic development organizations, industry associations, and other related groups.

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.

Under the new WIOA initiatives, the Board will begin developing sector-strategy initiatives, including the identification of career pathways in the targeted sectors of Logistics and Transportation, Automotive Services, healthcare, Communications and IT Services, Wholesale Trade, Metal and Metal Fabricating, and Retail and Hospitality as identified in the Maher and Maher report entitled Missouri Sector Strategies and Workforce Planning Project.

The Board will inform and engage key public and private stakeholders of its progress through its annual State of the Workforce Summit as well as its periodic surveys of business customers. It will also expand its partnership with a local industry association to assist with outreach efforts and planning for the sector strategies initiatives.

It will partner with the chambers of commerce to share information and will work closely with them on business retention and expansion efforts. The Board will also participate in several projects to identify and develop career pathways that lead to better jobs as well as addressing any skills gaps for the identified careers. Finally, it will work on a series of roundtables, discussions, and summits to promote and advocate for a skilled and prepared workforce.

The City of Springfield has also partnered with the National Resource Network and Jobs for the Future. These consultants have assisted the Job Center to identify and create career pathways for our sectors. They have provided toolkits, labor market reports, and various information to help us further engage our sectors. Another example of our resource alignment is our commitment of resources to engage a local partner to conduct outreach to our rural counties. We are also closely aligned with area chambers. The Springfield Area Chamber of Commerce has been instrumental in our industry roundtables, which has led to initiatives such as a pre-apprenticeship, Career and Construction Day for youth, and career exploration for K-12. They have shared resources such as sponsoring the roundtables and designating staff to assist with events.

Another key partner is Ozarks Technical Community College (OTC). OTC has worked side-by-side with us on various issues including hosting meetings, seminars, and

trainings for businesses. We also partner on grant applications and jointly commit resources where appropriate.

The Springfield Public School system is also aligned with the Job Center and the Chamber of Commerce to develop experiential learning opportunities for junior and senior high school students. The Job Center refers students to the program and provides support services when needed and applicable.

We will continue to work with our partners and seek new partners that will assist in fulfilling the vision and mission of the WIOA and the Board. We will also fund capacity-building activities and proposals for project that will continue to support the mission.

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

The Ozark Region is currently meeting with State Apprenticeship Representatives to learn about potential opportunities in the area. This includes identifying in-demand occupations that may be suitable for apprenticeships, determining the typical apprenticeship training curricula that is related to those occupations, and developing a listing of approved Registered Apprenticeship sponsors in the local area for the identified occupations. During the summer of 2016, the Region launched a pre-apprenticeship pilot program, which allowed individuals to gain a perspective of the trades including laborer, plumbing and pipefitting, and construction. This pilot round was successful with all participants transitioning into an apprenticeship program. The second round has begun and is expected to be as successful as the first. In addition, recognizing the efforts and importance of pre-apprenticeships, the State awarded the Region funding to begin the same program with Young adults. This program is slated to begin in the fall. Training for each of the programs is provided by the Trades, who represent apprenticeship opportunities. As per guidance from the State, the training has been listed in ETPS.

- 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 should also 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.**

The Board's Business Services Plan is included as **Attachment 10**.

F. Innovative Service Delivery Strategies

- 1. Describe how the Board will support the Missouri Re-entry Process ex-offender initiative. Include the services to be provided for ex-offenders and the process to be used to identify employers willing to hire ex-offenders.**

Within five days of being released, customers referred from the Department of Corrections under the Missouri Re-entry Process are given an appointment to meet with

Job Center personnel. During the appointment, staff helps them develop an Individual Employment Plan (IEP) that identifies their long and short-term goals as well as the services required to help them overcome employment barriers. Based on their individual needs, each will be provided with job readiness assistance, job development services, referrals to job openings, supportive services, and/or training opportunities.

As a further service to ex-offenders in the Ozark Region, the Board plans to continue its APPLIE (About People with Past Legal Issues in Employment) workshop that is coordinated with State and Federal probation and parole officers as well as assistance from Alpha House (a federal halfway house). It will also continue to participate in community initiatives, such as STRIVE (Steps To Regaining Independence Via Employment) and HIRE (Hard to Employ Committee through the Community Partnership) to promote employment opportunities for ex-offenders.

The MJC along with several partners has created the “Re-entry Simulation” which is an exercise that describes the challenges faced by individuals transitioning to society and looking for a job among other resources. Similar to poverty simulations, participants get a real-world look at the barriers faced by these individuals. The program has been adopted by various groups across the nation and Ozark staff has been recognized for their work in this space.

It is important to note that through the BST outreach efforts, the Board has in place a listing of employers who are agreeable to working with ex-offenders. Additionally, the Job Center staff work closely with probation and parole employees to help ex-offender clients in obtaining gainful employment and becoming self-sufficient. The local DVOPs assist in this process by working with veterans who fall within this category. One of the activities the DVOP participate in is the Homeless Court.

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

Work-based learning projects are an important piece of overall picture for the Ozark Region. The partnership with the Missouri Work Assistance Program (MWA) allows for a duplicative model. Their Mercy Project allowed MWA participants to gain work experience through subsidized employment at a local hospital in four different occupations. Each individual received a two week job readiness training prior to being placed in a position. A Business Service Representative is assigned to MWA to act as a liaison between the case manager and the employer.

In addition, the Region promotes On-the-Job training (OJT) opportunities as a resource for employers, as well as a work-based learning opportunity for job seekers. Business Service Representatives (BSRs) work with employers to promote OJTs. One BSR works with the Show Me Heroes OJTs, along with State personnel, and one BSR works with specific grant-related OJTs (i.e. MO-40) targeting in-demand occupations.

The Young Adult program also utilizes work-based learning opportunities by placing young adults in work experience positions. Job Developers target employers who are willing to provide guidance and mentorship to young adults, allowing them to gain meaningful insight to the workforce.

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

The Board actively promotes the Show-Me Heroes program and its OJT component. As discussed in the response to **IX. Service Delivery, A. Adults and Dislocated Workers, question 3**, it has a staff person on the BST that focuses on this program.

He encourages businesses to take the "pledge" to support hiring Veterans and Service Members and informs them about the benefits of the program, including:

- Making their open positions more visible to job seeking Veterans and Service Members
- Vetting the position to ensure it doesn't compete with resume trolls and marketing schemes
- Accessing relevant resumes of qualified candidates
- Working directly with MJC staff and Veterans Employment Representatives for recruiting and hiring needs
- Posting open positions on the National Labor Exchange's veterans focused jobs portal
- Participating in MJC hiring events
- Utilizing OJT to hire and train eligible job candidates

4. Describe the Board's strategies for participation 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 plan in the development implementation for the plan.

The Counties of Christian, Greene, and Polk participate in the Certified Work Ready Communities initiative. While the Board does not have a formal MOU with OTC regarding NCRC assessment, it coordinates its services with them. Specifically, MJC staff assists those customers who are transitioning in the workforce while OTC works with those who are incumbent or emerging workers.

As of February 2016, the participating counties have achieved the following results towards the Certified Work Ready Communities initiative:

- Christian – 74% of goals achieved
- Green – 87% of goals achieved
- Polk – 40% of goals achieved

Promotion of the Certified Work Ready Community initiative was largely carried out by the Business Service Team, Skills Team, and Youth Department. The Business Service Team was very active reaching out to employers when a job order was placed with the Job Center, when during hiring events and roundtables, and during employer visits. Anytime an employer would have a contact with the Job Center, the Business Service Team would provide educational materials regarding the benefits and usage of the NCRC. As an incentive, employers who chose to support the NCRC were provided premier space at job fairs. The Skills Team would provide daily NCRC testing for clients interested in testing. The Skills Team was also very involved with the Youth Department in two grants obtained for NCRC testing, the Missouri Extension Greene County grant and the Chasing Platinum grant.

The Missouri Extension Greene County grant provided testing for 311 youth in local schools. The Chasing Platinum grant has the ability to test 800 youth. With great success, the Youth Department has been working with local schools to test their students.

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 (TAACCT) grants, Certified Work Ready Communities initiatives and any other local activities. The TAACCT 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 Board works with a variety of community colleges in the local area who provide occupational skills training services to eligible job seekers. It uses a cross-referral system whereby the community colleges refer job seekers to the MJC for job search activities and the Region refers individuals to the community colleges for education and training activities. Keeping in line with the spirit of WIOA, customers are encouraged to choose the training provider that best meets his/her needs.

Additionally, to further promote a no-wrong-door approach, OTC has co-located staff members within the MJC facility. To support progress in having the counties and cities included as part of the Certified Work Ready Communities initiative, OTC staff provide NCRC testing as well as Adult Education and Literacy (AEL) courses.

Historically, the Ozark Region has also partnered with OTC to utilize TAACCT funds to assist Trade Act-eligible workers. However, these funds are no longer available in the community.

A copy of the MOU between the Board and community colleges is included as **Attachment 11**.

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

*Describe those activities to be undertaken to: (1) increase the opportunities for participation of faith-based and community organizations as committed and activities 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 organization about he attributes and objectives of the demand-drive workforce development system. Indicate how these resources can be strategically and effectively leveraged in the LWDA help meet the objectives of WIOA. (For more information, reference DOL's tool, **Making It Real: Strategies for State Agencies and Local Workforce Boards to Increase Partnerships with Faith-Based and Community Organizations.**)*

The Ozark Region adopted President Bush's Executive Order 13279, implemented in 2001, as local policy guidance to ensure that faith-based and community-based organizations are able to apply and compete equally for federal financial assistance for employment and training activities, while ensuring customer choice. In accordance with local policy, faith-based and community-based organizations can establish themselves on an active Request for Proposal (RFP) mailing list to receive notices of proposal availability and public notices regarding the Ozark Region Plan of Services and modifications thereto

As a result of local policy, over the past 15 years the Region has developed strong linkages with many faith- and community-based organizations. For example, it has referral arrangements with the Council of Churches, The Kitchen, and LOVE, Inc. Christian Association. It has also actively funded and partnered with Alternative Opportunities Inc./Workforce Partnerships for Youth Services, as well as Ozarks Area Community Action Corporation (OACAC), Experience Works Community Partnership of the Ozarks, and Boys and Girls Club for supportive and other services.

Moreover, the Board's participation in the SHARE Project has created additional opportunities to partner with faith-based and community-based organizations in the Ozark Region and throughout the State.

XII. Regional Planning Guidance

Describe the Regional Plan.

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

- 1) For the Kansas City Region, one Regional Plan for the local planning areas of Kansas City and Vicinity Region and the East Jackson County Region; and*

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

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

This section is not applicable to the Ozark Region.

PERFORMANCE MANAGEMENT / CONTRACTS / BUDGET

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 PY16 locally negotiated performance goals are finalized.)*

The Ozark Region is awaiting proposed levels of performance from the Governor before it can begin negotiations. The following lists the Primary Indicators of Performance to be addressed:

Adults, Dislocated Workers, and Wagner-Peyser	
Percentage of Participants in Unsubsidized Employment During the 2 nd Quarter After Exit	Adults 71% DW 72% WP 71%
Percentage of Participants in Unsubsidized Employment During the 4 th Quarter After Exit	Adults 68% DW 70% WP 65%
Median Earnings of Program Participants in Unsubsidized Employment During the 2 nd Quarter After Exit	Adults \$4,100 DW \$4,500 WP \$4,000
Percentage of Participants Obtaining a Postsecondary Credential or Secondary School Diploma During Participation or Within One Year After Exit	TBD
Percentage of Participants in an Education or Training Program Achieving Measurable Skills Gains Toward the Credential or Employment	TBD

Effectiveness in Serving Employers	TBD
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Youth	
Percentage of Participants in Unsubsidized Education or Training Activities, or in Unsubsidized Employment During the 2 nd Quarter After Exit	71%
Percentage of Participants in Unsubsidized Education or Training Activities, or in Unsubsidized Employment During the 4 th Quarter After Exit	66%
Median Earnings of Program Participants in Unsubsidized Employment During the 2 nd Quarter After Exit	N/A
Percentage of Participants Obtaining a Postsecondary Credential or Secondary School Diploma During Participation or Within One Year After Exit	TBD
Percentage of Participants in an Education or Training Program Achieving Measurable Skills Gains Toward the Credential or Employment	TBD
Effectiveness in Serving Employers	TBD

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

The City of Springfield has been designated as the Fiscal Agent by the Council of Local Elected Officials.

C. Describe the competitive (procurement) process used to award the grants and contracts in the LWDA for activities carried out under the subtitle of 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 periods bidders have to respond to the solicitation, evaluation, and award/non-award notification. This may include those pages from Board's procurement guidelines that describe the competitive procurement process and the process to procure Youth training providers.

Procurement Guidelines. As Fiscal Agent, the City of Springfield is responsible for procuring goods and services, including training services for Youth and any that are made as exceptions to the ITA process for the LWDA. The City's purchasing policies are followed, with the most prescriptive policy prevailing for each particular procurement. The information on notification to prospective bidders, time periods bidders have to respond to the solicitation, evaluation, and award/non-award notification is provided as **Attachment 12.**

Request for Proposal (RFP) Process. Consistent with the City of Springfield's procurement guidelines, the RFP process will be used to select vendors for services as set forth in the WIOA Plan of Services. This process is systematic and well- documented and contains the following actions, as appropriate.

- Board Policy on Selecting Service Providers

- Public Notice of RFPs (as appropriate)
- Bidders' Conference (as appropriate)
- Scope of Work, Eligible Entities, Budget, and Timeframe for Services
- Review, Evaluation, and Selection Process

Procurements exceeding \$25,000 require public advertising in a medium available to the general public and that bids be solicited from prospective proposers. To meet this criteria, the City of Springfield places notifications in local newspapers and on the Board's website. It also uses an electronic posting system to alert potential suppliers about the opportunity.

The RFP document will define the scope of work requested, the anticipated budget, the timeframe for services, as well as the review, evaluation, and selection process, including the due date and delivery method for proposals.

Compliant proposals will be reviewed and evaluated by City of Springfield staff members, Board members, as well as Youth Committee members as applicable to the services being procured. Generally, the RFP evaluation criteria include: the organization's capabilities, its work plan and timeline, performance outcomes and deliverables, and planned cost. The evaluation outcomes will be reviewed by the Board and the Council of Local Elected Officials who will then jointly select the service provider(s). The City of Springfield will negotiate the resulting contracts and will also notify non-awardees of the Board's and Elected Officials' decisions.

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

The Ozark Region understands the importance of maximizing its funding investments. It reviews its administrative system for ways to streamline processes so it can eliminate duplicative costs and redirect administrative funds to training activities. A Cost Allocation Plan has been utilized to reflect the sharing of costs amongst partners. As part of its standard monthly processes, staff monitors administrative expenditures to determine how funding is being expended and at what rate it is being expended.

As examples of its efforts, it has combined its office supply orders and postage usage with the State. It has also implemented a printer network to reduce the number of units required for staff. Additionally, it has eliminated duplicative costs at the service provider level by implementing an integrated services model. And, because the City of Springfield provided in-kind contributions, the Region has minimized administrative costs associated with legal, personnel, purchasing, utility, and financial services.

Moving forward under this WIOA Plan, the Board will continue to explore other avenues to further reduce administrative costs.

E. Identify how the Board ensures that services are not duplicated. In particular, explain how the NGCC model has impacted this issues.

To ensure non-duplication of services, the Ozark Region has always provided universal services to customers using a team approach comprised of both local and State personnel. To further develop the NGCC model, the Board researched all services

offered by all MJC partners and other organizations that refer customers to Job Centers. Using this information, it revised its Partner Service Guide so that it provides a basic overview of all services offered by each partner, including eligibility requirements and referral instructions. This allows staff to easily co-enroll and make customer referrals to appropriate services.

Concurrently, the Board implemented communication strategies to share information about common customers. Specifically, the Service Notes function of Toolbox is utilized by MJC partner staff to keep everyone apprised of customer statuses. Outside agencies work cooperatively with MJC staff and partners through the use of telephone conversation and emails. This interagency communication further supports non-duplication of services.

With the transition to WIOA, the Region began meeting with the Core Partners to discuss the changes under the new law. Several meets were held in which partners were able to share ideas to discuss how coordination of services would occur, including how the Memorandum of Understanding would include these services.

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

The Planning Budget Summaries for Program Year 2016 and Fiscal year 2017 are in progress at the time of this WIOA Plan. Once finalized, they will be included as **Attachment 13**.

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

The signed Statement of Assurances Certification form is included as **Attachment 14**.

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

The Board will follow the State’s WIOA Grievance and Complaint Resolution Policy. Copies of the Region’s forms, in English and in Spanish, are included as **Attachment 15**.

Comprehensive Missouri Career Centers

Missouri Job Center – Springfield

2900 E. Sunshine

Springfield, MO 65804

Phone: (417) 887-4343

Fax: (417) 887-1892

Partner Name	Services Provided
City of Springfield-Department of Workforce Development	Serves as the One-Stop Operator and provides the WIOA Adult and Dislocated Worker Programs, Career Services, Business Services, and the Missouri Works Assistance (MWA) Program.
MO Division of Workforce Development (DWD)	Provides a universal public labor exchange or employment services for all applicants who are legally entitled to work and for employers who are attempting to fill job openings through Wagner-Peyser. DWD staff members are responsible for providing Trade Act Assistance to eligible participants and employers, and providing assistance to Veterans.
Preferred Family Healthcare	Serves as the subcontractor for WIOA Youth Services and provides both training and employment services to those individuals with barriers to employment.
Ozarks Technical Community College (OTC)	Provides an affiliate Adult Education and Literacy (AEL) Program on site and provides an on-site staff member as a liaison to individuals seeking to enroll at OTC.
Ozarks Technical College Center for Workforce Development	Offers employers innovative, high-value training and business services focused on increasing the professional and technical skills of the area's workforce.
Division of Family Service	Serves as a resource for individuals applying for and receiving Temporary Assistance for Needy Families (TANF) and Food Stamps as well as Rehabilitative Services for the Blind.
Women, Infants, and Children (WIC)	Serves as a satellite office for the Women, Infants, and Children (WIC) program and provides assistance with nutritional health of pregnant women, breastfeeding moms, infants, and children, up to the age of five, with the goal of improving the overall health of families.
MO Extension-BDP Workforce Program	Helps dislocated workers and others find information on occupations, financial aid and training. Missouri Extension also partners on the METP program serving ABAWDs (Able Bodied Adults Without Dependents) who have significant barriers.

Missouri Job Center – Branson
 2720 Shepherd of the Hills Expressway
 Branson, MO 65616

Phone: (417) 334-4156

Fax: (417) 334-4159

Partner Name	Services Provided
City of Springfield-Department of Workforce Development	Serves as the One-Stop Operator and provides the WIOA Adult and Dislocated Worker Programs, Career Services, Business Services, and the Missouri Works Assistance (MWA) Program.
MO Division of Workforce Development (DWD)	Provides a universal public labor exchange or employment services for all applicants who are legally entitled to work and for employers who are attempting to fill job openings through Wagner-Peyser. DWD staff members are responsible for providing TRADE assistance to eligible participants and employers, and providing assistance to Veterans.
Preferred Family Healthcare	Serves as the subcontractor for WIOA Youth Services and provides both training and employment services to those individuals with barriers to employment.
Preferred Employment Services	Offers an array of community-based services with the primary focus being to facilitate the success of individuals with disabilities as they identify a job goal; search, apply, and interview for jobs; and secure and maintain employment.
MERS Goodwill	Provides for the vocational needs of individuals who have barriers to employment through disability or economic disadvantage.
Vocational Rehabilitation (VR)	Serves individuals with disabilities and assists them in obtaining, maintaining, and advancing in employment, as described in Title IV of the Workforce Innovation and Opportunity Act, Amendments to the Rehabilitation Act.

Required Partners Not On-Site at Either Location:

- Job Corps
- WIOA Migrant and Seasonal Farmworker Programs - United Migrant Opportunity Services (UMOS)
- Senior Community Service Program
- Community Service Block Grant Activities
- US Department of Housing and Urban Development Employment and Training Activities
- State Unemployment Compensation Law Activities
- Reintegration Programs for Eligible Offenders

Affiliate Missouri Work Assistance Sites

In addition to the two MJC Centers located in Springfield and Branson, the City of Springfield also operates two Missouri Work Assistance (MWA) programs in its sister region, the Southwest Region. One MWA facility is located in Monett and the other is in Joplin. MWA provides services to individuals who are receiving Temporary Assistance for Needy Families (TANF). The Ozark Region works in coordination with the Southwest Missouri Job Center to offer WIOA services through co-enrollment.

American Job Center	Missouri Work Assistance Office
100 S. Maple Monett, MO 65708-2656 Phone: 417-893-9052	705 Illinois Avenue, Ste. 5B Joplin, MO 64801 Phone: 417-623-1208

Supportive Services Policy

According to the Workforce Innovation Opportunity Act (WIOA), Supportive Services can be defined as services necessary to enable an individual to participate in activities authorized under WIOA, Title I. This policy has been developed in accordance with DWD Issuance 12-2010, issued May 20, 2011. All Supportive Services are based upon available funding. As only one policy is allowed per WIOA Region, the following policy will be followed by:

- WIOA Adult and Dislocated Worker Program
- WIOA Youth
- Other Special Programs

I. Adult/Dislocated Worker Programs

A. Local Process

Adult/Dislocated Worker program staff shall provide information on public assistance, food stamps, mental health services, childcare resources, transportation resources, health services, and other community resources. Staff shall assist participants in making application and setting appointments for such services, as needed.

1. Other Program Funding

If a participant is receiving assistance through another program, the specific program funding (such as Trade Act) **must** be utilized prior to WIOA funding. If the complete needs cannot be met under other program funding, the local policy shall be followed for the remaining amounts.

2. Supportive Services will only be provided to participants who:

- Are enrolled in Career, Intensive, or Training services;
- Are unable to obtain said services through other resources or via their own support network
- Demonstrate the need for supportive services to enable him/her to participate in WIOA activities
- Require occupationally-specific clothing, tools, or other items as related to training; or
- Require occupationally-specific clothing, tools, or other items in order to obtain or maintain employment.

Supportive Service payments are initiated by an individual based upon established need. Because WIOA programs are not an entitlement, Supportive Service payments are made on a case-by-case basis only when determined necessary and reasonable. With the exception of gas cards, participants may not directly receive payments for any supportive services. Payments shall be made directly to vendors on behalf of the participant. Due to funding limitations, WIOA Supportive Services are the last resort. Therefore, at a minimum, staff members must document the need in clear descriptive language in Service Notes. It is recommended that staff utilize system resources to document, such as the current system “Financial Needs” tab. In addition, the service notes shall include:

- Type of Supportive Services
- Amount
- Timeframe

- Justification of need
- Lack of other resources

Other avenues must be explored such as the following community resources:

- Non-profit-organizations, examples include
 - Council of the Blind
 - CPO
 - Faith-based organizations
 - Goodwill
 - MCC Career Closet and other clothing banks
 - OACAC
 - One Door
 - Rare Breed
 - Salvation Army
 - Shelters
- Government Assistances such as
 - Family Support Division Child Care Assistance
 - Food Stamps & TANF
 - Health Departments
 - WIC
- Local transit services

In addition, the following will be required:

- Need for supportive services must be verified by staff and noted in service notes
- All other possible resources must be pursued (and documented) prior to use of WIOA funds.
- The participant must sign the invoice showing receipt of item/s or supervisor or appointee can sign to show receipt

3. Employment Plan

An Employment Plan will be developed with the participant. This plan will identify goals and objectives of the participant. Staff members are to ensure that the Employment Plan reflects the activities and services to achieve the employment goals and objectives. Any Supportive Services must be shown as necessary in order for the participant to meet the goals on the Employment Plan.

4. Pell Grant

According to DWD Issuance 12-1999, Regions must ensure coordination of all WIOA Titled 1-B programs with programs under Title IV. This includes the use of Pell Grants.

The Ozark Region shall adhere to this policy and examine the availability of Pell Grants when considering Supportive Services to ensure that duplicate payment shall not occur.

5. Region Crossover

If a program such as a Dislocated Worker Grant (DWG) involves other Regions, a Supportive Services Policy shall be established based on the combined policies of the Regions to ensure non-duplication of supportive services.

Staff will assess individuals who have received Supportive Services from another region(s) to verify whether additional needs should be met at that time. Review of the Toolbox (statewide

system) record in relationship to our Region's policy and the time frame in which it occurred will determine authorizing additional funding.

6. Exceptions to Policy

While this policy for the Adult/Dislocated Worker Program is in place to give staff guidance, special or extenuating circumstances may be considered with Director, Supervisor, or appointee approval.

B. Types of Supportive Services

1. General Services

Participants enrolled in the Adult and/or Dislocated Worker Programs, who are unable to obtain supportive services through other resources, may be provided but not limited to the following (per program year, based upon established and documented need, and based upon funding availability):

- Work-Related Clothing, Tools, and Equipment, not to exceed \$600
- Testing fees
- Child care and dependent care
- Emergency housing
- Referrals to medical services
- Referrals to community services/resources

Amounts for the above services without amounts listed will be considered on a case-by-case basis, based upon established and documented need. For items that are needed for a client to obtain employment, staff will ensure appropriate items are purchased for client's needs.

2. Transportation

In lieu of mileage reimbursement, the Ozark Region has adopted a Gas Card policy to assist program participants in transportation-related expenses. In addition to the Gas Cards, bus passes may be issued under the respective program. Gas cards may be provided to those participating in job search, job readiness, training (including participants in DWG). Gas cards shall be issued in accordance with the local Gas Card policy, approved by the Department of Labor. Abuse of this policy may result in end of gas card eligibility. These are available per program year, based upon established and documented need, and based upon funding availability.

- Gas Cards, not to exceed \$300
- Bus Passes, not to exceed \$100

3. Emergency Aid

Emergency Aid is a one-time (rare) expense paid to allow a participant to continue participating in a WIOA activity (i.e. Education/Training, Work Experience, OJT, etc.). Participants who indicate an emergency need will be provided information and assistance on budgeting, credit counseling, and available area resources. Upon the establishment of need, review of other resources, and determination that the request will allow the individual to pursue the established activity, a participant may be provided assistance (based upon available funding and per program year) with items such as but not limited to:

- Utility payments (electric, water, heating, etc.)
- Car insurance
- Rental/mortgage assistance
- Vehicle Repairs – Participant must provide proof of current insurance, valid driver's license, and clear title for the vehicle being utilized to allow the client to participate in WIOA the activity.

4. Needs Related Payments (Must be Enrolled)

a. Adult Program

Participant must:

- Be unemployed;
- Not qualify for, or have ceased qualifying for, unemployment compensation; **and**,
- Be enrolled in a program of training services under WIOA **Section 134(c)(3)**.

b. Dislocated Worker Program

Participant must:

- Be unemployed
- Not qualify for, or have ceased qualifying for, unemployment **insurance** compensation; or Trade Readjustment Allowance under TAA.
- Be enrolled in a program of training services under WIOA **Section 134(c)(3)**.

Payment levels for Adult and Dislocated Worker Programs must not exceed weekly level of what the participant was receiving as an unemployment compensation benefit.

“Other” qualifying emergencies will be addressed on a case-by-case basis by staff and must be approved by the Director, Supervisor, or a designee of the Adult/Dislocated Worker Program. These are available per program year, based upon established and documented need, and based upon funding availability.

II. Youth Program

In all cases, an Individual Service Strategy (ISS) must contain the need for, and extent of, supportive services, as well as case note documentation of the linkage of payment for the supportive service to an authorized activity. Temporary suspension of supportive services can be approved at the Program Coordinator's discretion based on individual lack of participation.

Per local WDB policy, participants are limited to a maximum of \$1,000 in supportive services per program year. Supportive Services are available to participants during their active participation in the program or during the 12 month follow up period (WIOA Regulations; 20 CFR Part 664.450). No supportive services should be paid after the 12 month follow up period. Due to availability of funds, supportive service amounts may vary throughout a program year.

Participants **may not be directly reimbursed** for any supportive services. Payments should be made directly to vendors on the behalf of the participant.

Supportive Services will only be provided to participants who

- Are enrolled in Career, Intensive, or Training services;
- Are unable to obtain said services through other resources or via their own support network
- Demonstrate the need for supportive services to enable he/she to participate in WIOA activities

Supportive Service payments are initiated by an individual based upon established need. Because WIOA programs are not an entitlement, Supportive Service payments are made on a case-by-case basis only when determined necessary and reasonable. Due to funding limitations, WIOA Supportive Services are the last resort. Therefore, at a minimum, staff members must document the need in clear descriptive language in Service Notes. It is recommended that staff utilize system resources to document, such as the current system "Financial Needs" tab. In addition, the service notes shall include:

- Type of Supportive Services
- Amount
- Timeframe
- Justification of need
- Lack of other resources

Other avenues must be explored such as the following community resources:

- Non-profit-organizations, examples include
 - Council of the Blind
 - CPO
 - Faith-based organizations
 - Goodwill
 - MCC Career Closet and other clothing banks
 - OACAC
 - One Door
 - Rare Breed
 - Salvation Army
 - Shelters

- Government Assurances such as
 - Family Support Division Child Care Assistance
 - Food Stamps & TANF
 - Health Departments
 - WIC
- Local transit services

Employment Plan

An Employment Plan will be developed with the participant. This plan will identify goals and objectives of the participant. Staff members are to ensure that the Employment Plan reflects the activities and services to achieve the employment goals and objectives. Any Supportive Services must be shown as necessary in order for the participant to meet the goals on the Employment Plan.

Emergency Aid

Emergency Aid is a one time or rare expense paid to allow a participant to continue participating in WIOA activities such as school, work experience, etc. Participants who indicate an emergency need will be provided information and assistance on budgeting, credit counseling, and available area resources. Upon the establishment of need, review of other resources, and determination that the request will allow the individual to pursue the established activity, a participant may be provided assistance (based upon available funding) with items such as and with guidelines for emergency aid as follows:

- Rent assistance is limited to one time per program year in the form of the first month's rent as well as delinquent rent. **Deposits are not allowable.** Payment of late fees or interest charges are not allowable.
- Gas and Electric utilities are limited to one time per program year. Deposits or start up costs are not acceptable. Payment of late fees or interest charges are not allowable.
- Car insurance is limited to the start-up cost and per month premium. No pre-payment of premiums are allowable. Payment of late fees or interest charges are not allowable.

Transportation Assistance

In lieu of mileage reimbursement, the Ozark Region has adopted a Gas Card policy to assist program participants in transportation-related expenses. Transportation assistance is available in the form of gas cards and bus passes. Both forms of transportation assistance are available to participants and are designed to cover transportations needs for five days of travel in one week. If the client travels a distance greater than 45 miles one way to and from the approved activity, 5 days in a week, then multiple cards may be issued. Transportation assistance should not extend beyond 30 days of full time, unsubsidized employment.

Childcare Costs

Childcare costs are payable at 100%. Participant must provide proof that they were determined ineligible by FSD's childcare assistance program. Child care providers must be licensed to receive payment. If a family member wishes to provide child care for a participant they must be certified through FSD's process to become an approved provider. Documentation of need and linkage to authorized activity must be in a case note.

Direct Work and School Related Expenses

Direct work and school related expenses such as tools, equipment, work/school attire, uniforms, etc. are allowed.

Needs-Related Payments

All WIOA-enrolled out-of-school and in-school youth are eligible for supportive services as defined in WIOA Section 3(59). The exception is Needs Related Payments (NRPs), which are a form of supportive service available only to out-of-school youth (OSY) ages 18-24 who are enrolled in WIOA-funded training.

NRPs should be provided when it is determined that ongoing resources and income from all other sources are insufficient to support participants in training. NRPs are financial assistance to participants for the purpose of enabling them to participate in WIOA activities and is a supportive service authorized by 20 CFR 681.570.

NRP Eligibility Requirements for OSY ages 18-24 include:

- Must be unemployed;
- Not qualify (or have ceased to qualify for) UI; and
- Be enrolled in a program of training services under WIOA Section 129(c)(2).

Other Program Funding

If a participant is receiving assistance through another program, the specific program funding (such as Trade Act) **must** be utilized prior to WIOA funding. If the complete needs cannot be met under other program funding, the local policy shall be followed for the remaining amounts.

Pell Grant

According to DWD Issuance 12-1999, Regions must ensure coordination of all WIOA Titled 1-B programs with programs under Title IV. This includes the use of Pell Grants.

The Ozark Region shall adhere to this policy and examine the availability of Pell Grants when considering Supportive Services to ensure that duplicate payment shall not occur.

Region Crossover

If a program such as a Dislocated Worker Grant (DWG) involves other Regions, a Supportive Services Policy shall be established based on the combined policies of the Regions to ensure non-duplication of supportive services.

Staff will assess individuals who have received Supportive Services from another region(s) to verify whether additional needs should be met at that time. Review of the Toolbox (statewide system) record in relationship to our Region's policy and the time frame in which it occurred will determine authorizing additional funding.

Exceptions to Policy

Any exceptions to this policy must be approved by the Director of Workforce Development and the current Sub-contractor Director, based upon a written justification from the participant.

III. Other Special Programs

As other special programs become available, the Ozark Region will incorporate the program into the local policy. Such programs could include the Dislocated Worker Grant (DWG), METP, or other programs. As funding from non-WIOA sources are secured, supportive services amounts will be based on the specific scope of work and allowable costs of the project.



A proud partner of the **americanjobcenter** network®
Workforce Development Board

Memorandum of Understanding

Between the Ozark Region Workforce Development Board and the WIOA Partners.

5/16/2016

The Ozark Region Missouri Job Center is an Equal Opportunity Employer/Program. Auxiliary aides and services are available upon request to individuals with disabilities. MO TTY users may call 800-735-2966 or contact Missouri Relay at 7-1-1.

I. WIOA

The Workforce Innovation and Opportunity Action (WIOA) became law. This was the first legislative remodeling of the public workforce system in more than 15 years. WIOA took effect July 1, 2015 and replaced the Workforce Investment Act (WIA) of 1998. There are six legislative purposes to the law:

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

II. The Board

The Workforce Development Board, hereafter referred to as “WDB”, is appointed by the Council of Local Elected Officials (CLEO) to serve Christian, Dallas, Greene, Polk, Stone, Taney, and Webster counties designated as the Ozark Region. This Memorandum of Understanding (MOU) is entered into in the spirit of cooperation and collaboration by the One-Stop Delivery System signatory Partners, hereafter referred to as “the One-Stop Partners” to describe how their various funding streams and resources will be utilized to better serve their mutual customers, both job seekers and employers, through an integrated system of service delivery operated at one comprehensive One-Stop Job Center site in Springfield and a non-comprehensive site in Branson, MO. It is understood that the operation of these Centers will require mutual trust and teamwork between the One-Stop Partnering agencies, all working together to accomplish the shared goals.

A. Board Strategic Goals

The Workforce Development Board set the following Strategic Goals for 2014-2016:

1. Implement market-driven approaches
2. Recognize and actively engage employers as the chief customer
3. Strengthen and build upon community partnerships
4. Secure additional funding resources
5. Increase Board engagement and accountability
6. Improve outreach and engagement strategies by increasing awareness
7. Build capacity of job center staff

B. Board's Mission and Vision

Vision- A thriving regional economy supported by diverse employment opportunities and a highly trained and sustainable workforce.

Mission- The Workforce Development Board facilitates, advocates, and allocates resources for workforce solutions resulting in employer engagement and improved quality of life in the region.

III. WIOA-Identified MOU Partners

WIOA requires the Local Board and the CLEO to develop and enter into an MOU with each One-Stop Partner within the Region providing workforce programs and activities required to be available at the Missouri Job Centers. These required partners include:

- WIOA Adult Program (Title I)
- WIOA Dislocated Worker Program (Title I)
- WIOA Youth Program (Title I)
- Job Corps (WIOA Title I)
- YouthBuild (WIOA Title I) (*No provider in the Ozark Region*)
- WIOA Native American programs*
- WIOA Migrant and Seasonal Farmworker Programs
- Wagner-Peyser labor-exchange/employment services
- Adult Education and Literacy (AEL) (Title II)
- Vocational Rehabilitation (VR)
- The Senior Community Service Program
- Perkins Career and Technical Education
- Trade Adjustment Assistance
- Jobs for Veterans State Grants
- Community Services Block Grant Activities
- U.S. Dept. of Housing and Urban Development employment and training activities. (*No provider in the Ozark Region*)
- State Unemployment Compensation Law activities
- Reintegration programs for eligible offenders (*No provider in the Ozark Region*)
- Temporary Assistance for Needy Families (TANF)

**If receiving grants for field operations or providing substantial services.*

Attempts were made to determine providers for YouthBuild, Employment and Training through HUD, and Second Chance (reintegration); no providers found.

IV. Missouri Job Center

All parties providing services through the Missouri Job Center agree to provide all necessary customized services to all customers. The Job Center will function as a network or system of services at the physical locations of the Centers, as well as bringing Partner agencies together electronically. This will provide clients immediate or accelerated access to an expanded and enhanced menu of services. All of the career services currently provided will continue to be provided, by one or more of the Partner agencies.

The Partner agencies involved and participating in the Ozark Region One-Stop Job Center(s) are committed to a customer-centered, Team management approach: Career Services, Skill Development, and Business Services.

A. Systematic Referral Process for Job Center Customers

It is agreed that the Partners of this signed MOU will provide referrals for potential services by:

1. Recording customer and referral information in the State of Missouri database system, as appropriate and as accessible.
2. Customers referred for services will receive a written referral form with contact information of referral agency. It will be the customer's responsibility to contact the appropriate agency. A copy of the written referral will be sent to referral agency.
3. For customers referred for services, the partner agency will utilize their internal tracking system for monitoring and follow-up.
4. Customers may also be provided general information on community resources.

It will be responsibility of the receiving agency to determine eligibility.

In addition, the Partners agree to work together to establish a system to track referrals, which cannot be tracked through the State's database system, that will not infringe upon the confidentiality of any individual organization.

B. Service Criteria

It is agreed that the One-Stop Delivery System will strive to achieve the following standards of quality service for its jobseekers, business customers, employees, and Partners.

All customers will receive:

1. Prompt and courteous service from the staff.
2. Service(s) designed to assist them in achieving their educational and/or job placement goals.
3. Business customers will receive prompt attention to requests for job candidates as well as information on other hiring and training programs designed to assist in addressing their workforce needs.

Individuals with significant barriers to employment:

1. Shall be identified and receive priority service.
2. Shall be referred to the appropriate agency and/or Team for assistance.
4. Shall receive service(s) designed to assist them in achieving their educational and/or job placement goals.

Individuals with disabilities:

1. Shall be provided accommodations and assistive technology upon request.
2. Shall be referred to the appropriate agency and/or Team for assistance.
3. Shall receive service(s) designed to assist them in achieving their educational and/or job placement goals.

All employees can expect:

1. To work in a safe and professional environment.
2. To receive the best tools for achieving the desired outcome for their customers.
3. To be provided accommodations upon request to their respective agency.
4. To be fairly compensated for their services.

All Partners will:

1. Deliver high quality services through the One-Stop Job Center(s).
2. Coordinate activities and funding streams in order to make possible a viable system for the seamless delivery of services.

C. General Services

General services include the following:

- Initial Assessment
- Orientation to Services
- Intake and needs identification
- Additional Assessments including NCRC and other skill-based assessments
- Access to workshops
- Labor Exchange Information and Services
- Career exploration, job search assistance, and job referrals
- Referrals to other services and/or partner agencies
- Educational services and information
- AEL information and referrals
- Public assistance support services and information
- Career Closet
- Information on other community services not directly available through the Job Center, such as Pell Grant, substance abuse rehabilitation programs, housing, food banks, counseling, etc.
- Business Services including job postings and distribution of applications

These services are necessary to achieve the requirements of each customer while accommodating customer choice. The integration of services and information in a cooperative environment will eliminate duplication and develop performance measurements that will focus on the attainment of quality-based output and customer satisfaction measures. The Partners agree that they are jointly responsible for the achievement of performance outcomes in this agreement.

D. Career Services

- **Initial Contact**
 - a. Structured Interview and System Application
 - a. Assessment
 - b. Refer/Promote Skills Products
 - c. Provide Job Search Information/Tools
 - d. Conduct Job Match/or Job Development
 - e. Make Job Referrals
 - f. Identify and Promote Next Step

E. Business Services

1. Business Engagement

- a. Make Contact businesses throughout the region
- b. Obtain job orders and enter into the system
- c. Coordinate with employers on career fairs

2. Coordination with Other Business Service Teams

- a. Connect with partner organizations to ensure non-duplication of efforts
- b. Share contacts with partner organizations with specific employer hiring needs

3. Employer Matching Services

- a. Conduct appropriate referrals to employers
- b. Prepare OJT, Work Experience, Apprenticeships

F. Skills Development

1. Structured Interview and Eligibility Determination
2. Comprehensive Assessment
3. Development of Individual Employment Plan
4. Training-Classroom, OJT, Internships, Apprenticeships
5. Follow-up

V. Governance of the Job Center

The ultimate accountability and responsibility for the Job Center organizational processes, services, and performance will rest with the WDB/CLEO and the designated Job Center Operator.

Structure—The WDB, with concurrence of the Council of Local Elected Officials (CLEO), has designated the City of Springfield Department of Workforce Development as the One-Stop /Job Center Operator. The Director of the Workforce Development Department currently serves as the Functional Leader for the Springfield Job Center and the State Department of Workforce Development Supervisor housed in Branson serves as the Functional Leader for that Job Center. Missouri Job Center (MJC) Partners will retain responsibility for respective reporting of required performance data and adhere to reporting schedules as determined by their respective internal systems. The Partners will work collaboratively to develop financial and performance reporting systems to track and report outcomes, service costs, and to achieve the performance and budget objectives outlined in WIOA. Each Partner will maintain responsibility for the management of its respective staff, equipment, finances, management information systems, and customer grievance processes. Though, ultimate responsibility for performance and budget management will be the responsibility of each Partner respectively, **each partner will follow WIOA regulations in reporting.**

The City of Springfield, as WIOA Local Grant Sub-recipient and current facility leaseholder, will assume responsibility for handling all occupancy and maintenance-related requests and inquiries. All participating in-house Partners are responsible for meeting the conditions and commitments of each party to all others and to the Job Center as delineated in this “Memorandum of Understanding” document. The poor performance of any Partner agency in specific areas of Job Center activities is the responsibility of the cognizant agency management for subsequent review by the Workforce Development Board and Council of Local Elected Officials.

The responsibility for overseeing the operational management of the Centers' activities shall be the designated Missouri Job Center (MJC) Director. The Branson Functional Leader will coordinate and communicate activities for the Branson Center with the Director. The Director or Assistant Director shall coordinate collaborative efforts and initiatives and provide guidance for day-to-day decision-making.

The MJC Director will serve as liaison to the WDB and CLEO and will be the point of contact for all Partner agencies on matters relating to Center operations. The MJC Director shall gather and make internal distribution of relevant data from Partner agencies regarding established program performance measures. In the case of disputes requiring resolution, a process is defined under the "Dispute Resolution" Section.

In the spirit of mutual cooperation and in close working relationship with the Director, One-Stop Partners, WDB and CLEO, the City shall:

- A. Support** the MJC Director in the development of operational policies and procedures, coordination of the monitoring process, authorization of centralized expenditures, creation of annual plans and budgets for center operations and the integration of program services.
- B. Coordinate** any procurement, contracting and monitoring processes. The City shall also utilize a computerized management information system, which will collect and integrate data on program participants and employers utilizing the Center.
- C. Maintain** a reporting system for the financial activities of the One-Stop Job Center(s) and provide visibility to shared costs while continuing to operate separate accounting systems relating to each respective agency.

VI. Equal Employment Opportunity Policy

The Ozark Region, Missouri Job Center Partner Agencies are equal employment opportunity employers and our Equal Employment Opportunity Policy is stated as follows:

All Missouri Job Center Partner Agencies, through responsible managers, shall recruit, hire, upgrade, train and promote in all job titles without regard to race, color, religion, sex, national origin, age, disability, or status as a disabled veteran or a veteran of the Vietnam era, except where age and sex are essential bona fide occupational requirements, or where handicap is a bona fide occupational disqualification.

Managers shall ensure that all other personnel actions such as compensation, benefits, layoffs, returns from layoffs, Center-sponsored training, educational tuition assistance, social and recreational programs, shall be administered without regard to race, color, religion, national origin, sex, age, disability, or status as a disabled veteran or a veteran of the Vietnam Era, except where age and sex are essential bona fide occupational requirements, or where disability is a bona fide occupational disqualification.

Managers shall base employment decisions on the principles of Equal Employment Opportunity and with the purpose of benefiting the customer, the workforce program, and the operations of the Job Center.

Managers shall take appropriate equal opportunity employment actions to ensure that individuals of minority groups, (ethnic and gender based), Vietnam Era and disabled veterans, and qualified

disabled persons have equal access and opportunity to enter the work force and that these same employees are considered as promotional opportunities arise.

- **MJC complaint/grievance**

Any person who believes that he/she has been or is being subjected to discrimination prohibited by WIOA or other Laws, Rules, and/or Regulations, may file a written complaint. Complaints should be filled with the designated EO Officer/Complaints Investigator and in accordance with information contained herein and as set forth in the WIOA Complaint Guide.

Protected Categories. Only those WIOA-related complaints filed on the basis of discrimination against a legally protected category of individuals are subject to processing via the WIOA Complaint Guide. These include complaints on the basis of race, sex, national origin, age, citizenship, political affiliation or belief, color, religion, disability and/or veteran status. However, it is the policy of the Job Center to process programmatic complaints and grievances in a similar manner.

Protected Individuals. Anyone who visits or works in a site where WIOA funds are used to support staff, equipment or the facility is protected under the WIOA Complaint Guide. This includes WIOA staff and customers, and partner activities operating within the facility. If no WIOA funds are used to support an office or if customers at no time have any contact with WIOA-funded staff, facilities, equipment, etc. they are not protected and/or processed under these procedures.

- **Process for Filing Complaints**

- Protected individuals may directly file a formal complaint of a protected category with local, state or Federal Civil Rights Centers.
- Protected individuals may file formal complaints of a protected category under the State-issued WIOA Complaint Guide but will normally be required to exhaust local agency procedures before escalating to the State system.
- In the event a formal complaint of a protected category is filed under local partner agency procedures, notification of such filing must be submitted to the Missouri Job Center EO Officer.
- Complaints against State employees are filed with and processed through the State's Human Resources Office.

- **Distribution of WIOA Program Complaint & Grievance Notice & Equal Opportunity Notice**

- Copies of the Program Complaint & Grievance Notice and Equal Opportunity Notice are distributed to all protected individuals (e.g. Job Center staff and customers who have a customer or personnel file of any nature). Each individual shall be required to sign said notices, which shall be retained in the protected individual's file and is subject to State audit.
- Copies of the WIOA Program Complaint & Grievance Notice and the Equal Opportunity Notice are readily available to all customers, potential customers, and other individuals visiting the Job Center.
- Copies of the WIOA Program Complaint & Grievance Notice and the Equal Opportunity Notice are posted on the Job Center's public bulletin board for public access.

EO Officer/Complaints Investigator: The following contact information for the locally designated EO Officer/Complaints Investigator is also provided in the WIOA Complaint Guide discussed above.

Locally-Designated EO Officer/Complaints Investigator: Sally Payne, Assistant Director
Phone: 417-887-4343; Fax: 417-887-1892, Mailing Address: 2900 E. Sunshine, MO 65804

The EO Officer is available to assist complainants in understanding the complaint resolution process and completing necessary paperwork to initiate the process. The EO Officer is responsible for interfacing with and assisting the State EO Officer in complaints investigation and resolution.

All Missouri Job Center services shall be available to customers and/or potential customers without regard to race, color, religion, sex, national origin, age, disability, disabled veteran or Vietnam Era Veteran status, except where an essential bona fide program requirement exists.

VII. Privacy of Customer Information

In all matters associated with Job Center operations, the confidentiality of customer and employer information will be the prime consideration with regard to the release of any information and/or data. All information and/or data related to, or obtained from, the Division of Employment Security (DES) will be treated in accordance with applicable state and federal statutes and regulations. In cases where information must be released to other related agencies, handling of the information will be based on the existing confidentiality policies and procedures of those agencies.

VIII. On Site Partners

- All Partners agree that staff will be cross-trained, where appropriate, to provide joint activities and services. Joint activities and services could include: initial assessments, orientation, information and referral, full assessment, career guidance, support services, referral to classroom training, post employment training, job development, job search, and job placement services.
 - On-site partners agree to abide by policies established for the effective operation of the Job Center.
- A) **City of Springfield/Department of Workforce Development-One-Stop Operator** - The Department of Workforce Development serves as the One-Stop Operator for the Job Center(s). This includes Career Services and services to Employers. In addition, the Department is the program operator for the Adult and Dislocated Worker programs, providing assessment and training services to individuals and employers.
- B) **City of Springfield-Missouri Work Assistance (MWA)** - program grant operator will have its base of operations and staff positions on-site as part of the One-Stop Job Center(s). The MWA grant operator service area is comprised of the counties of Barry, Christian, Dade, Dallas, Greene, Lawrence, Polk, Stone, Taney, and Webster. Eligibility for services is determined by the Family Support Division (FSD) and referred via computer through the MWA System to the MWA Grant Operator. Services will be provided to individuals who are in the application status with Family Support Division (FSD), as well as those determined as eligible recipients. The objective of MWA is to provide the opportunity for individuals

through various allowable activities, as determined by the contract, to set a probable path toward self-sufficiency and be removed from temporary assistance.

- C) **The Missouri Division of Workforce Development (DWD)** - DWD operates Wagner-Peyser, labor-exchange/employment services, TRADE Adjustment Assistance, and Jobs for Veterans State Grants through the One-Stop.
- D) **Preferred Family Healthcare - WIOA Youth Services**-Preferred Family Healthcare is the subcontractor for youth services. It is a comprehensive program that addresses the opportunities presented by the current workforce system transformation and transition from WIA to WIOA. Services are designed to meet the 75 percent out-of-school youth and 20 percent work experience expenditure requirements as defined in the Department of Labor – ETA’s Training and Employment Guidance Letter (TEGL) no. 19-14.
- E) **Ozarks Technical Community College Adult Education and Literacy (AEL) Program** - provides an affiliate AEL site at the comprehensive One Stop location in Springfield. Oversight of AEL programmatic issues are the responsibility of Ozarks Technical Community College AEL Program. The City of Springfield, Workforce Development Department, provides the location of the AEL site. In accordance with a contract between OTC and the City, OTC will provide AEL services, the AEL instructor and substitute teachers. A signed contract detailing this relationship is reviewed on an annual basis.
- F) **Missouri Family Support Division-TANF** - will serve individuals needing to apply for any public assistance available through the FSD. FSD will accept referrals in person, over the telephone, by e-mail, by fax, or with referral and feedback form. FSD will participate in cross-informational training with other participating Partners to assure the referral procedure is understood. A mutually agreed upon referral procedure will be used by FSD to refer appropriate applicants and recipients to the One-Stop Job Center(s).
- G) **Vocational Rehabilitation (VR) (Branson)** - assists eligible individuals with disabilities obtain, maintain, or advance in employment. VR is associated with the Department of Elementary and Secondary Education (DESE). Core services include, but not limited to, pre-employment transition services, vocational exploration, individual counseling, vocational training, supportive services, skill development, and job search assistance.
- H) **Ozarks Technical Community College-Perkins Career and Technical Education** - Ozarks Technical Community College (OTC) provides technical, general, developmental education, and continuing education. In addition, OTC provides customized training to address the needs of business and industry. OTC provides a staff member on-site to assist individuals in attending higher education and to assist Job Center staff with questions.
- I) **Ozarks Technical Community College Center for Workforce Development** - OTC staff are available at the One-stop to offer employers innovative, high-value training and business services focused on increasing the professional and technical skills of the area’s workforce.

- J) **WIC** -WIC provides a satellite office in the One-Stop for the Women, Infants, and Children (WIC) program, which is designed to improve the nutritional health of pregnant women, breastfeeding moms, infants, and children, up to the age of five, with the goal of improving the overall health of families.
- K) **MERS Goodwill (Branson)** - MERS Goodwill assists individuals with disabilities who have a barrier to employment. MERS Goodwill provides assessment, placement, job support and long term follow along services. Partners may make referrals by phoning the main office located in Nixa. Individuals are also seen on a walk-in basis and by referrals through Vocational Rehabilitation.
- L) **Preferred Family Healthcare Employment (Branson)** - Offers an array of community-based services, with the primary focus being to facilitate the success of individuals with disabilities as they identify a job goal; search, apply and interview for jobs, and maintain employment.

IX. Off Site Partners

- A. **The Ozarks Area Community Action Corporation - Community Services Block Grant Activities.** Ozarks Area Community Action Corporation (OACAC) is a not-for-profit agency working toward alleviating the causes and conditions of poverty in the Ozarks. OACAC serves Barry, Christian, Dade, Dallas, Greene, Lawrence, Polk, Stone, Taney and Webster Counties. The mission of OACAC is to enrich the lives of families by providing opportunities, offering assistance, and empowering people to make positive change.

OACAC offers seven programs: Family Planning, Foster Grandparents, Head Start, Housing, Low-Income Home Energy Assistance (LIHEAP), Neighborhood Centers and Weatherization. OACAC Neighborhood Centers are located in each of the ten counties we serve and provide community projects and activities designed to eliminate the conditions of poverty and to help families in crisis. Neighborhood Centers provide family support, emergency assistance, targeted coaching, school readiness fairs, workshops, and community projects. The centers also mobilize funds from other source to collaborate on a variety of programs in the OACAC urban/rural service area.

- B. **Job Corps** - Job Corps is a program that offers free-of-charge education and vocational training to young men and women ages 16 to 24 with one or more barriers to employment. Job Corps' mission is to help young people improve the quality and satisfaction of their lives through vocational and academic training. Partners may make referrals by phoning the office located in Springfield. Individuals are also seen on a walk-in basis and by referrals through the national call center.
- C. **WIOA Migrant and Seasonal Farmworker Programs** - known as the Agricultural Employment Services (AES), is operated by the Missouri Department of Workforce Development. This program is responsible for locating and enrolling migrant or seasonal farmworkers into a program to assist with job search and training; as well as services to ensure success in training such as housing, health, and community services. In addition, the program offers assistance to agriculture employers seeking workers.

- D. **Senior Community Service Program-Experience Works** - Experience Works operates the Senior Community Service Employment Program (SCSEP), authorized under Title V of the Older Americans Act Amendments of 2006 in 30 states and Puerto Rico and administered by the U.S. Department of Labor (DOL). Participants in the program must be 55 years old or older, have a family income of no more than 125% of the Federal Poverty level, be a resident of the area of service, and be unemployed. Among the service provided, participants will receive employment assistance, JobReady Certifications, and other JobReady training.
- E. **State Unemployment Compensation Law activities** - The Division of Employment Security (DES) administers Missouri's Unemployment Insurance (UI) program. UI programs provide 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 downturns 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.

X. Infrastructure Costs

On site partners recognize the need to contribute a “fair” share of the operating costs of the One-Stop delivery system proportionate to their facility usage. A Cost Allocation Plan reflects current agency occupancy rates on which Partner agency rent costs are based. Other shared costs are prorated among Partner agencies consistent with the Cost Allocation Plan approved by the Partner Agencies. In the absence of known budgets and staffing requirements for the coming year, the Partners agree that modifications to these documents will be necessary to incorporate specifics associated with shared costs, when known. 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 One-Stop. The Partners of this MOU agree to work together during the duration of this MOU to develop an arrangement through guidance forthcoming on funding the infrastructure.

XI. Miscellaneous Other Requirements and More Detailed Tasks

Normal business hours for the Ozark Region One-Stop Job Center(s) are 8:00 a.m.—5:00 p.m., Monday through Friday. Partner agency staff will adhere to this schedule unless otherwise mutually agreed. All Partners agree that staff performing services in the One-Stop Job Center(s) will maintain work hours, holiday schedules, lunch hours, and internal practices and policies conducive to Center business/operational needs.

XII. Conflict of Interest

Local WDB members may not vote on a matter under consideration by the local WDB regarding 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. In addition, a local 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. Business sector representatives are prohibited from being an employee of a public sector organization represented on the local board, including state and local governmental agencies. These provisions should not be construed to prohibit local WDB members from training or employing WIA participants.

XIII. Partner Dispute Resolution

If Partner agencies are unable to resolve a dispute to the satisfaction of the members who are parties to the dispute, the complaint shall be submitted in writing to the Workforce Development Board (WDB) Chairperson within fifteen days of the initial dispute.

The Executive Committee of the WDB shall evaluate the merits of the dispute and may attempt to resolve the dispute through mediation. However, in all cases, the Executive Committee shall prepare a response to the complaint within thirty days.

If any party to the dispute is not satisfied with the decision of the Executive Committee of the WDB, the matter may be presented in writing to the full WDB for final determination within 60 days of the date of original filing of the dispute. Such action, having been enacted upon by the full WDB, shall be deemed the final and binding determination.

In the event any party to the dispute remains unsatisfied with the decision of the local WDB, an appeal may be registered to the Missouri Workforce Development Board (MWDB) in writing with copies required to the WDB Chairperson in order to be considered a valid request for appeal and further assistance in resolving the issue.

XIV. Duration and Modification of the MOU

The One-Stop Partners agree that the terms of this MOU will take effect as of July 1, 2016 will continue in effect until terminated or such time as any Partner or Partners will modify, extend, or terminate this MOU. Termination of the MOU will be effective when all Partners agree in writing to its termination.

Any Partner of the MOU may request modification of its terms. Ratification of the request by all the other Partners will constitute acceptance of the modification in question. Modifications of the MOU related to changes in federal and/or state UI information confidentiality requirements shall be incorporated to this agreement to comply with new requirements without ratification of all the parties.

Any Partner to this MOU may withdraw, giving written notice of its intent to withdraw as a Partner. In such case, all pertinent terms of the MOU will continue in effect for the remaining Partners. Any party may cancel the contract or agreement at any time for cause, or may cancel without cause on a 30-day written notice.

XV. Signature Page

The following parties did confirm, on the attached attestations, their agreement with and acceptance of the terms and conditions contained in this Memorandum of Understanding.

Agency Name: **Experience Works, Inc.**

Agency Name: **Missouri Family Support Division**

Agency Name: **Ozarks Area Community Action Corporation**

Agency Name: **Vocational Rehabilitation, Springfield District Office-**

Agency Name: **Job Corps**

Agency Name: **Ozarks Technical Community College**

Agency Name: **Missouri Division of Employment Security**

Agency Name: **Missouri Division of Workforce Development**

Agency Name: **City of Springfield, Department of Workforce Development**

Agency Name: **Preferred Family Healthcare.**

Workforce Development Board

Council of Local Elected Officials

ATTACHMENTS

I. ATTESTATIONS



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Workforce Development Board

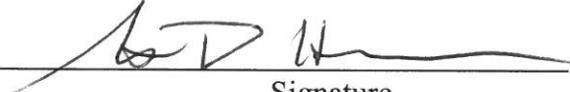
Ozark Region Memorandum of Understanding
Agency Attestation

By signature hereto, we confirm our agreement with and acceptance of the terms and conditions contained in the Memorandum of Understanding.

Agency Ozark Region Workforce Development Board

Authorized Representative Steve Hamm

Title Chair


Signature

4-1-07
Date

To be placed on agency's letterhead



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Workforce Development Board

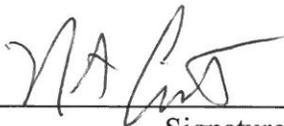
Ozark Region Memorandum of Understanding
Agency Attestation

By signature hereto, we confirm our agreement with and acceptance of the terms and conditions contained in the Memorandum of Understanding.

Agency Ozark Region Council of Local Elected Officials

Authorized Representative Bob Cirtin, Presiding Commissioner Greene County

Title Chair



Signature

6-1-16

Date

To be placed on agency's letterhead



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Ozark Region

Ozark Region Memorandum of Understanding Agency Attestation

By signature hereto, we confirm our agreement with and acceptance of the terms and conditions contained in the Memorandum of Understanding.

Agency City of Springfield, Department of Workforce Development

Authorized Representative Mary Ann Rojas

Title Director


Signature

6-01-2016
Date

To be placed on agency's letterhead

Ozark Region Memorandum of Understanding Agency Attestation

By signature hereto, we confirm our agreement with and acceptance of the terms and conditions contained in the Memorandum of Understanding.

Agency Preferred Family Healthcare, Inc.

Authorized Representative Joe Krueger

Title Executive Vice President, Employment/Workforce Services



Signature

6/10/2016
Date

Job Corp

Ozark Region Memorandum of Understanding Agency Attestation

By signature hereto, we confirm our agreement with and acceptance of the terms and conditions contained in the Memorandum of Understanding.

Agency DESI, Inc

Authorized Representative CHRISTOPHER STORY

Title Project Director


Signature

6/6/16
Date

To be placed on agency's letterhead



OZARKS TECHNICAL COMMUNITY COLLEGE

Ozark Region Memorandum of Understanding Agency Attestation

By signature hereto, we confirm our agreement with and acceptance of the terms and conditions contained in the Memorandum of Understanding.

Agency OZARKS TECHNICAL COMMUNITY COLLEGE

Authorized Representative ROB L. RECTOR

Title VICE CHANCELLOR FOR ADMINISTRATIVE SERVICES

Signature

6/27/16

Date

To be placed on agency's letterhead

Office of Adult Learning and
Rehabilitation Services

Ozark Region Memorandum of Understanding
Agency Attestation

By signature hereto, we confirm our agreement with and acceptance of the terms and conditions contained in the Memorandum of Understanding.

Agency: Vocational Rehabilitation

Authorized Representative: Michelle Clark

Title: Assistant District Supervisor

Michelle Clark

Signature

5/20/16

Date

Ozark Region Memorandum of Understanding
Agency Attestation

By signature hereto, we confirm our agreement with and acceptance of the terms and conditions contained in the Memorandum of Understanding.

Agency Experience Works

Authorized Representative Diane Chambers

Title State Program Director

Diane Chambers
Signature

5-16-16
Date

To be placed on agency's letterhead

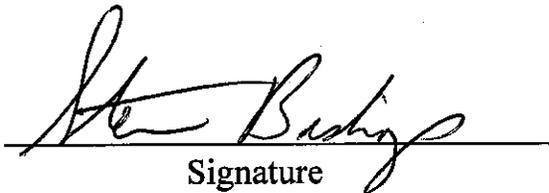


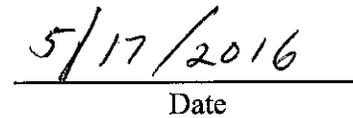
OZARKS TECHNICAL COMMUNITY COLLEGE

Ozark Region Memorandum of Understanding Agency Attestation

By signature hereto, we confirm our agreement with and acceptance of the terms and conditions contained in the Memorandum of Understanding.

Agency	Ozarks Technical Community College
Authorized Representative	Steve Bishop, Ph.D.
Title	Provost/Vice Chancellor for Academic Affairs


Signature


Date

To be placed on agency's letterhead



**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



H A S P R O P E R T I E S

421 WEST MADISON STREET
SPRINGFIELD, MISSOURI 65806-2938

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Ozark Region Memorandum of Understanding Agency Attestation

By signature hereto, we confirm our agreement with and acceptance of the terms and conditions contained in the Memorandum of Understanding.

Agency Housing Authority of the City of Springfield

Authorized Representative Katrena M. Wolfram

Title Executive Director

Katrena M. Wolfram
Signature

9/12/16
Date

To be placed on agency's letterhead

The Housing Authority of the City of Springfield does not discriminate against anyone because of race, creed, color, sex, age, religion, national origin, familial status, or disability in the application process, leasing, rental, or other disposition of housing or related facilities (including land) included in any development or project under its jurisdiction covered by a contract for annual contributions under the United States Housing Act of 1937.

At the time of issuance of this WIOA Plan, the Ozark Workforce Development Area is still working to finalize its Cost Sharing Agreement between the Missouri Job Center (MJC) partners. The completed document will be included once it is finalized.

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Ozark Region

Workforce Development Board

Bylaws

Adopted by the Workforce Development Board June 3, 2015
Approved by the Council of Local Elected Officials June 10, 2015

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Mission Statement

To create a well prepared workforce that meets the needs of a responsible business community.

It is the charge of the Workforce Development Board to develop and sustain a unified, cost effective labor market system that facilitates economic development and business growth in our community.

All Workforce Development Board (WDA) proceedings may follow the Roberts Rules of Order.

ARTICLE I IDENTITY

These are the Bylaws of the Ozark Region Workforce Development Board, a Board formed under the Workforce Innovation and Opportunity Act of 2014 serving the counties of Christian, Dallas, Greene, Polk, Stone, Taney, and Webster.

ARTICLE II PRINCIPAL OFFICE & OPERATOR

Section 1: Principal Office.

The principal office of the Ozark Region Workforce Development Board (WDB) shall be located within the seven county Region.

Section 2: Operator.

The WDB together with the Council of Elected Officials (CLEO) shall select the one stop operator via a competitive procurement in accordance with WIOA except if the State of Missouri either grandfather existing one stop operators or allows alternative entities to operate the one-stop consistent with previous workforce legislation The City of Springfield, Department of Workforce Development, as the previous one-stop operator shall be designated the Operator of the One-Stop, Workforce Innovation and Opportunity Act (WIOA) programs. An Executive Director shall be appointed by the WDB.

ARTICLE III PURPOSE AND FUNCTIONS

Section 1. Purpose.

The purpose of the WDB, in Partnership with the Council of Local Elected Officials (CLEO) of the seven-county region, shall be consistent with those purposes that are identified for a regional Workforce-Development Board under the Workforce Innovation and Opportunity Act of 2014 and amendments thereto, in accordance with public law. The WDB shall be responsible for strategic planning, policy development, and oversight of the local workforce investment system.

- A. The WDB shall study and make recommendations regarding the improvement of the Region’s employment and training delivery network, including improved federal and state resources use and expanded coordination of job training and employment activities with other related activities.

- B. The WDB shall together with the CLEO develop and adhere to the Ozark Region Plan of Service.
- C. The WDB shall serve as a forum for public and private sector representation to encourage cooperative uses of employment and training funding, facilities, and staff resources for a more comprehensive and coordinated regional service delivery system.

Section 2. Functions.

The functions of the WDB shall be consistent with those that are identified for a Regional WDB under WIOA Section 107 and any amendments thereto, including, but not limited to:

- A. Developing and submitting the Ozark Region Plan of Service to the Governor in partnership with the CLEO. If the Ozark local area is part of a planning region, the local board shall collaborate with the other local boards and chief elected officials in the preparing and submission of a regional plan.
- B. Providing policy guidance and review for all employment and training programs in the Region. Developing appropriate linkages with other programs to assure non-duplication among the programs and activities; coordinating activities with local Missouri Career Center (MCC) Partners.
- C. Regularly:
 - 1. Analyzing (i) local economic conditions, (ii) the knowledge and skills needed by workers and employers for jobs in the local area, (iii) the workforce activities, education and training needed in the region.
 - 2. Assisting the Governor in developing, and collecting labor market information
 - 3. Analyzing the use of the statewide workforce and Wagner Peyser labor market information system.
 - 4. Conducting research, data collection, and analysis related to the workforce needs of the regional economy after receiving input from stakeholders as needed to carry out the board's functions.
- D. Convening local workforce system stakeholders to assist in developing the local plan and identifying non-Federal expertise and resources to leverage support for workforce development activities.
- E. Engaging employers to:
 - 1. Promote business representation on the local Board.
 - 2. Develop effective linkages with employers including through intermediaries which may be WDB staff.
 - 3. Support employer use of the local workforce system and workforce activities.
 - 4. Enhance communication, coordination, and collaboration among employers, economic development entities, and service providers to ensure workforce activities meet employer needs and support economic growth.

5. Develop and implement strategies to meet the employment and skill needs of workers and employers such as through industry and sector partnerships that provide the skilled workers for employers and expand employment and career advancement for workers in in-demand industry sectors or occupations.
- F. Developing and implementing career pathways together with secondary and postsecondary education input by aligning employment, training, education, and support services needed by adults and youth especially those with barriers.
- G. Identifying and promoting strategies and initiatives to meet employer, worker and jobseeker needs including providing physical and programmatic accessibility, in the one-stops and identifying and sharing best practices of other local areas meeting such needs.
- H. Developing strategies for using technology to maximize the accessibility and effectiveness of the local workforce system for employers, workers and jobseekers by:
 1. Facilitating connections among the intake and case management information systems of the one-stop partners to support a comprehensive workforce development system.
 2. Facilitating access to one-stop services including in remote areas.
 3. Identifying strategies that augment traditional services to meet the needs of individuals with barriers to employment, and increase access to services and programs such as improving digital literacy skills.
 4. Leveraging resources and capacity of the workforce system.
- I. Conducting oversight in partnership with the CLEO, over youth, adult, dislocated worker, and one stop WIOA activities ensuring the appropriate use and management of the funds and that the funds are used to maximize performance outcomes.
- J. Together with the chief elected official negotiating and reaching agreement on local performance accountability measures with the Governor.
- K. Except as provided in Article II section 2, above, with the agreement of the chief elected official and consistent with section 121(d), the board shall designate or certify one-stop operators on a competitive basis and may terminate one stop operators for cause.
- L. The WDB shall select youth service providers on a competitive basis, except as provided in section 123(b)), and terminate their contracts. If there is a youth standing committee the WDB shall consider the recommendations of the youth standing committee on selection and termination of youth providers.
- M. Identifying eligible providers of training services consistent with WIOA section 122.
- N. Identifying eligible career services providers by awarding contracts If the one-stop operator does not provide career services.

- O. Working with the State to ensure there are sufficient numbers and types of providers of career services and training services, and assuring services are provided in a manner that maximizes consumer choice, and offer opportunities for integrated employment for individuals with disabilities consistent with section 122 and paragraphs (2) and (3) of section 134(c).
- P. Coordinating activities with education and training providers, adult education and literacy activities, providers of career and technical education and local agencies administering plans under title I of the Rehabilitation Act of 1973.
 - 1. Reviewing the applications to provide adult education and literacy activities to determine whether the applications are consistent with the local plan.
 - 2. Making recommendations to the eligible agency to promote alignment with the plan.
 - 3. Replicating and implementing cooperative agreements in accordance with the Rehabilitation Act to enhance services to individuals with disabilities and other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts.
- Q. Developing a budget for the board's activities, consistent with the local plan and the WDB's duties subject to the approval of the chief elected official.
- R. Soliciting and accepting grants and donations from non-federal sources.
- S. Negotiating the one-stop memorandum of understanding with the one-stop partners, assessing and certifying the one-stop in accordance with state and local criteria.
- T. Annually, assessing the physical and programmatic accessibility, of all one stop centers in the local area.
- U. Reviewing plans of all Ozark Region and MCC Partner agencies providing employment, training and related services, and providing comments and recommendations to the Partners on the relevancy and effectiveness of employment, training, and related WIA service delivery systems in the Region.
- V. Advising the Partners and CLEO on the implementation status of the Local Workforce Plan and reviewing the consistency of such plan with criteria developed for coordination of activities under WIA with other federal, state and local employment related programs.
- W. Reviewing the operation of programs conducted within the Region and the availability, responsiveness and adequacy of regional workforce development services; and making recommendations to the CLEO, Partners and service providers, MOWDB and the general public with respect to ways to improve the effectiveness of such programs or services.
- X. Developing and submitting reports as deemed necessary by the Governor. Such reports may include input from WDB and CLEO members as well as regional employment and training partners; and shall be considered a public document.

ARTICLE IV WDB MEMBERSHIP

Section 1. Appointment Authority.

The Local Workforce Development Board is appointed by the Council of Local Elected Officials in accordance with WIOA 107 (c) and shall be certified by the Governor every two years.

Section 2. Required Members/Composition.

The required membership and composition of Local Workforce Development Board shall be consistent with guidelines set forth in WIOA section 107, and State of Missouri DWD policy titled: *Policy for Local Workforce Development Board Membership Requirements and Certification/Recertification Procedures under the Workforce Innovation and Opportunity Act (WIOA or Act), dated June 5, 2015 or as it may be amended* . Voting members shall include:

- A. Local Area Business Representatives – who shall comprise 51% of the membership of the WDB. The business representatives shall be owners, chief executive or operating officers, or other business executives, or employers with optimum policymaking or hiring authority. They should represent businesses that provide employment opportunities in the local area in demand industry sectors or occupations with optimum decision making authority. Nominations should reasonably represent the industrial and demographic composition of the Region’s business community by industry type to include two representatives of small businesses, as defined by the Small Business Administration, and the DWD, including minority businesses, and shall be made by local business organizations, business trade associations, or Chambers of Commerce and shall include two members representing small business.
- B. 20% of the WDB members shall be appointed from workforce representatives. These representatives:
 1. Must include two or more representatives of labor organizations, where such organizations exist in the local area. Where labor organizations do not exist, representatives must be selected from other employee representatives.
 2. Must include one or more representatives of a joint labor-management, or union affiliated, registered apprenticeship program within the area who must be a training director or a member of a labor organization. If no union affiliated registered apprenticeship programs exist in the area, a representative of a registered apprenticeship program with no union affiliation must be appointed, if one exists.
 3. May include one or more representatives of community-based organizations that have demonstrated experience and expertise in addressing the employment, training or education needs of individuals with barriers to employment, including organizations that serve veterans or provide or support competitive integrated employment for individuals with disabilities or representatives of organizations that have demonstrated experience and expertise in addressing the employment, training, or education needs of

eligible youth, including representatives of organizations that serve out-of-school youth.

C. The WDB must also include:

- 1 At least one eligible provider administering adult education and literacy activities under WIOA Title II.
- 2 At least one representative from an institution of higher education providing workforce investment activities, including community college.
- 3 At least one representative from each of the following governmental and economic and community development entities:
 - a) Economic and community development entities
 - b) The State employment service office under the Wagner-Peyser Act serving the local area
 - c) The programs carried out under title I of the Rehabilitation Act of 1973, other than sec. 112 or part C of that title

D. The CLEO may include individuals or representatives of other appropriate entities in the local area.

- 1 Entities administering education and training activities who represent local educational agencies or community-based organizations with demonstrated expertise in addressing the education or training needs for individuals with barriers to employment
- 2 Governmental and economic and community development entities who represent transportation, housing, and public assistance programs
- 3 Philanthropic organizations serving the local area; and
- 4 Other appropriate individuals as determined by the chief elected officials.

E. WDB appointees may represent more than one category; however, shall only have one vote per issue.

F. WDB members shall continue in their positions once their terms have expired until their term is renewed or a new member has been appointed to their seat.

G. Nominating entities shall be determined eligible by the CLEO. Entities seeking approval to nominate representatives to the WDB must complete an Application for Certification of Nominating Entity and receive prior approval of the CLEO to participate in the process.

Section 3. Nomination Process.

Personal bios or resumes must be submitted along with required data on each nominee. Nominees to the Board that represent organizations, agencies, or entities shall be individuals with optimum policymaking authority within the organizations, agencies, or entities. Optimum policy making authority is defined as “an individual who can reasonably be expected to speak affirmatively on behalf of the entity he or she represents and to commit that entity to a chosen course of action.”

Section 4. Appointment Process.

- A. Appointments: All WDB members are appointed by the CLEO in accordance with the process set forth in WIOA and DWD policy issuance 2014-14.
- B. Term: Appointments will be made for fixed and staggered two (2) year terms, with 50% of the appointments occupying one year terms and 50% of the appointments occupying two (2) year. Terms shall commence upon official certification of the Governor and will continue until replacement appointments are made.
- C. Vacancies Exceeding 90 Days: In the event that appointment responsibilities are not fulfilled, the Chair of the CLEO is authorized to make appointments in fulfillment of regulatory requirements. If the designated County member seat cannot be filled within ninety (90) days of a vacancy, that position may be filled with an At-Large candidate with the stipulation that the at-large member not be from Greene County, but must come from one of the outlying counties.

Section 5. Removal and Resignation.

- A. Any member may be removed by the CLEO with or without cause. Any member with unexcused absences from one-half of the meetings in any program year, and/or more than three (3) consecutive meetings of the WDB may be terminated. The WDB Executive Committee shall review circumstances and recommend termination or retention of a member. A majority vote of the WDB is required to formally recommend to the CLEO termination of a member. To be excused members may notify the chair or the clerk.
- B. Any member may resign at any time by giving written notice to the Executive Committee, the Chair of the WDB, or the WDB Executive Secretary. Any such resignation shall take effect at the time specified in the member’s written notice, and unless the resigning member otherwise specifies, the Chair’s, Executive Committee’s or WDB’s acceptance of the members resignation shall not be necessary to make it effective.

ARTICLE V OFFICERS AND THEIR DUTIES

Section 1. Officers.

The officers of the WDB shall be a Chair, Vice-Chair, Immediate Past Chair, and Secretary. The officers shall be elected by the WDB as presented by a nominating committee. The Chair and Vice-Chair must be elected from private sector representatives. The nominating committee may recommend co-chairs.

Section 2. Duties of the Chair.

The Chair shall preside at all meetings of the WDB and the WDB Executive Committee. A meeting schedule shall be set each calendar year and shall be approved at the last meeting of the preceding year. The Chair shall also call meetings of the Executive Committee. The WDB Executive Director shall prepare the Agenda and any related back up or supporting documents in accordance with Exhibit A which sets forth the list of items under the purview of the WDB. Further, the WDB Executive Director or any member of the WDB may recommend a matter to be included on an Agenda with the approval of the Chair. The Chair shall appoint members and chairs of all committees and act as coordinator of committees. The Chair shall perform such other duties as are incident to the Chair's office or properly required by the WDB.

Section 3. Duties of the Vice-Chair.

The Vice-Chair shall assist the Chair in conducting WDB business. In the Chair's absence, disability, or resignation, the Vice-Chair of the WDB shall assume the position of, and perform the duties, of the Chair with all the power and authority of the Chair's office. Further, the Vice-Chair of the WDB shall have such powers and discharge such duties as may be properly assigned to the Chair, from time to time, by the Chair. In the event the Vice-Chair assumes the position of Chair, a special election will be held to fill the vacancy for the balance of the unexpired term for the position of the Vice-Chair.

Section 4. Duties of the Immediate Past Chair.

The Immediate Past-Chair shall perform duties of the Chair in the absence of both the Chair and the Vice-Chair. Further, the Immediate Past Chair shall have such powers and discharge such duties as may be assigned by the Chair.

Section 5. Duties of the Secretary.

The Secretary shall be responsible for certifying WDB meeting minutes and results of elections. The Secretary shall also verify quorum for WDB meetings and shall monitor attendance and provide reports to the WDB Executive Committee on attendance.

Section 6. Election of Officers.

The normal term of office for all officers shall be two (2) years. Officers shall be seated on July 1. Elections will be held at the WDB meeting prior to June 30th of the year immediately preceding the expiration of current term of office.

ARTICLE VI MEETINGS

Section 1. Regular Meetings.

Regular meetings of the WDB will be held every other month with additional meetings set by the Chair as appropriate and necessary.

Section 2. Notice of Regular and Committee Meetings.

All meetings of the WDB and its committees shall be open to the public in accordance with WIOA and Missouri open meeting laws and shall be noticed accordingly. The WDB Executive Director shall make available to the public, on a regular basis through its open meetings, information regarding the activities of the WDB, including information regarding the Regional Plan prior to submission of the Plan, information regarding membership and, upon request, minutes of formal meetings of the WDB.

Meetings or portions of meetings may be closed to the general public by the Chair of the WDB only in compliance with the exemptions granted by the open meetings provisions of section 610.021, RSMo.

Section 3. Special Meetings.

Special meetings of the members may be called by the Chair, Executive Committee, or upon written application of at least one-third of the members entitled to vote at a full Board meeting.

- A. Notice. All WDB members shall be informed in writing of special meetings a minimum of forty-eight (48) hours in advance of the special meeting. Such notice shall include a description of the matter(s) for which the special meeting is called.
- B. Limitations. At any special meeting only business specified in the special meeting notice may be transacted.

Section 4. Meetings Open to the Public.

All meetings of the WDB and its committees shall be open to the public. The WDB shall make available to the public, on a regular basis through its open meetings, information regarding the activities of the WDB, including information regarding the Regional Plan of Service prior to submission of the Plan, information regarding membership and, upon request, minutes of formal meetings of the WDB.

- A. Meetings or portions of meetings may be closed to the general public by the Chair of the WDB or a Committee Chair, but only in compliance with the exemptions granted by the open meetings provisions of section 610.020, RSMo.
- B. All meetings of the WDB shall be publicly announced in compliance with the open meetings provisions of section 610.020, RSMo.

Section 5. Meeting Minutes.

Minutes of the WDB meetings shall be taken and shall be distributed to all WDB members at or before the next regular meeting of the WDB.

Section 6. Quorum.

- A. Full WDB Meetings. A quorum shall be present when 51% of voting members are in attendance in person, by Internet or other electronic means, or by telephone. When a quorum is present, a majority of the voting members present shall decide any question, including the election of officers. No formal action may be taken by the WDB unless a quorum is present. WDB vacancies shall not be considered in the determination of a quorum. Voting by proxy shall not be allowed.
- B. Committee Meetings. A majority vote by the voting members present (or by phone) for any Committee meeting shall decide any question. Committee members may be counted in attendance at the committee meetings by appearing either in person or by electronic means.

ARTICLE VII EXECUTIVE COMMITTEE

Section 1. Members of the Executive Committee.

The Executive Committee shall be composed of the WDB Chair, the WDB Vice-Chair, Immediate Past Chair, Secretary, the Chairs of the committees referenced in Article VIII of the Bylaws, and two voting members elected by the WDB.

Section 2. Chair.

The Chair of the WDB shall be the Chair of the Executive Committee.

Section 3. Duties.

The Executive Committee shall have the following duties:

- A. Conduct matters of routine business for the WDB when it is not feasible for the full WDB to be convened.
- B. Develop and recommend policies and procedures for the WDB and its committees. The Executive Committee, unless the Chair chooses to waive this requirement, shall also review any studies, reports, policy recommendations, or other documents submitted by regular or special committees before such studies, reports, policy recommendations or other documents are brought before the full WDB.
- C. Recommend the appointment and/or dissolution of regular and special committees.
- D. Recommend the appointment of the Executive Director of the WDB.
- E. Review periodically the progress of all regular and special committees.

- F. Perform such other duties or matters of business that are not explicitly vested in the other standing committees or that may be properly assigned to the Executive Committee from time to time by the WDB or the Chair of the WDB.

ARTICLE VIII COMMITTEES

Section 1. Structure.

The WDB shall be supported by the Executive Committee; Committees, as identified herein; and any special committees the Chair deems appropriate for the conduct of its business. Each Committee shall be comprised of WDB members. WDB members may serve on any committee of their choosing. All WDB members shall serve on at least one standing committee of the WDB. The Committee Chair shall be a WDB member and shall be appointed by the WDB Chair. The WDB Chair may appoint non-board members to any standing or ad hoc committee of the WDB so long as the majority of committee members are board members.

- A. **Planning & Oversight Committee.** Assignments as determined by the WDB Chair. Has primary responsibility for the development of the Ozark Region WIA Plan of Service and assisting with the establishment and negotiations of performance standards and measures for the Next Generation Career Centers located within the Ozark Region. Other responsibilities may include, but not be limited to, reviewing labor market information and trends; identifying area employment and training needs; recommending programs and activities to meet identified employment and training needs; and making recommendations to the WDB on WIA-funded and appropriate non-WIA funded employment and training programs and activities carried out within the service area. In addition, the Committee shall review and evaluate project/program performance and outcomes and recommend performance-related changes and/or modifications as necessary. The Committee shall have the responsibility for the development and any revision to the WDB Strategic Plan and the Ozark Region Plan of Service for presentation to the WDB for approval. The Committee may also review any other issues related to economic development and workforce issues of the region. The Planning and Oversight Committee shall also serve as the One Stop Committee and Committee on Disabilities and have primary responsibility for oversight and certification of the Missouri Career Center services and assuring accessibility as required under the WIOA.
- B. **Finance Committee.** Assignments as determined by the WDB Chair. Has primary responsibility for reviewing WIOA-funded and appropriate non-WIOA budgets; reviewing service provider budgets; reviewing budgets associated with other employment and training programs operating within the service delivery area as may be appropriate; and making formal recommendations to the WDB on the above budgets and the annual budget.
- C. **Marketing Committee.** Assignments as determined by the WDB Chair. Has primary responsibility for development and oversight of a comprehensive public relations and marketing plan for the Workforce Investment Board and the Missouri Career Center services.
- D. **Youth Committee.** This committee has primary responsibility for the development and oversight of WIOA-funded youth activities operating within the Ozark Region. At least one

committee member shall be from a Community Based Organization serving youth in the region.

- E. **Nominating Committee.** Appointment to this Committee shall be determined by the WDB Chair for recommending to the WDB potential candidates for officers of the WDB. The Chair of the committee shall be appointed by the Board Chair
- F. The Chair may appoint Ad-hoc committees from time to time. Ad hoc committees shall be appointed for a special purpose and which can be addressed within a designated time period. The committee shall be dissolved when their business is completed.

ARTICLE IX CONFLICT OF INTEREST AND CONFIDENTIALITY

Section 1. Voting Prohibited.

- A. WIOA prohibits a member of the WDB from voting on a matter under consideration by the WDB when:
 - 1. the matter concerns the provision of services by the member or by an entity that the member represents; or
 - 2. the matter would provide direct financial benefit to the member or the
 - 3. Immediate family of the member; or
 - 4. the matter concerns any other activity determined by the WDB to constitute a conflict of interest as specified in the Regional Plan.
- B. WDB's Policy. Members of the WDB are expected to avoid unethical behavior in the course of performing their official duties. The WDB not only expects its members to avoid impropriety, but also to avoid the appearance of impropriety whether or not any actually exists. Members must avoid:
 - 1. using their position for private gain or influence;
 - 2. giving preferential treatment to any person or entity;
 - 3. losing their independence or impartiality in making decisions; or
 - 4. acting in any way that might erode public confidence in the integrity of the WDB.
- C. Abstention. WDB members shall individually abstain from voting on issues and matters that will result in a direct, indirect conflict of interest, or perceived conflict of interest. Abstentions, and the general reasons therefore, should be duly recorded in the minutes of the meeting.

Section 2. Confidentiality.

All information, whether transmitted orally or in writing, that is of such a nature that it is not, at that time, a matter of public record or public knowledge is deemed confidential by the WDB. Members shall not disclose confidential information obtained in the course of or by reason of his

or her membership on the WDB to any person or entity not directly involved with the business of the WDB. Further:

- A. No member shall use confidential information obtained in the course of or by reason of his or her membership on the WDB in any matter with intent to obtain financial gain for the member, the member’s immediate family or any business with which the member is associated.
- B. No member shall disclose confidential information obtained in the course of or by reason of his or her membership on the WDB in any manner with the intent to obtain financial gain for any other person

ARTICLE X RECORDKEEPING

Section 1. Minutes and Actions of the WDB.

The WDB shall maintain, at its principal office, permanent record of the minutes of all formal meetings of the WDB and its committees, a record of all actions taken by the WDB without a meeting, and a record of all actions taken by the WDB and its committees.

Section 2. Miscellaneous Records.

A copy of the following records shall be maintained at the WDB’s principal office:

- A. Bylaws and all amendments thereto;
- B. Resolutions of the WDB;
- C. All written communications to all members within the past three years;
- D. A list of the names, businesses/organizations, and contact information of the members and officers currently serving on the WDB; and
- E. Any written reports, studies, recommendations, plans or other documents approved and adopted by the WDB in the course of carrying out its duties and purposes.

ARTICLE XI NON-DISCRIMINATION

The WDB shall not discriminate against any employee, agent or provider of consulting or contract services, or applicant for employment, agency or consulting or contract services on the basis of race, color, religion, sex, national origin, disability or veteran status. It shall be the policy and practice of the WDB to comply fully with federal and state laws, regulations and requirements governing non-discrimination, affirmative action, equal employment and civil rights.

ARTICLE XII AMENDMENTS

The Bylaws may be amended at any regular meeting of the WDB with prior electronic notice having been given to all members of the WDB. Approval of any amendment to the Bylaws requires two-thirds vote of the members present.

ARTICLE XII SEVERABILITY

If any of the provisions of these Bylaws shall be found void or unenforceable for whatever reason by any court of law or equity, it is expressly intended that such provision(s) be severable and the remainder of the Bylaws shall remain in full force and effect.

ATTACHMENTS

- Attestation
- Candidacy Form



Bylaws Attestation Form

I acknowledge that I have read and agree to abide by the Bylaws established for the Ozark Region Workforce Development Board. I also understand the confidentiality and conflict of interest standards listed in the Bylaws and will strictly abide by those standards.

Name printed _____

Signature

Date



WDB Candidacy Form

Date _____

Name & Title _____

Business/Organization _____

Federal Employer Identification Number (FEIN) _____

Required by will not be published for in-house use only

Address _____

Street City Zip

Phone _____

(Office/home) (Cell) (FAX)

Email _____

County of residence or business:

- Christian Dallas Greene Polk Stone Taney Webster

Referred by (if applicable): _____

Please provide a brief bio in the space below (you may attach additional sheets if necessary):

Office use only		
Chamber or organization contact date	_____	
Letter of recommendation received	<input type="checkbox"/> Yes	<input type="checkbox"/> No
County Commission contact date	_____	
Letter of recommendation received	<input type="checkbox"/> Yes	<input type="checkbox"/> No

Chart of Responsibilities

Exhibit A

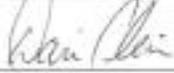
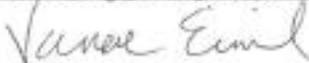
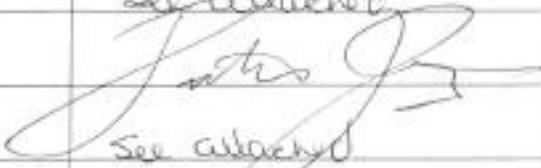
Elected Officials	Elected Officials/Workforce Board	Workforce Board
Identify the chief local elected official	Approval of non mandatory OS partners	Elects their Chair
Enter into agreements with each other	Comment on the State Plan	Create standing committees and appoint members
Serve as or designate a sub-grant recipient	Negotiate the performance measures	Direct the activities of the standing committees
Grant voting privileges to non- board members	Regional planning	May solicit and accept grants and donations from non-federal sources
Select the fiscal agent	Set policy for the local area	Determine and contract for Career Services Providers (may be the City)
Request local area designation from the State	Enter into an agreement with each other regarding their roles and responsibilities	May incorporate, and may operate as a not for profits
Create By-laws with respect to the appointment process	Work with the Governor in a disaster	May hire staff subject to salary caps
Appoint Workforce Board members	Develop the local four-plan and two-year modifications	Must annually assess the physical and program accessibility of all local OS centers
	Oversight	Determine local procedures regarding approval and performance of eligible training providers
	Select and Terminate One-Stop Operator (OS)	Implement pay for performance contracts for the 14 youth elements
	Agree to the Board serving as the one stop operator	Transfer funds between Adult and Dislocated Worker with State approval
	Develop Board budget	Set the Adult priorities – must be in the plan
	Develop and enter into an MOU with the OS partners	Determine occupations in demand
	Approve optional OS partners	Decide to award class size training contracts
	Negotiate OS infrastructure costs	Decide On-the-Job Training (OJT) reimbursements
		Decide to set aside funds for incumbent worker training
		Decide non federal contribution for incumbent worker training
		Decide to use 10% of the Adult / DW allocation for transitional jobs
		Use funds for employer services in collaboration with the OS

Chart of Responsibilities

Elected Officials	Elected Officials/Workforce Board	Workforce Board
		Decide to offer services on a fee basis
		Analyze economic conditions, analyze and use statewide Wagner Peyser labor market information
		Research, data collection, and analysis of the local workforce needs with input from stakeholders
		Engage Employers
		Convene stakeholders
		Lead efforts to develop and implement career pathways
		Identify and promote strategies and initiatives to meet employer, worker, and jobseekers needs
		Share proven and promising best practices
		Facilitate OS Partner Integration
		Leverage local resources and capacity
		Provide framework for Youth services
		Select and terminate Youth Providers
		Review Adult Education provider applications
		Implement Cooperative Agreements with the Core Partners

Ozark Region Workforce Development Board
 ATTESTATION FOR REVIEW OF BY-LAWS

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

Name	Signature
Derick Barnes	
Steven Bishop	see attached
Anthony Blackstock	see attached
Tracey Brown	see attached
Diane Chambers	
Darin Cleir	
Candida Deckard	see attached
Thomas Douglas	see attached
Vanae Emerick	
Steven Hamm	see attached
Jane Hood	see attached
Susan Johanson	see attached
Janette Jump	
Deborah Kreider	see attached
Allen Kunkel	

Ozark Region Workforce Development Board
 ATTESTATION FOR REVIEW OF BY-LAWS

Name	Signature
Deanna Partridge	See attached
Mike Peters	<i>Mike Peters</i>
Denise Reed	<i>Denise Reed</i>
Carl Rosenkranz	<i>Carl Rosenkranz</i>
Pat Shay	See attached
William (Bill) Skains	<i>William Skains</i>
Sarah Thomas	<i>Sarah Thomas</i>
Sharon Walker	<i>Sharon Walker</i>



Bylaws Attestation Form

I acknowledge that I have read and agree to abide by the Bylaws established for the Ozark Region Workforce Development Board. I also understand the confidentiality and conflict of interest standards listed in the Bylaws and will strictly abide by those standards.

Name printed Steven Bishop

Steven Bishop
 Signature

7-6-15
 Date



Bylaws Attestation Form

I acknowledge that I have read and agree to abide by the Bylaws established for the Ozark Region Workforce Development Board. I also understand the confidentiality and conflict of interest standards listed in the Bylaws and will strictly abide by those standards.

Name printed Anthony W. Blackstock

Anthony W. Blackstock
Signature

8-26-15
Date



Bylaws Attestation Form

I acknowledge that I have read and agree to abide by the Bylaws established for the Ozark Region Workforce Development Board. I also understand the confidentiality and conflict of interest standards listed in the Bylaws and will strictly abide by those standards.

Name printed Tracey Brown

Tracey Brown
Signature

8/6/15
Date



Bylaws Attestation Form

I acknowledge that I have read and agree to abide by the Bylaws established for the Ozark Region Workforce Development Board. I also understand the confidentiality and conflict of interest standards listed in the Bylaws and will strictly abide by those standards.

Name printed Candice Decker

Candice Decker
Signature

7-8-15
Date



Bylaws Attestation Form

I acknowledge that I have read and agree to abide by the Bylaws established for the Ozark Region Workforce Development Board. I also understand the confidentiality and conflict of interest standards listed in the Bylaws and will strictly abide by those standards.

Name printed Steven D Haman

[Signature]
Signature

8-5-15
Date



Bylaws Attestation Form

I acknowledge that I have read and agree to abide by the Bylaws established for the Ozark Region Workforce Development Board. I also understand the confidentiality and conflict of interest standards listed in the Bylaws and will strictly abide by those standards.

Name printed Jane A. Hood

[Signature]
Signature

8/5/15
Date



Bylaws Attestation Form

I acknowledge that I have read and agree to abide by the Bylaws established for the Ozark Region Workforce Development Board. I also understand the confidentiality and conflict of interest standards listed in the Bylaws and will strictly abide by those standards.

Name printed James A. Dwyer

[Signature]
Signature

7-10-15
Date



Bylaws Attestation Form

I acknowledge that I have read and agree to abide by the Bylaws established for the Ozark Region Workforce Development Board. I also understand the confidentiality and conflict of interest standards listed in the Bylaws and will strictly abide by those standards.

Name printed Susan Johnson

Susan Johnson
Signature

8-18-15
Date

AUG 13 2015



Bylaws Attestation Form

I acknowledge that I have read and agree to abide by the Bylaws established for the Ozark Region Workforce Development Board. I also understand the confidentiality and conflict of interest standards listed in the Bylaws and will strictly abide by those standards.

Name printed Debbie Kreider

Debbie Kreider
Signature

8-5-15
Date



Bylaws Attestation Form

I acknowledge that I have read and agree to abide by the Bylaws established for the Ozark Region Workforce Development Board. I also understand the confidentiality and conflict of interest standards listed in the Bylaws and will strictly abide by those standards.

Name printed Pat Shery

[Signature]
Signature

7/23/15
Date

→ With a clarification of Quorum on page 13 section 6. The wording seems to contradict the intent or what I think the intent is.

Also; Page 14, Article VIII committees section 1. Structure category C Marketing Committee references Workforce Investment Board instead of WDB

COUNCIL OF LOCAL ELECTED OFFICIALS CONSORTIUM AGREEMENT

THIS AGREEMENT , made and entered into this 5th day of August, 2015, by and between the COUNTIES of: **Christian, Dallas, Greene, Polk, Stone, Taney, and Webster** in the State of Missouri (hereinafter , the Counties):

WITNESSETH

WHEREAS, the Council Local Elected Officials of the aforementioned counties and/or cities did previously adopt resolutions authorizing the creation of a consortium, in order to administer the provisions of Public Law 105-220, the Workforce Investment Act (hereinafter "the Act"), and

WHEREAS, the Act was revised and reauthorized in July 2014 as Public Law 113-128, the Workforce Innovation and Opportunity Act (hereinafter "WIOA"), and

NOW, THEREFORE, in consideration of the above premises and the mutual covenants of the parties hereinafter set forth, each party acknowledges they do hereby agree to the following:

AGREEMENT

SECTION 1: That the Counties (include Cities, if applicable) of: **Christian, Dallas, Greene, Polk, Stone, Taney, and Webster** do hereby constitute a consortium for the purposes of Section 107 (c)(1)(B) of Public Law 113-128, WIOA.

SECTION 2: The Council Local Elected Officials (Presiding Commissioners) of the local government entities in Section 1 shall constitute the Ozark Workforce Investment Region Consortium of Council Local Elected Officials (hereinafter, the Consortium).

SECTION 3:The Consortium shall adopt operational and procedural bylaws consistent with this Agreement, applicable federal and state laws, and rules or regulations promulgated pursuant thereto. Bylaws or amendments thereto may be adopted by the affirmative vote of a simple majority of the members of the Consortium .

SECTION 4: All actions of the Consortium shall adhere to the Bylaws adopted pursuant to Section 3 above.

SECTION 5: In accordance with the Bylaws, the Chair of the CLEO shall be the Presiding Commissioner of Greene County. A Vice-Chair shall be elected by the CLEO with a term consistent with the Bylaws.

SECTION 6: In accordance with WIOA , the Local Board with the agreement of the Consortium shall select the One-Stop (Career Center) operator (currently, the City of Springfield, Department of Workforce Development) for the Region's workforce programs.

SECTION 7: The Consortium , in partnership with the Local Workforce Development Board,

shall approve all local plans in accordance with Section 107 of Public Law 113-128, WIOA.

SECTION 8: The Consortium shall perform all functions of Council Local Elected Officials specified in Public Law 113-128, WIOA .

SECTION 9: The Council Local Elected Officials and the Workforce Development Board, in agreement with the Governor, has designated the City of Springfield Department of Finance as the grant sub-recipient and the Department of Workforce Development as the administrator and operator of the local One-Stop/CareerCenter.

SECTION 10: In the event of misuse of grant funds that cannot be recovered, in whole or in part, from the sub-recipient or fiscal agent responsible for the misuse, the Council Elected Officials shall come together to determine how the funds shall be reimbursed utilizing the following:

- 10.1: Determination of Disallowed Costs. With respect to any cost associated with the Opportunity Act that has been determined by the State of Missouri Department of Workforce Development (MODWD), City, State, or Federal auditors as not being allowed, the sub-recipient shall make a reasonable effort to re-coop/cover costs or exercise the right to object or appeal such determination. In the event the sub-recipient is unable to cover or re-coop the costs, the matter will be brought before the Consortium for resolution.
- 10.2: Formula for Assessment. In the event of a disallowed cost not covered by the sub-recipient, the Consortium shall agree to compensate the State based on each county's pro rata share of the benefits to their county as evidenced by the sub-recipient. In the event it is not possible to allocate the costs based on the benefit to the counties, the cost shall be allocated based upon the percentage of each county's population of the total population of the Region. In the event the Consortium cannot agree upon a basis for the pro rata share of the benefits, then the disallowed costs shall be assessed between the parties who benefit based upon the population of the parties as set forth above.
- 10.3: Arbitration. In the event any Consortium member objects to the assessment of benefits as set forth above, they may request a third party arbitrator determine the allocation of costs, which Determination shall be binding upon the entire Consortium to this agreement. The arbitrator shall be appointed by the Director of the City of Springfield Workforce Development Department, except in the event a party to the arbitration objects to such appointment, then the person objecting shall submit to the Director the names of three persons who are qualified to arbitrate under the applicable Rules of the American Arbitration Association. The Director shall pick one of the names submitted. The costs of arbitration shall be paid by the Consortium member requesting arbitration, except the arbitrator shall have the right to allocate the costs of the arbitration between the Consortium as the mediator so determines. The arbitration shall be conducted in accordance with applicable Rules American Arbitration Association with judgment upon the award rendered by the arbitrator may be enter in any court having jurisdiction thereof. The Consortium further agrees that they will faithfully observe this agreement and the rules and that they will abide by and will perform any award rendered by the arbitrator(s) and that a judgment of the

court having jurisdiction may be entered upon the award.

SECTION 11: This Agreement shall be effective when approved by each member of the Consortium through their signature. This Agreement shall expire on June 30, 2016, at which time a new Agreement shall be required.

SECTION 12: Any amendments to this Agreement may be adopted with the consent of each and every member of the Consortium. The Consortium may be dissolved and this Agreement may be rescinded only with the consent of the Governor.

SECTION 13: The original Agreement, with complete signatures, as well as any amendments thereto, shall be kept on file in the main office of the CLEO.

IN WITNESS WHEREOF, the party representing the government entity listed in Section 1 through his/her signature below, have read and understand this Agreement and hereto have caused this Agreement to be executed.

Presiding Commissioner
(Position Title)
K. Sharpe
(Name)

Christian
(County)
9-30-15
(Date)

Presiding Commissioner
(Position Title)
Robert Carter
(Name)

Dallas
(County)
8-31-15
(Date)

Presiding Commissioner
(Position Title)
Shannon Hancock
(Name)

JSH
(County)
9-15-15
(Date)

Presiding Commissioner
(Position Title)
[Signature]
(Name)

PQJ
(County)
9/8/15
(Date)

Presiding Commissioner
(Position Title)
Mike Seefeld
(Name)
(Date)

Stone
(County)
10/05/15
(Date)
(County)

Ozark Region

Council of Local Elected Officials

Bylaws

Adopted by CLEO June 10, 2015

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Mission Statement

To create a well prepared workforce that meets the needs of a responsible business community.

Proceedings may follow the Roberts Rules or Order.

Definitions

MDWD: Missouri Division of Workforce Development also referred to as DWD
MOWIB: Missouri Workforce Investment Board
WIOA Workforce Innovation and Opportunity Act
MCC: Missouri Career Center
CLEO: Chief Local Elected Official, the Chair of the Ozark Region Council of Local Elected Officials (consists of one elected official from each of the following entities):

Christian County
Dallas County
Greene County
Polk County

Stone County
Taney County
Webster County

Voting Member: Members shall have full voting rights and privileges.

ARTICLE I IDENTITY

These are the By-Laws of the Ozark Region Council of Local Elected Officials, a Council formed under the Workforce Innovation and Opportunity Act of 2014, P. L. 113 – 128 (“WIOA”), the counties of Christian, Dallas, Greene, Polk, Stone, Taney and Webster.

ARTICLE II PRINCIPAL OFFICE

The principal office of the CLEO shall be located in the Missouri Career Center, 2900 E. Sunshine, Springfield, Missouri 65804. Other office locations may be established as necessary to carry out the CLEO roles and responsibilities under the WIOA.

ARTICLE III PURPOSE AND POWERS

Section 1. Purpose

- I. The purposes of the CLEO, in Partnership with the Workforce Development Board of the seven-county region, shall be consistent with those purposes that are identified for a Regional Council of Local Elected Officials under the Workforce Innovation and Opportunity Act of 2014, P.L. 113-128 and as it may be amended in the future, and Section 620.521 et seq., RSMo, and amendments thereto, and other purposes that, in accordance with public law, may be bestowed upon the CLEO.
- II. The CLEO shall study and make recommendations regarding the improvement of the Region’s employment and training delivery network, including improved federal and

state resource use and expanded coordination of job training and employment activities with other related activities.

- III. The CLEO shall adhere to the Ozark Region Plan of Services.
- IV. The CLEO shall serve as a forum to encourage cooperative uses of employment and training funding, facilities, and staff resources for a more comprehensive and coordinated regional service delivery system.
- V. Appointment of the Ozark Region Workforce Development Board shall be in accordance with Article VIII, WDB Nomination and Appointment Process.

Section 2. Powers

- I. The powers of the CLEO shall be consistent with those powers that are identified for a Regional CLEO under WIOA section 107 and any amendments thereto, including, but not limited to:
 - A. Providing policy guidance and review for all employment and training programs in the Region. Developing appropriate linkages with other programs to assure non-duplication among the programs and activities; coordinating activities with local Missouri Career Center (MCC) Partners and providing advice and recommending alternatives to the WDB and MOWIB regarding the employment and training performance standards required by federal and state regulation.
 - B. Reviewing the implementation status of the Local Workforce Plan and reviewing the consistency of such plan with criteria developed for coordination of activities under WIOA with other federal, state and local employment related programs.
 - C. Reviewing the operation of programs conducted within the Region and the availability, responsiveness and adequacy of regional workforce development services; and making recommendations to the WDB, Partners and service providers, MOWIB and the general public with respect to ways to improve the effectiveness of such programs or services.
 - D. Developing and submitting reports as deemed necessary by the Governor. Such reports may include input from CLEO and WDB members, as well as regional employment and training partners and shall be considered public documents. The CLEO shall also issue such other studies, reports or documents as it deems advisable to assist the Region in carrying out the purposes of the WIOA, as amended.
 - E. Identifying, in coordination with the appropriate Partners and service providers the employment, training and vocational education needs throughout the Region and assessing the extent to which employment and training, vocational education, rehabilitation services, public assistance, economic development, and other federal, state and local programs and services represent a consistent, integrated and coordinated approach to meeting such needs.

ARTICLE IV CLEO MEMBERSHIP

Section 1. Organization of the Council

The membership of the CLEO shall consist of the Chief Local Elected Official from each of the seven counties within the Ozark Region. The Chief Elected Official of the City of Springfield shall be an ex-officio non-voting member of the Council.

Section 2. Terms of Office

Each member of the CLEO shall serve as long as he/she holds the position of Chief Local Elected Official of the jurisdiction which he/she represents.

ARTICLE V OFFICERS AND THEIR DUTIES

Section 1. Officers

- I. The officers of the CLEO shall be a Chair and Vice-Chair. Elections shall be held at the last regular Council meeting of the program year with terms running from July 1 through June 30 of each calendar year. However, the Chair shall be the Greene County Commission President.
- II. The WDB/Council Executive Director shall assign a staff person to serve as the Board Clerk. In the event that the position of Executive Director is vacant the City Manager of Springfield shall assign a staff person to serve in that capacity.

Section 2. Duties of the Chair

The Chair shall preside at all meetings of the CLEO and the CLEO Executive Committee. The Chair shall call, or cause to be called, all meetings of the CLEO and the Committee and shall approve the agenda, which shall minimally include any items relegated to the elected officials or the elected officials together with the local board they shall appoint under the WIOA and which include, but are not limited to, those powers identified in the chart attached as Exhibit A to these By-Laws. The Chair shall perform such other duties as are incident to the Chair's office or properly required by the CLEO.

Section 3. Duties of the Vice-Chair

The Vice-Chair shall assist the Chair in conducting CLEO business. In the Chair's absence, disability, or resignation, the Vice-Chair of the CLEO shall assume the position of, and perform the duties of, the Chair, with all the power and authority of the Chair's office. Further, the Vice-Chair of the CLEO shall have such powers and discharge such duties as may be properly assigned to the Vice Chair, from time to time, by the Chair.

ARTICLE VI MEETINGS

Section 1. Regular and Special Meetings

- I. Regular meetings of the CLEO shall be held at least four times each year concurrent with meetings of the WDB.
- II. Special meetings may be called by the chair in accordance with the Missouri open meetings laws.
- III. To facilitate participation the CLEO's may take advantage of the use of technology, phone, skype and/or web-based meetings to the extent allowed by state law.

Section 2. Notice of Regular, Special and Committee Meetings

- I. Notices of all meetings and committee meetings of the CLEO shall be made in accordance with Chapter 610 RSMo. Notices of regular CLEO meetings shall include a notice of the time, date, and place of each meeting, and its tentative agenda pursuant to RSMo section 610.020.
- II. When it is necessary to hold a special meeting on less than twenty-four hours' notice, or at a place that is not reasonably accessible to the public, or at a time that is not reasonably convenient to the public, the nature of the good cause justifying that departure from the normal requirements shall be stated in the minutes, pursuant to RSMo section 610.020 (4)

Section 3. Meetings and Information

- I. All meetings of the CLEO and its committees shall be open to the public in accordance with WIOA and Missouri open meeting laws. The CLEO shall make available to the public, on a regular basis through its open meetings, information regarding the activities of the CLEO, including information regarding the Regional Plan prior to submission of the Plan, information regarding membership and, upon request, minutes of formal meetings of the CLEO.
- II. Meetings or portions of meetings may be closed to the general public by the Chair of the CLEO or a Committee Chair, but only in compliance with the exemptions granted by the open meetings provisions of section 610.021, RSMo.

Section 4. Meeting Minutes

Minutes of the CLEO meetings shall be taken and shall be distributed to all CLEO members at or before the next regular meeting of the Council.

Section 5. Quorum

- I. A quorum shall be required in order for the Council to transact business. The quorum shall be four of the seven members. A simple majority vote of the quorum shall be sufficient for passage of any item placed before the body for action.
- II. In the event a Commissioner cannot fulfill their responsibilities leaving only six members of the Council, a quorum of three (3) members shall be sufficient to conduct business until a new member is appointed and the Council consists of seven (7) members.

ARTICLE VII WDB NOMINATION & APPOINTMENT PROCESS

Section 1. Nomination

- I. Business representatives must be appointed from among individuals nominated by local business organizations and business trade associations. The definition of business members must meet the minimum criteria set forth by the DWD in its policy 2014-14, titled: *Policy for Local Workforce Development Board Membership Requirements and Certification/Recertification Procedures under the Workforce Innovation and Opportunity Act (WIOA or Act)*, dated June 5, 2015, or as it may be amended.
- II. Labor organization representatives must be appointed from among individuals who have been nominated by local labor federations in accordance with a formal policy established by the CLEO to facilitate these nominations.
- III. When there is more than one local area provider of adult education and literacy activities under title II, or multiple institutions of higher education providing workforce investment activities as described in WIOA 107(b)(2)(C)(i) or (ii), nominations shall be solicited from those particular entities to select a representative from adult education and literacy providers or a representative from higher education. (WIOA sec. 107(b)(6)).
- IV. Representatives appointed to local workforce development boards must have "optimum policy-making authority", that is the individual may reasonably be expected to speak affirmatively on behalf of the entity he or she represents and to commit that entity to a chosen course of action as well as meet any additional definitions set by the DWD.
- V. Members who are representatives of organizations with "demonstrated experience and expertise" shall mean an individual who contributes to the field of workforce development, human resources, training and development, or a core program function or who the Local Board recognizes for valuable contributions in education or workforce development related fields.
- VI. Members of the Local Board may be appointed as a representative of more than one entity if the individual meets all the criteria for representation.

Section 2. Appointments

- I. The Council of Local Elected Officials appoints members to the Local Workforce Investment Board per WIOA 107(b)(1) and WIOA section 107(b)(2). Diversity considerations should be given when appointing members to the local Workforce Investment Board to ensure racial, ethnic, and cultural diversity, as well as the diversity of individuals with disabilities from labor markets within the local Workforce Investment Area.
- II. The WDB shall consist of a minimum of 19 members of which 51% shall be local business representatives, as follows: One (1) from each of the seven counties and the balance at-large members.
 - A. The business representatives shall be owners, chief executive or operating officers, or other business executives, or employers with optimum policymaking or hiring authority. They should represent businesses that provide employment opportunities in the local area in demand industry sectors or occupations.
 - B. Two of the business representatives shall be representatives of small business as defined by the Small Business Administration.
- III. 20% of the WDB members shall be appointed from workforce representatives. These representatives:
 - A. Must include two or more representatives of labor organizations, where such organizations exist in the local area. Where labor organizations do not exist, representatives must be selected from other employee representatives.
 - B. Must include one or more representatives of a joint labor-management, or union affiliated, registered apprenticeship program within the area who must be a training director or a member of a labor organization. If no union affiliated registered apprenticeship programs exist in the area, a representative of a registered apprenticeship program with no union affiliation must be appointed, if one exists.
 - C. May include one or more representatives of community-based organizations that have demonstrated experience and expertise in addressing the employment, training or education needs of individuals with barriers to employment, including organizations that serve veterans or provide or support competitive integrated employment for individuals with disabilities or representatives of organizations that have demonstrated experience and expertise in addressing the employment, training, or education needs of eligible youth, including representatives of organizations that serve out-of-school youth.
- IV. The WDB must also include:
 - A. At least one eligible provider administering adult education and literacy activities under WIOA title II.

- B. At least one representative from an institution of higher education providing workforce investment activities, including community college.
- C. At least one representative from each of the following governmental and economic and community development entities:
 - i. Economic and community development entities
 - ii. The State employment service office under the Wagner-Peyser Act serving the local area
 - iii. The programs carried out under title I of the Rehabilitation Act of 1973, other than sec. 112 or part C of that title
- V. The CLEO may include individuals or representatives of other appropriate entities in the local area, including:
 - A. Entities administering education and training activities who represent local educational agencies or community-based organizations with demonstrated expertise in addressing the education or training needs for individuals with barriers to employment
 - B. Governmental and economic and community development entities who represent transportation, housing, and public assistance programs
 - C. Philanthropic organizations serving the local area; and
 - D. Other appropriate individuals as determined by the chief elected officials.
- VI. WDB appointees may represent more than one category; however, shall only have one vote per issue.
- VII. WDB members shall continue in their positions once their terms have expired until their term is renewed or a new member has been appointed to their seat.
- VIII. All WDB members shall be appointed by a consensus of the members of the Council.
- IX. The Council may appoint a nominating committee or may request that the WDB appoint a nominating committee.

Section 3. Appointments Terms

The CLEO shall appoint the members of the WDB for two year staggered terms. Members may be reappointed at the pleasure of the CLEO.

Section 5. Vacancies

- I. In the event of notification of a vacancy a new member shall be appointed from the category of membership in which the vacancy occurred.
- II. The appointment shall be made in accordance with the nomination process applicable to the category of membership in which the vacancy occurred.
- III. The member appointed shall fulfill the term of the member whose separation from the WDB resulted in the vacancy.

Section 6. Removal

The CLEO may remove a board member and reappoint someone to the seat vacated as a result of the removal at any time that the appointing CLEO becomes aware:

- I. That a WDB member has had more than three (3) unexcused absences, or
- II. That an appointed board member ceases to represent the category of membership to which they were appointed, or
- III. That a Board member has resigned, is unable to finish their term because of health reasons, death, or resignation, or
- IV. That a Board member has committed an act of moral turpitude

ARTICLE VIII CONFLICT OF INTEREST AND CONFIDENTIALITY

Section 1. Voting Prohibited

- I. CLEO members are prohibited from voting on a matter under consideration by the CLEO when:
 - A. the matter concerns the provision of services by the member or by an entity that the member represents; or
 - B. the matter would provide direct financial benefit to the member or the immediate family of the member; or
 - C. the matter concerns any other activity determined by the CLEO to constitute a conflict of interest as specified in the Regional Plan.
- II. CLEO's Policy. Members of the CLEO are expected to avoid unethical behavior in the course of performing their official duties. The CLEO not only expects its members to avoid impropriety, but also to avoid the appearance of impropriety whether or not any actually exists. Members must avoid:
 - A. using their position for private gain;
 - B. giving preferential treatment to any person or entity;

- C. losing their independence or impartiality in making decisions; or
- D. acting in any way that might erode public confidence in the integrity of the CLEO.

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

Section 2. Confidentiality

All information, whether transmitted orally or in writing, that is of such a nature that it is not, at that time, a matter of public record or public knowledge is deemed confidential by the CLEO. Members shall not disclose confidential information obtained in the course of or by reason of his or her membership on the CLEO to any person or entity not directly involved with the business of the CLEO. Further:

- I. No member shall use confidential information obtained in the course of or by reason of his or her membership on the CLEO in any matter with intent to obtain financial gain for the member, the member's immediate family or any business with which the member is associated.
- II. No member shall disclose confidential information obtained in the course of or by reason of his or her membership on the CLEO in any manner with the intent to obtain financial gain for any other person.

ARTICLE IX RECORDKEEPING

Section 1. Minutes and Actions of the CLEO

The CLEO shall maintain, at its principal office, a permanent record of the minutes of all formal meetings of the CLEO and its Executive Committee.

Section 2. Miscellaneous Records

A copy of the following records shall be maintained at the CLEO's principal office:

- I. By-Laws and all amendments thereto;
- II. Resolutions of the CLEO;
- III. All written communications to all members within the past three years;
- IV. A list of the names, business, and contact information of the members and officers currently serving on the CLEO; and
- V. Any written reports, studies, recommendations, plans or other documents approved and adopted by the CLEO in the course of carrying out its duties and purposes.

ARTICLE X NON-DISCRIMINATION

The CLEO shall not discriminate against any employee, agent or provider of consulting or contract services, or applicant for employment, agency or consulting or contract services on the basis of race, color, religion, sex, national origin, disability or veteran status. It shall be the policy and practice of the CLEO to comply fully with federal and state laws, regulations and requirements governing non-discrimination, affirmative action, equal employment and civil rights.

ARTICLE XI AMENDMENTS

The By-Laws may be amended at any regular meeting of the CLEO with prior written notice having been given to all members of the CLEO at least seven (7) days in advance. Approval of any amendment to the By-Laws requires a simple majority vote of the quorum.

ARTICLE XII SEVERABILITY

If any of the provisions of these By-Laws shall be found void or unenforceable for whatever reason by any court of law or equity, it is expressly intended that such provision(s) be severable and the remainder of the By-Laws shall remain in full force and effect.

Attachment A

APPLICATION FOR CERTIFICATION OF NOMINATING ENTITY OZARK REGION WORKFORCE DEVELOPMENT BOARD

Thank you for your interest in the Workforce Development Board (WDB). We appreciate your willingness to assist the WDB in the recruitment of members. The Application for Certification of Nominating Entity is a means to ensure that the nominating entity falls within the Workforce Innovation and Opportunity Act requirements regarding the nomination and appointment process to the WDB and should not be considered a deterrent to any organization.

Name of Organization: _____

Address: _____
Street City State Zip

County: _____

President/CEO/Chair: _____

Phone: _____ Fax: _____

Email: _____

Number of Employees/Members: _____

Business Org. Education Entity Labor Entity Other _____

Submission Date: _____

Please submit a brief description of your company /organization/ governmental entity and a brief bio of the nominee with your application.

For office use only

Date received: _____

Does the applicant meet the criteria established: Yes No

Sent to Council of Local Elected Officials _____ Date of Approval: _____

If not approved, reason for non-approval: _____

Date notification sent to applicant: _____

Chart of Responsibilities

Elected Officials	Elected Officials/Workforce Board	Workforce Board
Identify the chief local elected official	Approval of non mandatory OS partners	Elects their Chair
Enter into agreements with each other	Comment on the State Plan	Create standing committees and appoint members
Serve as or designate a sub-grant recipient	Negotiate the performance measures	Direct the activities of the standing committees
Grant voting privileges to non- board members	Regional planning	May solicit and accept grants and donations from non-federal sources
Select the fiscal agent	Set policy for the local area	Determine and contract for Career Services Providers (may be the City)
Request local area designation from the State	Enter into an agreement with each other regarding their roles and responsibilities	May incorporate, and may operate as a not for profits
Create By-laws with respect to the appointment process	Work with the Governor in a disaster	May hire staff subject to salary caps
Appoint Workforce Board members	Develop the local four-plan and two-year modifications	Must annually assess the physical and program accessibility of all local OS centers
	Oversight	Determine local procedures regarding approval and performance of eligible training providers
	Select and Terminate One-Stop Operator (OS)	Implement pay for performance contracts for the 14 youth elements
	Agree to the Board serving as the one stop operator	Transfer funds between Adult and Dislocated Worker with State approval
	Develop Board budget	Set the Adult priorities – must be in the plan
	Develop and enter into an MOU with the OS partners	Determine occupations in demand
	Approve optional OS partners	Decide to award class size training contracts
	Negotiate OS infrastructure costs	Decide On-the-Job Training (OJT) reimbursements
		Decide to set aside funds for incumbent worker training
		Decide non federal contribution for incumbent worker training
		Decide to use 10% of the Adult / DW allocation for transitional jobs
		Use funds for employer services in collaboration with the OS

Chart of Responsibilities

Elected Officials	Elected Officials/Workforce Board	Workforce Board
		Decide to offer services on a fee basis
		Analyze economic conditions, analyze and use statewide Wagner Peyser labor market information
		Research, data collection, and analysis of the local workforce needs with input from stakeholders
		Engage Employers
		Convene stakeholders
		Lead efforts to develop and implement career pathways
		Identify and promote strategies and initiatives to meet employer, worker, and jobseekers needs
		Share proven and promising best practices
		Facilitate OS Partner Integration
		Leverage local resources and capacity
		Provide framework for Youth services
		Select and terminate Youth Providers
		Review Adult Education provider applications
		Implement Cooperative Agreements with the Core Partners

Ozark Workforce Development Area

CONFLICT OF INTEREST POLICY:

To preserve the public trust, all Job Center activities shall be provided in a manner that Demonstrates integrity, accountability and transparency by all governing boards and committees, Partner agencies and service providers. Job Center activities shall be carried out in accordance with standards for Conflict of Interest as set forth in the following: Federal and State Sunshine Law; Uniform Administrative Requirements (UAR) for Procurement; Federal Conflict of Interest Regulations; State Conflict of Interest Laws and The Hatch Act.

Generally speaking,

- **Open Meetings.** Business meetings of the governing boards and Committees shall be publicly posted and conducted in an open manner in accordance with the **federal and/or State Sunshine Laws.**
- **Procurement.** Procurement shall be in accordance with government-wide standards set forth in the UAR and Conflict of Interest Regulations. WDB members, Committee Members, State and local government employees and officials, contractors, etc. are prohibited from participating in discussions or from voting on any issue that could directly benefit that individual, his/her family or any organization which that member directly represents.
- **Nepotism.** Nepotism and the use of governmental positions for private gain are prohibited.
- **Hatch Act.** Individuals principally employed by state or local agencies and who work in connection with programs financed in whole or in part by federal loans or grants may not use their official authority or influence to interfere with or affect the results of an election or nomination; or directly or indirectly coerce, attempt to coerce, command, or advise a state or local officer or employee to pay, lend or contribute anything of value to a political party, committee, organization, agency or person for political purposes.
- **Organizational By-Laws of the Workforce Development Board and Council of Local Elected Officials and contracts for services shall incorporate conflict of interest policies in accordance with the regulations cited herein. The MOU between the WDB and One-Stop Delivery System Partners also sets forth Conflict of Interest Policies governing WDB members.**

Ozark Region

Sub-state Monitoring Policy

2016-2018



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Workforce Development Board

Ozark Region Sub-State Monitoring Policy-2016

Overview

The Ozark Region is comprised of the following counties: Christian, Dallas, Greene, Polk, Stone, Taney, and Webster. Oversight of workforce activities for the Region is the responsibility of the Council of Local Elected Officials (CLEO), made up of the Presiding Commissioners of each of the seven counties, and the Workforce Development Board (the Board).

In conjunction with the Board, the CLEO has appointed the City of Springfield, Department of Finance, as the fiscal agent of the Workforce Innovation and Opportunity Act (WIOA) funds and the City of Springfield, Department of Workforce Development as the One-Stop/Missouri Job Center operator. The Director of Workforce Development serves as the Director to the Board.

WIOA funding streams include funds for Adult, Dislocated Worker and Youth services. Adult and Dislocated Worker services are provided by the City Department of Workforce Development. Youth services are subcontracted through another agency. Currently, there are no other subcontracts. Job Center services also include Career Services and Business Services. Wagner-Peyser is a separate funding stream that involves Labor Exchange and Employment and Training and these services are also available at the Job Center.

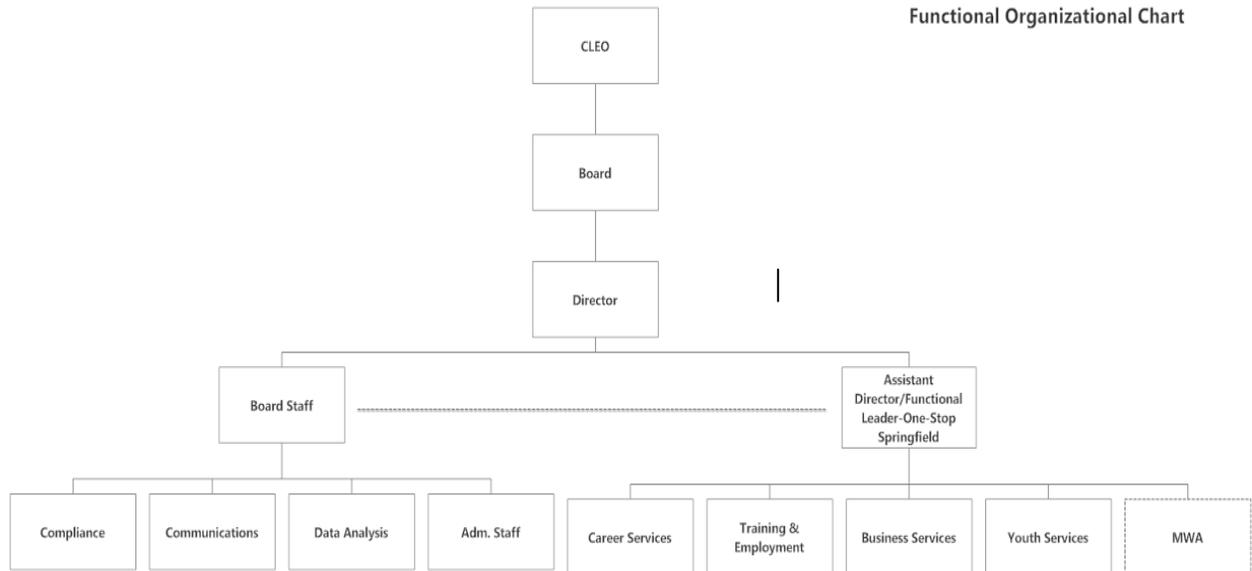
A separate contract was awarded to the City of Springfield for the Missouri Work Assistance Program (MWA) in 2010 to serve individuals receiving Temporary Aid for Needy Families (TANF). WIOA places an emphasis on the partnership between TANF and the Job Centers.

Monitoring and oversight is conducted for each of the programs cited above.

Responsible Representative

Recognizing the need for **local** monitoring, the Department of Workforce Development proposed the addition of a Compliance Coordinator position. This was approved by City Council in June of 2009. In the organizational structure, this position has direct reporting to the Director. A second Compliance Coordinator position has been added as of March 2016. A formal job description outlines the overall duties assigned to the Compliance Coordinators. Delineation of duties is determined by the Director. At this time their roles under the functional organizational chart listed below reflects the independent nature of their positions in relation to the programs for which they monitor:

Ozark Region Sub-State Monitoring Policy-2016



Accountability

According to the Board’s Bylaws, the Planning & Oversight Committee has responsibility to “review and evaluate project/program performance and outcomes and recommend performance-related changes and/or modifications as necessary.” Any concerns, negative performance, or monitoring issues shall be brought to the attention of the Committee for discussion and/or action.

Compliance and Performance

Program reports shall be provided to the Director to be discussed at the Planning & Oversight Committee. A yearly report shall be provided to the Board and to the Council of Local Elected Officials. Reports shall be developed according to established guidelines and according to WIOA and DWD requirements.

Quality Assurance

It is the imperative that there is continuous review of programs, policies, and services to ensure quality at the Missouri Job Center(s). *Annual reviews shall be conducted and shall include a review of the previous year’s report and the annual Continuous Improvement Review. Any issues noted shall be immediately addressed with the supervisor of the program. If necessary, a written corrective action plan shall be established. *Exception: other programs may require additional reviews.

Ozark Region Sub-State Monitoring Policy-2016

Methodology

The Region shall follow the established guidelines in conducting file reviews according to the issuance for “Target Universes” for each of the WIOA funding streams.

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

The Region has developed a yearly monitoring schedule (see attachment I) that will be used in conducting monitoring regular programs. In addition, specialized programs, new grants, and the Missouri Work Assistance program will be monitored according to the scope of work and/or regulations established by the specific program.

Financial Monitoring

The City of Springfield Finance Department is the designated fiscal agent and grant sub recipient of the Ozark Workforce Development Board. Workforce Development services and federal program implementation are delivered by the Department of Workforce Development/Missouri Job Center.

Financial Monitoring is conducted by the City of Springfield Department of Finance staff members, who are located at the Job Center. As the fiscal agent Finance staff will conduct monitoring of the Youth subcontractor according to established guidelines and general accepted accounting principles. Fiscal integrity is paramount for the City and there are rigorous procedures in place to ensure accountability. Finance staff review budgets, track expenditures, review procurements, for each of the WIOA programs. Source documentation is kept and all cash management procedures are followed. The City procures the services (currently) of BKD for annual audits of all departments. The Department of Workforce Development was chosen as one of the departments for intensive review in 2015.

In addition to the steps in place by the City’s Department of Finance, the Board’s Finance Committee regularly reviews budget reports, approves annual budgets, and acceptance of new funding. All financial and program activities are delivered according to and at the pleasure of the Board and Chief Elected

Ozark Region Sub-State Monitoring Policy-2016

Officials Council. In addition the activities support the local plan and strategic goals set forth by the Workforce Development Board.

Specific Program Monitoring

Career Services

Career Services are provided by the Career Services Team, formerly known as the Welcome and Job Getting Teams. WIOA outlines Career Services as services made available to individuals who are adults or dislocated workers through the one-stop delivery system and shall, at a minimum, include:

- Eligibility to receive assistance
- Outreach, intake, and orientation to information and other services at the one-stop
- Initial assessment of skill levels, aptitudes, abilities, and supportive service needs
- Labor exchange services (i.e. job search, placement, LMI, and Career Counseling)

Utilizing a universal sample, a desktop monitoring will be conducted through the State of Missouri Division of Workforce Development database. This shall include a review of case notes to determine the extent in which the services stated above were provided, as well as meeting the expectations of the issuances by the State and requirements set forth for data validation.

Training Services

Training Services are provided through the Skills Team, with the exception of individuals receiving training through the Young Adult program and Missouri Work Assistance program. Reviews shall include both desktop and hard files. During the monitoring, any supportive services granted shall also be reviewed. Monitoring shall be consistent with the universe selection of files and conducted through the utilization of eligibility guidelines, issuances, and local policies. Monitoring shall include, but not limited to, the following activities:

- Classroom/ITAs
- OJTs
- Supportive Services
- Eligibility
- Assessments
- Appropriateness

Youth (Young Adult) Services

WIOA Young Adult Services are subcontracted through a competitive procurement process. The successful bidder must comply with the stipulations outlined in the Request for Proposal (RFP) as well as policies and regulations established by the Workforce Development Board, State, and Federal entities. Review, at a minimum, shall include a review of the fourteen elements and:

Ozark Region Sub-State Monitoring Policy-2016

- *In-school
- **Out-of-school (75% expenditure requirement)
- Eligibility
- Work Experience (20% work-based learning with educational component requirement)
- Objective Assessments
- Individual Employment Plans
- Credentials
- Supportive Services
- 5% In-School “Requires additional assistance” limit
- 5% over income exceptions

*In School Criteria

Attending any school

- 14-21 years of age
- Low Income
- One of these Barriers:
 - English language learner
 - Offender
 - Homeless, runaway, foster child, or aged out of foster system
 - Pregnant or parenting
 - Individual with a disability
 - Individual who needs additional assistance to enter or complete an educational program or to secure or hold employment

** Out-of-School Criteria

Not attending any school

- 16-24 years of age
- One of these Barriers:
 - A school dropout
 - Supposed to be in school but did not attend the last calendar quarter (Compulsory Attendance)
 - Low Income high school graduate, and is an individual who is basic skills deficient or an English language learner
 - Subject to the juvenile or adult justice system
 - Homeless, runaway, foster child, or aged out of foster system
 - Pregnant or parenting
 - Individual with a disability
 - Low Income individual who needs additional assistance to enter or complete an educational program or to secure or hold employment

Ozark Region Sub-State Monitoring Policy-2016

Program Monitoring

Program monitoring is conducted annually utilizing the universe sample guidance. A desk top monitoring occurs along with a hard file review that includes review of all required system documentation, required eligibility, supportive services, assessments, individual employment plans, and activities, (based on State Issuances, WIOA requirements, local Plan of Service, local policies, and subcontractor contract).

Self Monitoring

The RFP contains language requiring that the Youth sub-contractor conduct self-monitoring:

“Contractor shall conduct self-monitoring and reviews to ensure compliance with all contract requirements and procedures as outlined by the Local Grant Sub-recipient. Within the first 30 days of each contract term or renewal period, Contractor shall provide for Local Grant Sub-recipient review and approval, a monitoring schedule and copies of monitoring instruments to be utilized in the self-monitoring process. Written Monitoring Reports of activities reviewed shall be submitted monthly to the Local Grant Sub-recipient Director/Monitoring Unit, including corrective action plans and schedules as may be deemed appropriate and/or necessary.”

In addition to the efforts of the Youth Subcontractor, the Senior Workforce Development Specialist for the Adult & Dislocated Worker Program conducts a 30-day review of all files of individuals enrolled in either the Adult or Dislocated Worker programs.

Specialized Programs/Grants

The following programs shall be reviewed according to the established guidelines, issuances, Scopes of Work, Policy and Contracts.

- Dislocated Worker Grants
- Show Me Heroes
- Summer Youth/SPYC
- Missouri Work Assistance (TANF)
- Other programs accepted/approved by the Board

EEO & Confidentiality Monitoring

Monitoring for EEO compliance is the responsibility of the EEO Officer. Currently, the EEO Officer for the Ozark Region is the Assistant Director for Workforce Development. The Assistant Director is assisted by two staff: the Administrative Assistant to the Director and a Workforce Development Specialist who is knowledgeable in assistive technology devices.

Continuous training of staff is of high priority to ensure that staff members are aware of changes in the requirements as well as ensuring consistency in the services to individuals.

Ozark Region Sub-State Monitoring Policy-2016

The Region follows the State's issuances on Confidentiality, Complaint & Grievances, Sexual Harassment, and Reasonable Accommodations. The Compliance Coordinators are responsible for ensuring that the confidentiality exam is taken and the statement is signed for all non-state employees prior to access to the State's database system. The State supervisor has responsibility for State staff. In addition, the Compliance Coordinators review hard files to ensure the complaint/grievance documentation is on file for participants.

The EEO Officer and designee have the responsibility for ensuring that each staff member attends any mandatory EEO training and obtains subsequent documentation, which is kept on file in the office of the Administrative Assistant to the Director.

Business Service Monitoring

The Ozark Region has established a Business Service Team. In early 2016, a Supervisory position was created to oversee this team to ensure quality and consistent services are being provided to area businesses/employers. With acceptance of this plan, the following monitoring activities shall be conducted through sample monitoring:

- Review of employer database-completion of data
- Review of statewide database-completion of data
- Review of staff-assisted job orders
- Review of employer engagement activities (i.e. number, type, etc.)
- Review of performance against Business Service Plan goals
- Employer satisfaction-review of surveys

Process

- The Compliance Coordinator(s) will determine the selection of files based on criteria established by State Issuance (Universe sample), scope of work, and/or contract.
- All requested files and documents will be submitted to the Compliance Coordinator(s) with a checklist within two working days for WIOA Program Reviews.
- Upon completion of a review, the Compliance Coordinator will provide a draft report to the Program Supervisor for each program, with the exception of the monthly MWA program. A six-month report will be provided reflecting repetitive issues, concerns, and best practices for the MWA program. A meeting will be held with the WIOA Program Supervisor(s), the Compliance Coordinator(s), and any Program Lead to discuss the report prior to submission to the Director. The meeting will reflect the scope of the review, attributes such as outreach, eligibility, case management, follow-up, etc.
- Upon finalization of the report, the Compliance Coordinator(s) will email the review to the Center Director, Assistant Director, and Program Supervisor.. The due date for corrections and responses will be included. Staff responses will consist of confirmation of corrections, and any questions that arise will be addressed with the Compliance Coordinator(s) for clarification. Responses to review will include corrections to files and will specifically address the Compliance Coordinator(s)

Ozark Region Sub-State Monitoring Policy-2016

recommendations. Responses will include specific actions, process development or those to be developed with timelines to address issues and to reduce and or eliminate any recurrence. Responses will focus on actions or new processes developed and implemented.

- If the **report** recommendations of the Compliance Coordinator(s) are not supported, an alternative action or recommendation may be submitted, which will include date of implementation of no longer than 30 days. Future responses will address staff issues and any appropriate action taken. Any request for extension to the due date of Corrections and Responses must be submitted in writing with justification to the Center Director.
- The Director will submit the completed review to Workforce Development Board (WDB) Planning & Oversight Committee and/or the Workforce Development Board Youth Committee (dependent upon review).
- An annual report will be provided to the entire WDB detailing the monitoring reviews for the year.

Communication

Communication is vital to the monitoring program. The Director has assured that the compliance staff shall be included in reviews of all programs at the Center. Open communication between program supervisors and compliance staff, between the Director/Assistant Director and the compliance staff, and between the Board and the compliance staff shall be observed. The compliance staff shall open lines of communication with each of the programs and shall meet with each program staff on a quarterly basis. When changes in policy, program, and/or issuances are received, they shall be forwarded to the compliance staff, who shall ensure they are sent out to the appropriate personnel. In addition, any staff receiving Scopes of Work or changes in contracts shall ensure that these documents are forwarded to the compliance staff for review and inclusion into the monitoring schedule. Compliance staff shall forward any TEGs, Issuances, and/or other notices to appropriate staff upon receipt.

Contract Review

The Compliance Coordinators shall review each program-related contract and Scope of Work to determine deliverables and shall develop templates for the program monitoring. These will be maintained in the monitoring folder accessible to the Compliance Coordinators; however, the documents shall be shared with the program staff responsible for the program.

Security and internal Controls

During the internal review, file access shall be limited to the Compliance Coordinators. Monitoring reports and data shall be kept in a secure folder on the server with limited access to the Compliance Coordinators. Any shared documents regarding monitoring of client files or any information or data containing confidential information will be limited to the Compliance Coordinators. Appropriate password protection and security measure implemented by the City of Springfield IS department will be followed.

Ozark Region Sub-State Monitoring Policy-2016

Technical Assistance & Training

One of the primary functions of the Compliance Coordinator(s) is to provide technical assistance to program staff in interpreting State Issuances, program reviews, findings, observations, and recommendations. This technical assistance will be provided in the form of contact and consultation on an as needed basis and through written "quality assurance notes" where warranted.

It will be the responsibility of the Compliance Coordinator(s) to ensure that trainings related to program and/or systems (i.e. State's database system) are made available to staff. The Coordinator(s) will work with State staff to ensure non-duplication of efforts.

Errors and Deficiencies

When errors, deficiencies, and omissions are discovered, the Compliance Coordinator(s) will provide notice to the appropriate unit supervisor for corrective action. If a deficiency occurs repeatedly, subsequent report findings will be issued clarifying the procedures in question. When possible, the Compliance Coordinator should consult with the Board concerning legislation and federal or state regulations in order to prepare recommendations for corrective action. If fraud is found or suspected, the Compliance Coordinator will immediately notify the Director.

Fraud and Program Abuse

Training will be conducted for all job center staff to acquaint them with the complaint/grievance process. All staff are encouraged to report any reported or questioned activity to the Compliance Coordinator(s) or as process dictates without fear of retaliation. When an allegation of fraud or program abuse is made, the Compliance Coordinator(s) will be notified and a preliminary investigation will be conducted immediately. The Compliance Coordinator(s) will report findings and recommendation in writing to the Executive Director of the Workforce Development Board who will decide whether the allegation will be reported to Board. In the event, the fraud is committed on part of a subcontractor, no invoice will be paid during the investigation to the alleged offender. All correspondence concerning the investigation will be kept confidential and appropriately marked.

Schedule

A schedule has been developed to assist the Compliance Coordinators, the Director, and the WDB in ensuring that monitoring is conducted in a timely manner and according to state issuances, contracts, and scope of works. The schedule is subject to change based on Committee meeting schedules and activities/events that may arise throughout the year. The Director shall be notified of any major deviation of the schedule.

Change of Sub-State Monitoring Plan

The Plan is subject to change based on changes in WIOA and issuances provided by the State.



2016



ENGAGING EMPLOYERS IN THE OZARK REGION

STATEMENT OF PURPOSE

The purpose of this document is to provide guidance to the Ozark Region on engaging employers to meet the needs of the Ozark Region. By being proactive and responsive to our business community, we can ensure that the Region has a well-trained and skilled workforce and that each employer has the tools and manpower they need to be successful.

Engage, Listen, Supply

We shall accomplish this through the following and by adhering to the guidance set forth by the Workforce Innovation and Opportunity Act (WIOA), the Mission, Vision, and the goals of the Workforce Development Board.

BOARD'S MISSION AND VISION

Vision- A thriving regional economy supported by diverse employment opportunities and a highly trained and sustainable workforce.

Mission- The Workforce Development Board facilitates, advocates, and allocates resources for workforce solutions resulting in employer engagement and improved quality of life in the region.

BOARD'S STRATEGIC GOALS:

- Implement market-driven approaches
- Recognize and actively engage employers as the chief customer
- Strengthen and build upon community partnerships
- Secure additional funding resources
- Increase Board engagement and accountability
- Improve outreach and engagement strategies by increasing awareness
- Build capacity of job center staff

SUPPORTING THE STRATEGIC GOALS

Training/Capacity Building

To support the Board's goal, "Build capacity of job center staff", staff will receive continual training through a variety of avenues. All staff will receive technical training on state issuances, systems, and policies. In addition, staff will be provided opportunities for professional development and will have opportunities to be members of local, state, and national organizations. The Professional Development Team at the Job Center researches training opportunities to enhance the soft skills and professionalism of all staff. Staff will also receive training relevant to the areas in which they specialize. Specifically, the Business Service Team will continue to be provided training relevant to serving the needs of businesses.

Outreach

In support of the Board's strategic goal, "Recognize and actively engage employers as the chief customer", the Business Service Team (BST) will actively engage new employers through resources available (i.e. attendance at Chamber events, new business license, and other media sources.)

The BST will continue to strengthen relationship with current employers by follow-up contact, follow-up visit, reviewing the state's database system for activity, and by networking. Follow-up with the employer will allow the BST to determine employers' current needs and future projections, as well as satisfaction with services.

Face to face meetings with the employers begin by listening. Through these meetings, BST member can gauge the employer's needs as it related to hiring and training. This will assist the Region in supporting the goal of "Implement market-driven approaches."

The strategic goal "Improve outreach and engagement strategies by increasing awareness" will be supported through the BST by their involvement in the Chamber meetings, community events, and employment associations (SAHRA for example).

Coordination

To avoid duplication of effort, the BST will continue to ensure that the communication channels are open with partner agencies such as Vocational Rehabilitation, Preferred Family Healthcare, Family Support Division, Ozarks Technical Community College, and Job Corps. In addition, one of the goals will be to increase the communication within the Job Center. Sharing of resources and contacts with partner agencies will assist in ensuring connecting job seekers with employers. Partner staff members, such as Vocational Rehabilitation and MWA, attend regular Business Service meetings

Business Service Team

The Ozark Region is fortunate to have a diverse business service team made up of partner and program staff. Each member has specific responsibilities; however, collectively, they act as a team for the Region. A group of members act continuously as the core set.



CORE ROLES

Supervisor

Develop and lead staff in business relationships by providing workforce solutions for employers in the seven counties served in the Ozark Region.

BSR-Rapid Response Activities/Transition Team

Conduct activities to assist employers experiencing layoffs/closures per established guidelines. Assist the Workforce Coordinator for Southwest Missouri in providing immediate response to individuals and employers.

BSR-MWA (TANF)

Serve as liaison between case managers and employers by establishing work experience opportunities for individuals enrolled in the Missouri Work Assistance program (MWA).

BSR-General OJT/ SMH/Special Projects

Provide outreach to employers to engage in On-the-Job opportunities for the Show Me Hero program, Special Projects, and general opportunities for OJTs.

Youth Job Developers

Assist young adults in by securing work experience opportunities with local employers.

In addition to their specific roles, the Core team is expected to work together to ensure that the day-to-day business relations through the Missouri Job Centers exceed expectations of the employer.

Veteran Representatives

The Disabled Veterans’ Outreach Program (DVOP) representative assists Veterans by providing outreach to employers in order to link Veterans with appropriate employment and training opportunities.

GOALS

Goal	Activity	Responsible Party	Completion Date	Expected Outcome
Hiring Events	Conduct quarterly multi-industry event	BST Communication Coordinator Career Services	February May August October	<ul style="list-style-type: none"> • 40 Employers attending • 300 job seekers attending • 50% of employers will respond to survey • 50% of those that respond will indicate hires
	Listen to feedback from round table participants	BST Communications Coordinator	Ongoing	Industry specific hiring events will be determined upon completion of round tables
	Conduct one industry specific bi-annually Appoint Industry Liaisons	BST Communication Coordinator Career Services	April September	<ul style="list-style-type: none"> • 12-15 Employers (depending upon industry) • 50-100 job seekers • 50% of employers will respond to survey • 50% of those that respond will indicate hires

	Partner with outlying counties for hiring events	BST Communication Coordinator Career Services	On-going	Each county will have a minimum of one hiring event per year
Workforce Survey (Momentum)	Assist with the distribution of materials and educate about survey	BST Communication Coordinator Director	Begin in October	Increase the number of employers taking the survey to 450
Mobile Job Center	Educate employers about the availability of Mobile Job Center	BST	Ongoing	Employers will utilize the Mobile Job Center for 12 hiring events over the next year
Community Outreach	Represent the Department at various business and community events	BST Communications Coordinator	On-going	Participate in a minimum of six community events per year
Rural Outreach	Develop a rural outreach plan	BST Director Communications Coordinator Data Analyst	August 1, 2016	Schedule seven Town Halls to be completed by June 2017
	Attend Chamber meetings in all seven counties	BST	Monthly	A minimum of seven (7) meetings per month
Mayors Summit	Obtain LMI Data for sectors	Data Analysis		
Board Interaction	Schedule visits with Board members	BST Director	December 2016	Meet with every Board member
OJT's	Develop On-the-Job Training Contracts	OJT Staff	Ongoing	Four (4) per month depending upon funding
Skills Gap	Become familiar with program benefits to promote training options: <ul style="list-style-type: none"> • Incumbent Worker • Customized Training • Apprenticeships 	BST Skills Team Center Leadership Youth Committee- Apprenticeships	June 30, 2017	Submit one training proposal
Contact Visit	Contact new employers	BST	Ongoing	50 new employers will be engaged and active in jobs.mo.gov
	Maintain relationship with current employers	BST Director	Ongoing	

Communication				
Internal	Increase communication within the Job Center Designate a liaison to work with Communications Coordinator	BST Communications Coordinator Assistant Director	September 1, 2016	Communication plan will be developed to be distributed to all staff
External	Increase presentations at Chambers, rotaries, employment associations, and community organizations	BST Communications Coordinator Data Analyst	Ongoing	Presentation template will be developed to deliver consistent message
	Communicate with external partners to share contacts	BST	Ongoing	Monthly contact will be made through shared meetings, telephone or personal contact.
Referrals				
Internal	Receive referrals from within Career Center for OJT	Skills Career Services MWA Youth	Ongoing	Number of referrals will be increased to 15 per week
External	Refer employers for NCRC partnership	BST	Ongoing	Number of referrals will be increased to five per month
	Receive Job postings from employers	BST	Ongoing	Increase the number of job postings in system to 300 per month

DEFINITIONS

Apprenticeships-A program or set of strategies designed to enter and succeed in a registered apprenticeship program.

Federal Bonding-a job incentive for employers to hire and job seekers and retain at-risk employees.

Incumbent worker-a program designed to meet the special requirements of an employer to retain a skilled workforce or avert the need to lay off employees by assisting the workers in obtaining the skill necessary to retain employment.

Internship-an internship is a planned, structure, time-limited learning experiences that takes place in a workplace and typically tied to a related educational component. An internship may be paid or unpaid as appropriate.

National Career Readiness Certificate (NCRC) - The National Career Readiness Certificate (NCRC), issued by ACT. This work-related skills credential provides objective documentation of an employee's

skills in three areas critical to on-the-job success: Applied Mathematics, Reading for Information, and Locating Information.

On-the-Job Training (OJT)- An OJT's primary purpose is to provide participants with knowledge and skills on the job for full performance of a job. OJT reimburses employers a portion of the wages for the extraordinary costs of providing training and additional supervision.

OPAC- Tests that measure the most critical skills and abilities required in today's administrative and clerical positions.

ProveIT-Assessments in a variety of occupations that provide information on current skill level and information on areas needing improvement.

Talify- Assessments for personality and behaviors along with key competencies.

Work Experience- A planned, structured learning experience that takes place in a workplace for a limited period of time. Work experience may be paid or unpaid, as appropriate.

Work Opportunity Tax Credit (WOTC)- A Federal tax credit available to employers for hiring individuals from specific target groups who face barriers to employment.

CONSORTIUM PARTNER MEMORANDUM OF UNDERSTANDING

between

Ozarks Technical Community College, hereinafter referred to as "OTC",

and

Ozarks Region Workforce Investment Board, hereinafter referred to as "the WIB"

OTC, as a co-awardee for the MoManufacturingWINS consortium among nine (9) colleges in the state of Missouri, has been awarded federal funds from the Trade Adjustment Assistance Community College and Career Training (TAACCCT) Grants Program (CFDA # 17.282) under the authority of the Health Care and Education Reconciliation Act of 2010 through:

Grant Agreement #TC-23785-12-60-A-29

The federal awarding agency is the Department of Labor, Employment and Training Administration.

The Period of Performance is October 1, 2012 through September 30, 2016.

This consortium partner memorandum of understanding is by and between the undersigned Chairman of the WIB and the chief executive of OTC whereas both parties have developed this agreement in continued support of the Missouri Manufacturing Workforce Innovation Networks (MoManufacturingWINS) grant initiative. This MOU will serve as the regional workforce network which both parties agree to provide integrated workforce services for the MoManufacturingWINS grant target population to include Trade Act Assistance participants, unemployed participants, underemployed participants and low-skilled participants.

Purpose of the MOU

In support of this statewide grant initiative, Missouri's fourteen Local Workforce Investment Boards (LWIBs), and the public 2-year institutions, a consortium of Missouri 's public community colleges, entered into a consortium Memorandum of Agreement (MOA) to jointly enhance support for the career training and job placement of workers eligible under the TAACCCT Grant MoManufacturingWINS Program as well as other disadvantaged job seekers that may benefit from the grant efforts. This MOU will serve to describe each party's role of services provided to the grant target population within each of their service areas.

Goal and Priorities

Missouri Manufacturing Workforce Innovation Networks (MoManufacturingWINS) supports the development of innovative approaches to address current and future workforce needs in the manufacturing industry. As a consortium, Missouri's community colleges will serve the diverse workforce needs of the state and its citizens. Consortium colleges will work together to (1) collaborate on program design, including the development of new curriculum and course redesign; (2) improve efficiency by eliminating redundancies and sharing best practices; (3)

improve results by developing and implementing new and innovative approaches; and (4) Connect target populations to educational opportunities which support employment opportunities in the State's growing manufacturing industry. By focusing on the following four strategies, OTC and Missouri's community colleges will introduce significant changes in the way they support adult student success.

Strategy One: Build Programs that Meet Industry Needs. Core elements incorporated will be strategic alignment, transferability & articulation. Revise existing certificate or degree programs to align with NAM-endorsed certifications. OTC will offer 17-week Manufacturing Specialist courses aligned with MSSC CPT credentials and 17-week Master Machinist courses aligned with MSSC CPT credentials. The noncredit welding curriculum will be revised and aligned to AWS credentials and courses that articulate to college credit.

Strategy Two: Strengthen Online & Technology Enabled Learning, incorporating Evidence-based Design. OTC will develop online or hybrid versions of existing courses or programs and online courses with completed syllabi and enhanced web-based instructional resources for: MSSC and AWS. They will also introduce and /or expand self-paced online academic remediation resources and enhance training with online simulation software.

Strategy Three: Enhance Career Pathway Options for Learners & Workers. Core elements incorporated will be stacked and latticed credentials, transferability, and articulation. OTC will structure programs into a stackable credential career pathway model of credit/non-credit options tied to NAM-endorsed certifications. Structured pathways for non-credit to credit programs of study leading to certificates or degrees will be offered in machining, industrial maintenance, and welding. An Articulation agreement with University of Central Missouri will provide opportunities for degree seeking students and multiple credential students.

Strategy Four: Accelerate & Improve Certification & Employment Attainment. Core elements will include evidence-based design, strategic alignment, and stacked and latticed credentials. OTC will provide pre-technical math training in an accelerated format for eligible participants and certify soft skills through NCRC+. Intrusive student services provided will include tutorial supports and retention counseling. As part of the statewide consortium of community colleges, they will develop/introduce soft skills curriculum and embed in technical skills training, provide promotional and web materials that explain Missouri credit for prior learning options and processes, and participate in sector partnership agreements where employers will advise on curriculum development, internships/mentoring and placement, and promote clearer recruitment, advisement & enrollment practices between colleges and WIBs.

Services Supported by the MOU

At a minimum, the following services will be provided by each party as described below:

OTC will deliver basic and technical skill training to the grant participants. OTC will provide three programs under this grant. The following programs will be offered with the indicated number of students served:

1. Machine Tool Technology (MTT): This program will be offered in two different formats. Students may choose from a 17-week accelerated course with 32 credit hours completed or the standard Associate Degree program that is often scheduled for completion over a two-year period.
2. Industrial Maintenance Technician (IMT): This program will be offered in two different formats. Students may choose from a 17-week accelerated course with 32 credit hours completed or the standard Associate Degree program that is often scheduled for completion over a two-year period.
3. Welding (WLD): This is a non-credit program that will allow students the option to bridge completed coursework into credit programs.

It is estimated that the programs above will be able to train a total of 162 students during the course of the grant at an average rate of 54 students per year. It is expected that 30 qualified students will be accepted into the manufacturing program and 24 qualified students will be accepted into the welding program on an annual basis.

OTC will use the public workforce system to recruit job seekers for grant-related training and other programs so that the WIB can better utilize the revised curriculum provided through the efforts of the MoManufacturingWINS grant, as well as outreach to targeted populations whose skills will be enhanced by these offerings.

OTC and the WIB will partner on education and outreach efforts.

The WIB and the Department of Workforce Development (DWD) will determine eligibility, assess, and refer TAA recipients, as well as other unemployed, dislocated, or low-skilled workers as appropriate, to community colleges for training and further assessment.

OTC and the WIB collaborated to develop a regional referral process to ensure placement performance.

OTC and the WIB will work collaboratively to identify and qualify participants for grant eligibility. Potential participants identified on an OTC campus or education center will be referred to the Recruiter/Retention Specialist, located at the Springfield campus. This person will aid potential participants in eligibility requirements and will connect them with the OTC Workforce Liaison, located at the Missouri Career Center to complete the necessary requirements for grant eligibility. The liaison will work with Missouri Career Center staff to insure eligibility.

For potential participants making original contact at the Missouri Career Center, eligibility for grant participation will be determined through individual case managers. Upon determination of eligibility, potential participants will complete the necessary requirements and the OTC Workforce Liaison will connect with the Recruiter/Retention Specialist to complete registration and to provide advisement.

OTC and the WIB will provide, and share results of, current assessment services for participants and other targeted populations, including interest and aptitude assessments, skill assessments (e.g. WorkKeys®, TABE, etc.), sector specific assessments, and academic credit for prior learning, as appropriate for meeting grant deliverables.

Upon determination of eligibility of participants, all participants will be entered into Toolbox at the Missouri Career Center by their qualified personnel. At that time, the participant will be referred to the Recruiter/Retention Specialist for enrollment in to designated program. Any additional support or intensive services for Missouri Career Center clients will be determined through advisement by client's case manager. Please see attached flowcharts for program eligibility processes and program details.

This grant provides OTC the ability to offer program specific courses to participants with no tuition charges. Other fees and materials related to courses provided in these programs are the responsibility of the participant. Participants may be eligible for other support services (e.g. financial aid through OTC, tuition assistance through Missouri Career Center, etc.) to aid in defraying these costs. The Retention/ Recruiter Specialist and the Missouri Career Center Case Managers will be the respective point of contact for participant questions.

Participants will be entered into Toolbox2.0 by qualified personnel at the Missouri Career Center. Participants will apply and enroll in the OTC programs with the aid of the Recruiter/Retention Specialist. The application and enrollment process will capture student information into the College's data collection system. The Recruiter/Retention Specialist will have extensive contact with grant-program participants and will be the main contact for these participants throughout their program of study.

Participant reports and data collection will be coordinated by the Recruiter/Retention Specialist at the Springfield OTC Campus. The Specialist will work closely with the OTC Workforce Liaison and the OTC Institutional Research Office to gather the required information and develop quarterly reports based on the obtained data.

The WIB will leverage the portfolio of business services, job placement, and training assistance, such as OJT, WOTC tax credits, job orders, etc., through Career Centers for the benefit of the training participants and targeted economic development industry sectors that include manufacturing, among others.

The WIB will provide formal and informal workforce intelligence through Career Center business services units on employment and training needs in the respective industry sectors.

The WIB will assist in ensuring employer engagement for hiring needs and participant placement.

The Recruiter/Retention Specialist will coordinate all data corresponding to employment placement. This may include wage data, time of placement, and name of employer.

Participants completing each program will be provided the WorkKeys/NCRC credential exam. Participants completing each program will be eligible for further credentialing assessments outside of the grant program. Each completer or those exiting the program will be reported through the Recruiter/Retention Specialist with the required data.

Each of the aforementioned programs has been developed in conjunction with regional employers and consortium members. Employer engagement by the College will continue throughout the life of the grant to aid in job placement and post-employment follow-up for program completers.

Records for participants will be maintained independently by OTC and the WIB. Required data will be shared upon request. To maintain the security of privileged information (e.g. Social Security Numbers) each system will cross reference participants through arbitrary identification. No privileged information will be shared across systems.

Miscellaneous Provisions and Exhibits:

Mutual Respect of Organizational Practices

All partners agree to respect each other's organizational practices and management structures in the provisions of services under this memorandum of understanding.

Indemnification and Liability

By executing this MOU, each party agrees to work together to deliver workforce services for employer partners and the MoManufacturingWINs target population. However, the entities are not legally "partners" to the extent that term encompasses joint and several liabilities. Each legal entity under the MOU is responsible for its own employees, representatives, agents and subcontractors.

By executing this MOU no party waives any immunities or defenses it has to any claims for its actions or those of its employees, representatives, agents and subcontractors and will only accept and be responsibility for liability imposed by law.

Exit from Agreement and Termination Clause

Each party shall have the right to terminate this agreement by giving 90 days written notice to the other party at any time. If terminated by either party, steps shall be taken to ensure that the termination does not affect any prior obligation, project or activity already in progress.

Any notice to be given to any party shall be deemed validly given if delivered personally, sent by express delivery service or by registered or certified mail, postage prepaid, return receipt requested.

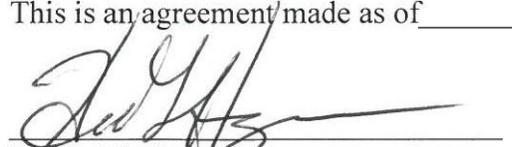
Any notice to be given to any party shall be deemed given on the date of actual receipt by the addressee if delivered personally or on the date of deposit with express delivery service or the postal authorities if sent in either such manner.

Modification Process

This Memorandum of Understanding, together with the exhibits identified above, constitutes the entire agreement between MoManufacturingWINs Consortium Community or Technical College and Regional WIB and supersedes all prior written or oral understandings. This agreement and said exhibits may only be amended, supplemented, modified, or canceled by a duly executed

written instrument. Both parties to this agreement will comply with all applicable requirements of Federal, State, and Local laws, executive orders, regulations and policies governing this program.

This is an agreement made as of _____, 2012, between OTC and the WIB



Hal L. Higdon, Ph.D.
Chancellor
Ozarks Technical Community College



Jack Burk
Chairman
Ozarks Regional Workforce Investment Board

City of Springfield, Missouri

Purchasing Manual

September 30, 1996

with revisions through October 11, 2000

CITY OF SPRINGFIELD

PURCHASING MANUAL

Passed by Special Ordinance #4646
September 30, 1996
with revisions through October 11, 2000

City Council

Lee Gannaway, Mayor

John M. Wilson	Zone 1
Shelia O. Wright	Zone 2
Conrad Griggs	Zone 3
Russell G. Rhodes	Zone 4
James A. Crooke	General
Carolyn Gerdes	General
Teri Hacker	General
Charlie Denison	General

Thomas W. Finnie, City Manager

Prepared by Special Committee

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CHAPTER 1

LEGAL BASIS, POLICIES AND ORGANIZATION OF THE PURCHASING SYSTEM

13-3.100 PURPOSE, INTENT, AND LEGAL BASIS

The intent and purpose of this manual are to establish operational policies for the City's Purchasing System which assures the community that the goods and services required to support the operation of City government are procured in a manner consistent with provisions of the City Charter, and to assure the community that the procurement system of the City is committed to fair and equal opportunity with integrity and openness. This manual is to be known as Article III, Purchasing Manual of the Administrative Code of the City.¹

The Objectives of the Division of Purchases and this manual are:

1. To clearly establish that the responsibility for purchasing is the responsibility of all employees with the assistance of the Finance Department, Division of Purchases.
2. To procure such supplies, materials, equipment, contractual labor and services, and insurance as specified by the City Charter, City Code, and provisions of the Purchasing Manual at the most appropriate cost and best quality consistent with the goods and services required.
3. To exercise positive financial accountability in the expenditure of City funds.
4. To provide an efficient means for procurement, storage, and disposal of items which minimize duplication and overstocking.
5. To establish and maintain high standards of quality based on suitability of use in all purchasing transactions.
6. To ensure the fair and equitable treatment of all persons who deal with the purchasing system of the City.
7. To provide safeguards for the maintenance of a purchasing system of quality and integrity.

¹ Revised Resolution 8771

8. To ensure that all parties involved in the negotiation, performance or administration of City contracts act in good faith.

13-3.101 DEFINITIONS

The following definitions shall govern in the Purchasing Manual:

1. **Addendum or Amendment** means any written modification or revision to any bid document or contract document.
2. **Architect-Engineer and Land Surveying Services** are those professional services within the scope of the practice of architecture, professional engineering, or land surveying.
3. **Change Order** means a written order signed by the Purchasing Agent or Director of the contracting department, board, or agency directing the contractor to make changes which the contract authorizes the Purchasing Agent or Director of the contracting department or board to order with or without the consent of the contractor.
4. **Confidential Information** means any information which is available to an employee only because of the employee's status as an employee of the City and is not a matter of public knowledge or available to the public upon request.
5. **Construction** means the process of building, altering, repairing, improving, or demolishing any public structure or building, or other public improvements of any kind to any public real property. It does not include the routine operation, routine repair, or routine maintenance of existing structures, buildings, or real property.
6. **Contract** means all types of City agreements, regardless of what they may be called, for the procurement or disposal of items.
7. **Direct or Indirect Participation** means involvement through decision, approval, disapproval, recommendation, preparation of any part of a purchase request, influencing the content of any specification or procurement standard, rendering of advice, investigation, auditing, or in any other advisory capacity.
8. **Employee** means any individual earning wages paid by the City, whether elected or not, and any non-compensated individual performing personal services for the City or one of its administrative boards.

9. **Financial Interest** means a) Ownership of any interest or involvement in any relationship from which, or as a result of which, a person within the past year has received, or is presently or in the future entitled to receive, more than \$1,000.00 per year, or its equivalent; b) Ownership of such interest in any property or any business involved in the purchasing proceedings; or c) Holding a position in a business such as an officer, director, trustee, partner, employee, or the like, or holding any position of management.
10. **Gratuity** means a payment, loan, subscription, advance deposit of money, services, or anything of more than nominal value, present or promised, unless consideration of substantially equal or greater value is received.
11. **Immediate Family** means a spouse, children, parents, brothers and sisters, and fathers- and mothers-in-law.
12. **Invitation for Bid** means a form containing or referring to a purchase description specifications, services, and all contractual terms and conditions applicable to a formal sealed bid purchase.
13. **Item** means any or all of the following: supplies, materials, equipment, labor, services, and insurance, but excluding certain specialized construction contracts as specified by the Director of the contracting department, board, or agency and excluding professional services.
14. **Person** means any individual, sole proprietorship, joint venture, firm, business, partnership, corporation, club, or any other private legal entity.
15. **Purchasing** means buying, procuring, renting, leasing, or otherwise acquiring any item. It also includes all functions that pertain to the obtaining of any item, including description of requirements, selection and solicitation of sources, preparation and award of contract, and all phases of contract administration.
16. **Request for Proposal** means a form containing or referring to a purchase description, specifications, services and all contractual terms and conditions applicable to a formal sealed bid purchase with the possibility of negotiation after the bids are opened. This method is used only when the Invitation for Bid is either not practical or not advantageous to the City.
17. **Specification** means any description of the physical or functional characteristics or nature of an item. It may include a description of any requirement for inspecting, testing, or preparing an item for delivery.

18. **Vendor** means any person who does business with the City, other than as an employee, whether by purchasing, selling, constructing, providing services, or otherwise.

13-3.102 APPLICABLE LAWS

The City Charter of the City of Springfield, Missouri, contains several sections dealing with the operation of the City's Purchasing System. Subjects covered in the various Charter sections are as follows:

1. City Charter

(A)	Section 5.2	Powers and Duties of the Finance Director
(B)	Section 5.3	Separate Division of Purchases
(C)	Section 5.4	Competitive Bidding Requirements
(D)	Section 5.14	Expenditures Limited to Appropriation
(E)	Section 15.8	Purchases and Contracts
(F)	Section 16.6	Duties of the City Utilities Board
(G)	Section 19.16	Officers and Employees Interested in Contracts
(H)	Section 19.19	Use of Equipment and Supplies

2. **Missouri Contracting Statute** - State statutes impose various requirements on the City in contracting. While a complete or comprehensive outline is not feasible, RSMo. Section 432.070 should be noted. It provides, in essence, that any contract made by the City will be valid and effective only if the contract is executed before any performance or payment; within the scope of the City's powers or expressly authorized by law; supported by present or future consideration; in writing; dated when made; and subscribed by the parties or their agents.
3. **General Law** - Unless displaced by the particular provisions of this manual, the principles of law and equity, including the Missouri Uniform Commercial Code, the law merchant, and law relative to capacity to contract, agency, fraud, misrepresentation, duress, coercion, mistake, or bankruptcy shall supplement the provisions of this manual.

13-3.103 DUTIES OF THE PURCHASING AGENT

1. **Specifications** - The Purchasing Agent shall have the responsibility for writing bid documents and specifications for the purchase of items as provided in this manual or in administrative policies or as established by the City Manager or his designee, and shall maintain such documents on file for a reasonable length of time. All departments should provide their expertise and assistance in writing specifications of a technical nature.
2. **Contracts** - Pursuant to the City Charter the City Purchasing Agent shall contract for and sign all contracts for the acquisition of goods, services, and all items as provided in this manual or in administrative policies or as established by the City Manager or his designee; except those contracts for specialized construction projects, professional services, and those contracts for which the City Charter or City Code, administrative policies or as established by the City Manager or his designee directs signing by the City Manager or City Boards.
3. **Charter Duties** - The City Purchasing Agent shall be responsible for the operation of the Division of Purchases pursuant to and in compliance with the City Charter.
4. **Coordination of Contracts** - The City Purchasing Agent shall determine and establish contracts for the procurement of goods and services used regularly and on a volume basis whether by individual department, or Citywide.
5. **Vendor Relations** - The City Purchasing Agent shall establish a relationship of mutual confidence between the City and its suppliers. Such relationship shall be based on fair and equal opportunity to compete for City business within a system with the highest standards of integrity. To accomplish this goal, the City Purchasing Agent shall be aware of all transactions conducted between the City and its suppliers.

All departments, boards, and agencies which may have contact with a vendor on any matter relating to an existing contract or a future contract which has or may be entered into by the City Purchasing Agent shall advise the City Purchasing Agent of such contact and forward copies of any and all correspondence regarding such contact particularly in matters relating to technical requirements.

13-3.104 REGULATIONS GOVERNING COMPETITIVE BIDDING

1. **Competitive Bids** - Any contract made pursuant to this manual shall be made only after ample competition. This manual establishes the following dollar levels and method of competitive procurement.
 - (A) Purchases not exceeding \$2000.00² may be made without competitive bidding pursuant to procedures established by the City Purchasing Agent and the Director of Finance.
 - (B) All purchases exceeding \$2000.00² shall be made only after competitive bidding as described elsewhere herein.
 - (C) The City Charter prohibits the subdivision of contracts or purchases for the purpose of evading requirements of competitive bidding.
2. **Competitive Bids by Telephone Facsimile or other Electronic Means** - Purchases made for no more than \$5,000.00 may be made after taking bids from at least three (3) potential vendors able to provide the item(s) being purchased, or fewer number of potential vendors if there are not three (3) dealing in and able to supply in accordance with the required specifications.

The City Purchasing Agent may permit the requisitioning department to obtain such bids pursuant to procedures established by the City Purchasing Agent. Such telephone bids may be obtained only by those individuals who have completed a required course of training. The procedures which may be established shall ensure sound business practices, compliance with the requirements of this manual and other applicable law, and verification of bids received.

This provision is intended to provide the flexibility to take bids in the above manner up to the amount of \$5,000.00 but it is the best practice to obtain written bids when circumstances allow.

3. **Written Informal Bids** - Contracts made for purchases for more than \$5,000.00 and not exceeding \$20,000.00 shall be made after ample competition and receipt of written bids on the bid documents and specifications prepared and submitted to potential vendors by the City Purchasing Agent.

² Revised GO 5001

Informal written bids do not require formal advertising and may be received by the Division of Purchases via facsimile (FAX). A public notice of bid opening shall not be required and the contract may be made at any time the City Purchasing Agent, in his discretion and opinion, has received an adequate number of competitive responses from potential vendors.

4. **Formal Bids** - Contracts made for purchases of goods or services or other items exceeding \$20,000.00 shall be made only after the formal advertising that bids will be received, opened, and read in public at a particular time, place and date which provides potential vendors adequate time to submit bids.

Such bids shall be made on the bid documents and specifications prepared by the City Purchasing Agent and shall be received in sealed container and not opened until the time established by the formal notice that bids will be received.

5. **Bidding Methods** - Informal or formal bids exceeding \$5,000.00 may be made utilizing either of two methods:

- (A) **Invitation For Bid** - The bid documents and specifications are definite and specific. Awards shall be made to the bidder offering the lowest cost who is responsive to the requirements of the bid documents, without material exception, and who is responsible and capable of providing the item(s) to be purchased.

Evaluation and award are limited to cost, determination of compliance with the specifications and conditions specified in the bid documents, and the responsibility of the bidder. Negotiations are not permitted.

The Purchasing Agent may use judgmental consideration to determine if the bidder's offer complies with the specifications and conditions if such considerations can be demonstrated to be reasonable, appropriate, and fairly applied. This method does not permit comparison of the relative specifications of competing bidders but only comparison to the specifications contained in the bid documents.

- (B) **Request For Proposal** - This method can be used whenever detailed specifications cannot be determined, whenever several possible methods may satisfy the City's requirements, or whenever the nature of the requirements is such that subjective evaluation of criteria other than cost is necessary or when the Purchasing Agent or the City Manager has determined it is in the interest of the City to have a contractor design and build a public improvement. This method can be utilized when definite specifications cannot be determined in advance, when a scope of work is required which makes comparison of competing proposals

relative to each other appropriate, or when it is in the interest of the City to have a contractor design and build the public improvement. This method permits negotiations and discussion with competing vendors to determine the best solution to the City's needs. Proposals may be revised or modified at the request of the City. The City may include in its solicitation for proposals a request to operate the public improvement. Nothing contained herein shall prohibit a contractor who is selected to design and build a public improvement from contracting independently with an engineer or architect to perform engineering or architectural services.

Subjective criteria may be used in the evaluation of competing proposals. The relative value of evaluation criteria shall be established in the Request For Proposal documents published by the City.

This method of procurement permits negotiations and discussions with competing vendors after proposals are opened; therefore, no information taken from proposals received shall be disclosed to any competing vendor.³

6. **Non-Responsive or Unacceptable Bids** - The City Purchasing Agent shall reject any bid or proposal which is materially non-responsive to the requirements set forth in the bid documents. The City Purchasing Agent may re-solicit bids or proposals if, in his discretion, bids received as a result of a solicitation for bids or proposals are not acceptable for any reason. Such re-solicitation shall not be for the purpose of directing the award to a particular bidder.

7. **Bid Security:**

- (A) **Requirement for Bid Security** - Bid security shall be required for all competitive sealed bidding for bonds or construction contracts and for other items as determined by the Purchasing Agent. Bid security shall be a bond provided by a surety company authorized to do business in this state, or the equivalent in cash, or otherwise supplied in a form satisfactory to the City in an amount equal to at least 5% of the amount of the bid. Failure to provide security will result in the bid being rejected. If the bidder fails to honor his bid for any reason, then such bid security may be retained by the City and deposited to the General Fund.

³ Revised GO 4938

- (B) **Withdrawal of Bids** - Bids or proposals may be revised, modified, or withdrawn by the bidder at any time prior to opening. Any such revision, modification, or withdrawal shall be in writing. After the bids are opened, they shall be irrevocable for the period specified in the bid documents. Bids or proposals may not be withdrawn or revised after opening except as permitted under 5(B) above.
 - (C) **Receipt of Bids** - Bids or proposals shall not be received after the time set in the bid documents for receipt of proposals or opening of bids.
- 8. **Contract Performance and Payment Bonds** - When a construction contract is awarded, for an amount exceeding \$25,000.00, a bond shall be delivered to the City and shall become binding on the parties upon the execution of the contract; which bond shall be a performance, labor, and materials bond satisfactory to the City, executed by a surety company authorized to do business in this state or otherwise secured in a manner satisfactory to the City, in an amount equal to 100% of the price specified in the contract. If the amount of the contract is less than \$25,000.00, such bond may be required at the recommendation of the contracting department or the City Purchasing Agent.
- 9. **Certification of Appropriated Funds** - The City Charter requires the Director of Finance to certify that funds are appropriated and unencumbered for the expenditure of funds contemplated by any contract entered into by the City, and that such certification be in writing on the actual contract form before such contract is valid and binding.
 - (A) Upon receipt of a requisition or otherwise written request to make a contract for goods and services, the Director of Finance shall certify in writing on such written request that funds are appropriated and unencumbered sufficient to pay for entire amount of the funds obligated under any contract which may result from the request.
 - (B) All contracts shall have certification thereon by the Director of Finance that funds are appropriated and unencumbered in sufficient amounts to discharge any obligation under the contract.
 - (C) Any contract amendment, addendum, or change order which increases the amount of any contract shall be certified thereon by the Director of Finance that there are sufficient funds appropriated and unencumbered to pay for any such increase.

- (D) No contract made by the City Purchasing Agent shall be revised or modified in any manner unless and until such modification is approved by the City Purchasing Agent and such contract is amended in writing by the City Purchasing Agent.
10. **Approval of Contract As To Form** - The City Charter requires that the City Attorney approve all contracts as to form. No contract shall be valid unless and until approved as to form thereon by the City Attorney. The City Attorney may establish in his discretion procedures by which contracts may be pre-approved as to form.
11. **Correction or Withdrawal of Bids** - Correction or withdrawal of erroneous bids after opening, or cancellation of awards or contracts based on such bid mistakes, shall not be permitted.
12. **When Competitive Bidding Is Not Required** - In the following cases, competitive bidding shall not be required. Nevertheless, a contract or purchase order is required except for items described in Paragraphs (M) and (N) below:
- (A) Livestock.
 - (B) Insurance which has a standard premium set by the State of Missouri.
 - (C) Works of art.
 - (D) Purchases made cooperatively with other units of government.
 - (E) Services of individuals possessing a high degree of professional skill.
 - (F) Aviation fuel, lubricants and parts purchased for resale at the regional airport.
 - (G) Purchase from federal, state, or other local governmental units.
 - (H) Drugs not stocked in the City Clinic Pharmacy which are ordered for patients of the Springfield Greene County Public Health Center.
 - (I) Contracts for printing or engraving of bonds or other evidences of indebtedness.
 - (J) Magazines, books or periodicals.
 - (K) Fuel purchases, provided the City has requested bids from three fuel suppliers and provided that the City has previously taken competitive bids for such fuel and the seller of the fuel has exhausted his allocation of fuel.
 - (L) Items or services for data processing when the item or service is designed to be used in connection with an existing data processing system and the City Manager has determined that it is reasonable to require all such items or services to be used with the existing data processing system shall be compatible so that responsibility for the operation and maintenance of the system may be determined.

- (M) Items purchased through the State of Missouri at a price deemed below that obtainable from private dealers pursuant to the procedure authorized by Sections 67.330 through 67.390 RSMo., and pursuant to the rules and regulations governing cooperative procurement established by the State.
 - (N) Recurring payments such as utilities, postage, telephone, travel, mileage, principal and interest on debt, rents, FICA, pension contributions, judgments and claims, and publications.
 - (O) Sole source items as determined by the Purchasing Agent. The City Purchasing Agent shall require bids on the appropriate form for such sole source items.
 - (P) Items procured utilizing funds donated or granted to the City if the terms of the grant or donation agreement require the City to procure a specific item from a specific source.
13. **Purchases Under \$2000.00** - The City Purchasing Agent may authorize each of the various City departments, boards, and agencies to make purchases without competitive bids if the total of each purchase is less than Two Thousand Dollars (\$2,000.00)².
- (A) The City Purchasing Agent shall establish policies and procedures sufficient to insure compliance with the City Charter, the purchasing manual and proper purchasing practices for such purchases.
 - (B) The Director of Finance shall establish policies and procedures sufficient to provide for the proper payment and accountability of such purchases authorized under this section.
 - (C) Such procedures shall not permit the procurement of items in violation of an existing contractual obligation; nor for services to be provided on City property (on-site); nor, for items on a cooperative contract with another agency if in violation of cooperative purchasing agreements or rules; nor, for the services of an individual; nor, any items in violation of an established City policy.

² Revised GO 5001

13-3.105 MISCELLANEOUS PURCHASING POLICIES

1. **Small or Disadvantaged Businesses** - The City shall, whenever possible or practical, use small or disadvantaged businesses in the procurement process. Small business is defined as a business which is independently owned and which is not dominant in its field of operation or an affiliate or subsidiary of a business dominant in its field of operation. Disadvantaged business is defined as a small business which is owned or controlled by a majority of persons who have been deprived of the opportunity to develop and maintain a competitive position in the economy because of social disadvantages.
2. **Local Procurement** - The City shall, whenever possible and practical, solicit bids from potential vendors within the greater Springfield metropolitan area. After consideration of the effects of time of delivery, maintenance and repair services and other pertinent costs, it is determined that a bid received from a firm located in the greater Springfield area is substantially equal to or better than other bids received, award shall be made to the local firm.
3. **Tie Bids** - In the event two or more bids are equal in all evaluation criteria, such bids shall be awarded first to the bidder within Springfield city limits, next to bidders within Greene County, next to bidders located in the adjacent counties, then next to other Missouri bidders. If a tie bid situation still exists after the application of these criteria, then the bid shall be awarded by drawing lots or a flip of a coin. The City may also, unless the terms, conditions and specifications of the Invitation For Bid state to the contrary, elect to divide the contract award between two or more bidders, if it deems such action to be in its best interests, in the exercise of its sole discretion.
4. **Energy Efficient Purchasing** - Energy efficient purchasing shall be used by the City in procurement of items when it is in the best interest of the City. Energy efficient purchasing uses the principles of life cycle costing. If life cycle costing is to be used, it should be clearly stated on the Invitation to Bid so that bidders are aware of the evaluation process to be used.

13-3.106 ARCHITECT-ENGINEER AND LAND SURVEYING SERVICES:

1. **Applicability** - Architect-engineer and land surveying services will be procured as provided in this section.
2. **Policy** - The City shall make requests for architect-engineer and land surveying services and to negotiate contracts for architect-engineer and land surveying services on the basis of demonstrated competence and qualification for the type of services required, and at fair and reasonable prices. The

Division of Purchases shall maintain a list of potential architect-engineer and land surveying service providers.

3. **Architect-Engineer Selection Committee** - The Director of the contracting department, board, or agency shall appoint the Architect-Engineer Selection Committee for each architect-engineer and land surveying services contract. The Selection Committee may, when it deems it to be appropriate, request proposals for such services. The Selection Committee shall evaluate statements of qualifications and performance data and the estimated prices or price guidelines when requested, submitted by firms regarding the proposed contract. The Selection Committee shall conduct discussions with no less than three firms regarding the contract and the relative utility and cost of alternative methods of approach for furnishing the required services, and then shall select therefrom, in order of preference, based upon criteria established and made available by the Selection Committee, no fewer than three firms deemed to be the most advantageous to the City to provide the services required.

4. **Negotiation** - The Director of the contracting department, board, or agency shall negotiate a contract with the firm determined to be the most advantageous to the City for architect-engineer or land surveying services at compensation with which the Director of the contracting department, board, or agency determines in writing to be fair and reasonable to the City. In making this decision, the Director of the contracting department, board or agency may take into account the estimated value, the scope, the costs, the complexity, and the professional nature of the services to be rendered. Should the Director of the contracting department, board, or agency be unable to negotiate a satisfactory contract with that firm, negotiations shall be formally terminated. The Director of the contracting department, board or agency shall then undertake negotiations with the second-ranked firm. Failing accord with the second-ranked firm, the Director of the contracting department, board, or agency shall formally terminate negotiations. The Director of the contracting department, board or agency shall then undertake negotiations with the third-ranked firm. Should the Director of the contracting department, board or agency be unable to negotiate a contract at a fair and reasonable price with any of the selected firms, the Director of the contracting department, board or agency shall select additional firms in order of their competence, qualifications, and estimated prices or price guidelines when requested and the Director of the contracting department, board or agency shall continue negotiations in accordance with this section until an agreement is reached.

CHAPTER 2

PURCHASING PROCEDURES

The following procedures are prescribed for obtaining items for the use of City departments or boards:

13-3.200 REQUISITION FORM

The form is designed to assist the using departments to initiate the purchasing process. The requesting department prepares the form in order to request items to be purchased by the Purchasing Division of the Finance Department. A requisition should be initiated not less than thirty (30) days in advance of the time the items are needed in order to allow adequate time for review and solicitation of bids by the Purchasing Division. The rate of consumption of the items requisitioned should be carefully reviewed in determining the quantity to be requested. This section does not preclude the requisitioning of items a lesser number of days in advance when the need for these could not have been foreseen; however, an explanation must accompany each request presented under this circumstance. Instructions for the preparation of the requisition form can be found in The Purchasing Manual Supplement.

After completion of the requisition in the department, the original is submitted to the Finance Department and a copy is retained in the departmental files.

Finance Department - Reviews the requisition to see that there are appropriations to cover the requested purchase, that there is sufficient cash available for payment and that proper account numbers have been used. Requisitions not meeting these requirements will be returned to the requesting department with the reasons indicated thereon. Acceptable requisitions will be approved by the Director of Finance and forwarded to the Purchasing Division.

Requesting Department - The Purchase Order number should be recorded on the requisition and maintained as a part of the department record file. Follow up delivery of purchases will be made by reference to the Receiving Report.

13-3.201 TELEPHONE BID SHEET

The Telephone Bid Sheet shall be used whenever informal (telephone) bids are taken. If the bids are taken by the contracting department, board, or agency, this form must be attached to the Requisition Form prior to sending the Requisition Form to the Purchasing Division. If the bids are to be taken by the Purchasing Division, then the contracting department, board, or agency need not attach a

Telephone Bid Sheet to its Requisition Form. The Telephone Bid Sheet documents that purchasing requirements are being met and that bids have been solicited properly. The Purchasing Division will produce the Purchase Order from the lowest bid received, unless the contracting department, board, or agency specifically requests acceptance of another bid and explains the reasons therefor in the remarks section.

13-3.202 PURCHASE ORDER

The signed Purchase Order authorizes the vendor to ship the items specified thereon. It constitutes the contract between the City and the vendor. Purchase Orders should be clear and concise in order to avoid misunderstandings or confusion. The Purchase Order is completed from information furnished on the requisition and the selected bidder's bid documents. The Purchase Order shall be prepared by the Purchasing Division. Instructions for the preparation of the Purchase Order can be found in the Purchasing Manual Supplement.

After the Purchase Order is prepared in the Purchasing Division, it shall be signed by the Purchasing Agent and the Director of Finance and will be distributed in the following manner:

The original is sent to the vendor; Copy 1 is forwarded to the Accounting Division; Copies 2 and 3 are kept in the Purchasing Division; Copies 4 and 5 are sent to the requisitioning department as the departmental file copy and the receiving report, respectively.

13-3.203 PURCHASE ORDER RECEIVING FORM

Upon the receipt of the materials or items the requesting department shall inspect them. If the materials or items received are acceptable, the Purchase Order Receiving Form must be filled in properly. Instructions for the preparation of the Purchase Order Receiving Form can be found in the Purchasing Manual Supplement. After the receiving form is properly completed, the form is submitted to the Accounting Division along with any related documentation such as bills of lading, vendor invoices, etc.

If the materials or items delivered are not in conformity with the specifications or for other reasons are not acceptable to the using department, that department shall promptly notify the Purchasing Division of the reasons for withholding acceptance. The Purchasing Agent will notify the vendor that his delivery has been rejected and take appropriate action to correct the matter in the best interest of the City.

13-3.204 PURCHASE ORDER CHANGE

A change order form is used to cancel or make changes in a purchase order that already has been issued. It may be used for:

- (1) Changes that affect the cost of a construction contract when authorized pursuant to the terms of the contract and approved by the Law Department;
- (2) Purchase order changes that have item substitutions or unit price changes not involving a minor clerical error;
- (3) Increases in cost which cause the price to exceed the amount of money approved or encumbered for the purchase; and
- (4) Cancellations.

No change order is required for material, supplies, and equipment purchases when the invoice and original purchase order show minor differences resulting from such factors as discount for prompt payment, estimated freight, short or long shipments, clerical error and similar items. In no event will change orders be used to purchase items which were not contemplated in the original bid inquiries.

This form is prepared by the Purchasing Division of the Finance Department on information supplied by the requesting department. All changes or cancellations must first be authorized by the Purchasing Division after receipt of copies of all correspondence between the department and vendor concerning the situation.

13-3.205 PARTIAL RECEIVING REPORT FORM

The Partial Receiving Report form is used to report to the Accounting Division the partial delivery of items ordered on a Purchase Order. The proper use of this form will expedite partial payments which may be necessary to obtain cash discounts. A Partial Receiving Report will be prepared in all cases where the shipment received does not complete the order as shown on the original Receiving Report unless cancellation of outstanding items has been authorized and the original Receiving Report has been so noted. Instructions for the preparation of the Partial Receiving Report can be found in the Purchasing Supplement Manual.

After completion by the department, the Partial Receiving Report will be distributed as follows: The original is sent to the Accounting Division for processing and filing; Copy 1 is retained in the requisitioning department and should be filed with the Purchase Order.

13-3.206 ENCUMBRANCE TRANSACTION FORM

This form is used to encumber funds if a Purchase Order is not required. Normally, this will be when the controlling document is a contract for construction or other services. The Encumbrance Transaction Form is prepared by the department desiring to encumber its funds. Instructions for the preparation of the Encumbrance Transaction Form can be found in the Purchasing Manual Supplement. After completion of the form by the department, two copies are forwarded to the Finance Department with the contract agreement. The Finance Department assigns a number to the form, which is signed by the Finance Director; the original will be retained by the Finance Department, and Copy 1 is returned to the requesting department.

13-3.207 ACCOUNTS PAYABLE TRANSACTION FORM

The Accounts Payable Transaction form is used to record expenditures and pay invoices or bills. It is used for all purchases and services other than those made with a Field Purchase Order. Multiple vendor invoices may be entered on this form if they are from the same vendor and have the same assigned due date. Instructions for the preparation of the Accounts Payable Transaction Form can be found in the Purchasing Manual Supplement.

The form shall be completed immediately upon receipt of the goods or services and the related vendors invoice. A check will be issued on the date payment is due and not immediately upon receipt of the form in the Finance Department. However, the expenditure will be recorded upon receipt of the form in the Finance Department. This will enable the financial system to furnish each department with current budget status information.

After completion in the department or by the Purchasing Division, both copies of the form are sent to the Accounting Division along with vendor invoices or other related documents. If there are no documents or invoice to attach to the form, a thorough explanation should be written on the front of the form. The original is retained in the Accounting Division and Copy 1 is returned to the using department.

13-3.208 INVOICES

An invoice is the vendor's statement of its charges against the City for items provided. Invoices are normally based on information from Purchase Orders and must contain substantially the same information. Invoices should be mailed to the Accounting Division. In some cases, however, the invoices may be delivered with the items at the receiving point. In such cases, the using department must attach the invoice to the receiving report along with the completed accounts payable transaction form and forward all documents to the Accounting Division.

Payment of invoices will be managed by the Accounting Division. Invoices will be set up for payment approximately thirty (30) days from the date of the invoice. Invoices will be paid earlier to take advantage of discounts if offered or in unusual circumstances.

CHAPTER 3

EXCEPTIONS TO NORMAL PURCHASING PROCEDURES

13-3.300 EMERGENCY PURCHASES

Notwithstanding any other provision of this Manual, the Purchasing Agent may make or authorize others to make emergency purchases when there exists a threat to public health, welfare, or safety under emergency conditions as defined in regulations promulgated by the Purchasing Agent; provided that such emergency purchases shall be made with such competition as is practicable under the circumstances. A written determination of the basis for the emergency and for the selection of the particular contractor shall be included in the contract file.

13-3.301 PROCEDURES

The Director of Finance and the City Purchasing Agent shall establish procedures for emergency purchases to insure such purchases are made consistent with the nature and degree of the emergency condition; are made with such competition as is possible; that funds are or can be made available for the emergency purchase; fiscal accountability is maintained; and such purchase is a valid emergency.

13-3.302 EMERGENCY PURCHASES UNDER \$20,000

Upon the declaration that an emergency situation exists the City Purchasing Agent may suspend the rules for competitive bidding and make or permit the user department to make such purchases as may be necessary because of the emergency. Verbal requests for emergency purchase may be made provided that a written purchase requisition is submitted in the manner which is established for normal purchasing within twenty-four hours or the next business day. The requisition shall clearly and prominently indicate the emergency purchase order number issued by the Division of Purchases and must contain a full description of the emergency circumstances.

The Director of Finance may verbally certify the funds available to the City Purchasing Agent; and, the Director of Finance may require that such certification be made prior to the purchase. The Director of Finance may require the department head of the requesting department to concur and approve such emergency purchase. The Director of the requesting department may designate specific personnel to approve emergency purchases but such designation shall be in writing and be maintained on file in the Department of Finance.

13-3.303 EMERGENCY PURCHASES OVER \$20,000

All emergency purchases over \$20,000.00 must be approved in writing by the City Manager.

13-3.304 EMERGENCY PURCHASES NECESSARY OUTSIDE OF NORMAL BUSINESS HOURS

The Director of a department may make emergency purchases, in his discretion, outside normal business hours whenever an emergency situation exists and the City Purchasing Agent cannot be contacted. The Director of the department which makes such an emergency purchase shall contact the Division of Purchases immediately at the first opportunity and before the close of the next business day. The City Purchasing Agent may then issue a confirming purchase order to the emergency purchase supplier. A purchase requisition shall then be initiated by the user department in the manner specified in paragraph 13-3.302 above.

13-3.305 DETERMINATION

A written determination of the basis for the emergency and for the selection of a particular vendor shall be included in the emergency contract file which shall be maintained in the Division of Purchases. The Director of the department requiring the emergency purchase shall provide, in writing, to the City Purchasing Agent and the Director of Finance such information sufficient to clearly establish the determination of an emergency and the selection of a particular supplier.

13-3.306 PRICE AGREEMENT PURCHASES

The City Purchasing Agent is authorized to and shall consolidate requirements for items which are continually needed by the various departments, boards or agencies for the purpose of making contracts for the supply of such items as needed and if needed during a term of up to one year and may extend such term as is appropriate in his discretion. Such contracts may be exclusive or nonexclusive, based on estimated quantities or based on an "all-needs" quantity. All purchases for such items shall be made from the contracted supplier unless that supplier is unable to deliver as needed by the City or as promised in its bid. Revisions to specifications for the purpose of avoiding purchases under the price agreement contract are not permitted. If the contract has been terminated for failure of the Contractor to perform the provisions of the contract, the City Purchasing Agent may purchase from whichever source is in the City's best interests.

All departments, boards, and agencies shall be notified by the City Purchasing

Agent of which price agreement contracts are made so as many departments, boards, and agencies as possible can take advantage of these contracts. Departments, boards, or agencies shall plan their needs for the such items and provide the City Purchasing Agent with sufficient scheduling information, specifications and other information as may be required to prepare bid documents and enter into the contracts.

All requisitions for items under a price agreement contract shall contain the contract number.

13-3.307 PETTY CASH PURCHASES

The Director of Finance is authorized to create petty cash funds where they are needed within City government. The size of all petty cash funds will be controlled by the Director of Finance. Routine purchases of items of less than One Hundred Dollars (\$100.00) may be made from petty cash without contacting the Purchasing Division.

The following regulations will apply to all petty cash funds:

1. No personal or payroll checks are to be cashed.
2. Reimbursement is to be made only to personnel authorized by the department head. It shall be the responsibility of the using department to properly code or classify the item or expenditure. Authorization for the custodian to replenish the fund shall be on the written approval of the department head.
3. Reimbursement is not to be made until an invoice marked "paid," a valid receipt, or certificate of expenditure is received by the fund custodian.
4. No reimbursement is to be made for items over One Hundred Dollars (\$100.00) other than postage and freight charges without prior approval by the Director of Finance, or for separate items which total over \$50.00 where it appears that the purchasing regulations are being circumvented.
5. All petty cash funds will be subject to audit at unannounced times by the Director of Finance or his designated representative.

Custodians of petty cash funds shall requisition for replenishment of the fund at least once each month. A Petty Cash Reimbursement form will be utilized as the means for requesting replenishment of petty cash funds. The Accounting Division of the Finance Department will charge the appropriate expenditure accounts for the various departments monthly, reflecting

expenditures made through petty cash funds.

The Director of Finance may establish such additional rules and regulations regarding petty cash funds as he deems necessary.

13-3.308 DISPOSAL OF OBSOLETE, SCRAP OR SURPLUS PROPERTY

Whenever a department, board or agency of the City has items which have become obsolete, scrap or surplus to their needs, these items shall be disposed of by the City Purchasing Agent in compliance with the City Charter. Sections in the Charter dealing with this subject are Section 5.3(4) Division of Purchases; Section 19.19(2) Use of Equipment and Supplies; and, Section 16.6 Duties of City Utilities Board.

Departments, boards, or agencies having obsolete, scrap or surplus items shall file a report of such property with the City Purchasing Agent. The City Purchasing Agent will then notify all departments, boards or agencies of these items to see if any other department, board or agency has use for these items.

Obsolete, scrap, or surplus City items shall be disposed of by the City Purchasing Agent in any one or more of the following ways:

1. Transfer on the City's books of accounting, at book or other negotiated value, to other City departments as provided for by Section 19.19(2) of the Charter.
2. Solicitation of bids for such property. In advertising and accepting bids for obsolete, scrap, or surplus items the City Purchasing Agent shall follow the usual practices of competitive bidding. If formal bids are requested by the City, they will be opened at the time and place specified in the bid documents. When necessary, a bid surety shall be required of prospective bidders and the amount will be set by the City Purchasing Agent. Determination of the highest and best bidder will be made by the City Purchasing Agent.
3. Publicly advertised auction sales.
4. Property that has no monetary value and use to the City may be disposed of by the City Purchasing Agent at the City Landfill or other authorized disposal site upon the determination and certifications of the City Purchasing Agent and the Director of the Department, Board, or Agency of the City certifying that the property has no monetary value and use. In the event the above conditions have been satisfied, the City Purchasing Agent may donate the

property to a church or charity or not-for-profit organization. In the event

more than one such organization wants the property, then the City Purchasing Agent shall draw lots for the purpose of making the selection.

5. The City Charter provides that a department, board, or agency may trade-in obsolete or surplus items for credit against the purchase price of replacement items. If a department, board, or agency, elects to trade-in rather than dispose of as provided in paragraphs 1, 2, 3 or 4 above, the City Purchasing Agent shall determine the actual methods to obtain the best value or credit for such items.
6. Obsolete, scrap or surplus items with a salvage value up to Ten-Thousand Dollars (\$10,000.00) may be disposed of by the City Purchasing Agent without further approval. Obsolete, scrap or surplus items with a salvage value over Ten-Thousand Dollars (\$10,000.00) shall be disposed of by the City Purchasing Agent after the approval of the City Manager. This paragraph shall not apply to real estate sales unless otherwise required by City Charter or ordinance.
7. The City Manager may authorize the sale of scrap or obsolete items by the Purchasing Agent upon a retail basis through the use of a “City Store”, or other similar mechanism, for the disposition of items deemed suitable, in the discretion of the City Manager, or his designee, for such disposition. The Director of Finance shall establish such rules and policies as may be necessary for the performance of this activity, upon the direction of the City Manager or his designee.

Chapter 3, Section 13-3.308 of this manual concerning the disposal of obsolete, scrap or surplus items will apply to the City Utilities as required by Section 16.6 of the City Charter.

13-3.309 DISPOSAL OF ART MUSEUM OBJECTS

1. The Art Museum may dispose of Art Museum objects when the object is determined by the Art Museum to be unnecessary, irrelevant, or otherwise undesirable as a part of the Art Museum collections.
2. Objects may be disposed of through any of the following ways:
 - (A) Any of the three procedures listed in Section 13-3.308 paragraphs 1, 2, or 3 above.
 - (B) Negotiated sale or trade to any individual or organization.
 - (C) Return of the object to an individual who originally presented the object

to the Art Museum as a gift.

3. Before disposal of any object, the object shall be appraised by the Director of the Art Museum. Any single object with a value over Five Hundred Dollars (\$500.00), or any group of objects with a value over Two Thousand Five Hundred Dollars (\$2,500.00), shall be appraised by an independent appraiser. In no event shall the Art Museum Board dispose of any object at a value that is less than its fair market value.
4. A record of all objects disposed of in accordance with this section shall be kept by the Art Museum.

13-3.310 DISPOSAL OF OBSOLETE, SCRAP OR SURPLUS PROPERTY USED FOR PUBLIC SAFETY PURPOSES

Whenever the Police Department or Fire Department has equipment, tools, or materials relating specifically to public safety functions which have become obsolete, scrap, or surplus to the needs of the Police Department or Fire Department, these items shall be disposed of in accordance with Section 13-3.308 of this Chapter; or the City Purchasing Agent may, at his discretion and if requested in writing by Chief of Police or Fire Chief, donate these items to bona fide Police, Fire, or other public safety agencies within the State of Missouri.

This section shall not apply to vehicles of any kind. This section shall not apply to any item with a current book value of more than One Thousand Dollars (\$1,000.00) nor to any item with an original acquisition cost of more than Ten Thousand Dollars (\$10,000.00). Book value shall be determined using the straight-line method of depreciation of the original acquisition cost less estimated salvage value. If book value of the item(s) cannot be determined, then the City Purchasing Agent may estimate the current value and substitute such estimate for the book value.

The City Purchasing Agent shall determine if the item(s) are needed by any City Department, board, or agency prior to offering the item(s) to other qualified public safety agencies. If the item(s) are needed by a City Department, board, or agency, the authority granted to the City Purchasing Agent by this section shall not apply.

Any properly established police, fire, or other public safety organization in the State of Missouri shall be qualified to receive items under this section. Any public safety organization to which items are donated pursuant to this section shall agree in writing to waive any liability of the City of Springfield, Missouri, and shall further agree not to sell or use as trade-in against the purchase of other item.

If, after notification by the City Purchasing Agent that item(s) are available for

donation under this section, more than one qualified organization has requested the item(s), then the selection of the donee shall be made by the drawing of lots. Lots shall be drawn first for Greene County organizations, next for the counties bordering Greene County, and last, other Missouri counties.

The City Purchasing Agent shall establish and maintain records of all donations made under this section. Such records shall include item description, acquisition cost, book cost if available, and donee organization

13-3.311 DISPOSAL OF PROPERTY HELD BY THE POLICE DEPARTMENT

1. This section relates to and embraces lost, stolen, strayed, abandoned, unclaimed or confiscated property which of itself is not contraband or the possession of which is not unlawful, which is now or which may hereafter come into the possession of the Springfield Police Department, which is not subject to other provisions of state or federal law pertaining to the disposal of property.
2. All personal property shall be kept by the Police Department for a period of sixty (60) days, unless the owner or person entitled to the possession of such property shall sooner claim such property and establish his ownership and right to possession thereof.
3. If the owner or person entitled to the possession of the property shall fail to claim such property within sixty (60) days and the Police Department is unable to locate the owner, then at such time or at any time thereafter the Chief of Police may cause a notice to be published in a daily Springfield newspaper which has the greatest circulation to the public for a period of three (3) days, which notice shall be given in a manner reasonably calculated to reach the attention of all interested persons. The notice shall state that the property shall be disposed of on a certain date either for use in the police department, for donations as set forth below, or in accordance with Section 13-3.308 above. In the event the property will be sold at public auction to the highest bidder therefor for cash, the notice shall state the time and place of such sale.
4. If the owner or person entitled to the possession of property advertised as above shall fail to claim the same at any time before the date of disposal, then the property shall be transferred or sold to the highest bidder for cash, and the acquiring department or purchaser shall take a good and perfect title to the property. The City Purchasing Agent of the City of Springfield is hereby authorized to contract for the services of an auctioneer and clerk for said auction sales and may pay for the costs of such services from the proceeds of the sale.

5. Any funds, other than those payable to the State, received from the sale of any property as provided in this section, less the cost of publication and keeping the same for sale and the costs of such sale, shall be paid into the General Fund of the City of Springfield.
6. The Chief of Police shall have the authority to donate appropriate unclaimed property to the Greene County Juvenile Officer, in such amounts as will better enable them to fulfill their public purposes, subject to such guidelines as the City Manager may provide.
7. Whenever a weapon comes into the possession of the Springfield Police Department, it is no longer needed as evidence, and there is no applicable Missouri statute for its disposition, then the Chief of Police may cause such firearms to be retained for use by the City in the Police Department or application may be made by the Chief of Police to the Judge of the Municipal Court for an order of disposition. The Judge of the Municipal Court is authorized to order the sale of legal firearms which is in apparent working order to the highest bidder who holds a valid Federal firearms license; a certified copy of said license shall be provided to the Police Department at the time of the sale. The Judge of the Municipal Court is also authorized to order the destruction of ammunition, or of any firearm or weapon which is illegal to possess, or which has been carried as a concealed weapon in violation of Section 26-138 of the Springfield City Code or Section 571.115 RSMo. 1978, or is a firearm which is in such worn condition as to be dangerous to use.
8. Upon application by the Chief of Police, the Judge of the Municipal Court is authorized to issue an order of destruction or disposition of any alcoholic beverage seized as a result of a violation of the Springfield City Code or state law.
9. The Chief of Police shall order the destruction of all property which is not disposed of as above. Said property shall be destroyed in the presence of two police officers who shall sign a certificate of said destruction. These certificates shall become part of the permanent records kept by the Police Department.

CHAPTER 4

LEGAL AND CONTRACTUAL REMEDIES

13-3.400 RIGHT OF PROTEST

Any actual or prospective bidder, offeror, or contractor who is aggrieved in connection with the solicitation of bids or the award may protest to the City Purchasing Agent. The protest shall present in writing the basis upon which the solicitation or award is contested, and must be presented within thirty (30) days after the aggrieved party became aware of the solicitation or award. Before proceeding in any court action, a person must pursue the administrative remedies set forth below.

13-3.401 RESOLUTION OF PROTEST

Whenever the City Purchasing Agent so requests, the City Purchasing Committee shall meet and resolve contested solicitation or awards. The City Purchasing Committee shall be comprised of the City Manager, the Director of Finance, the City Attorney, and the City Purchasing Agent, or their authorized representatives. The City Purchasing Committee shall have no authority to overturn bid awards, but may advise the City Purchasing Agent, or the Director of the contracting department or board of changes or guidelines to follow in the future.

13-3.402 AUTHORITY TO SUSPEND OR DEBAR

The Purchasing Committee shall have authority to suspend or debar a person from consideration for bid awards. A suspension may be for up to six months. A debarment may be from six (6) months to two (2) years in length.

13-3.403 SUSPENSION AND DEBARMENT PROCEDURES

1. Notice of suspension or debarment shall be given by certified mail at least seven (7) days prior to the effective date of the suspension or debarment.
2. The person to be suspended or debarred has a right to a hearing, if requested within fourteen (14) days after mailing of notice.
3. The hearing shall be held promptly thereafter before the Hearing Officer. A

Hearing Officer will be appointed by the City Manager for this purpose. The Hearing Officer shall have all powers necessary to conduct the hearing.

4. The City Attorney, on behalf of the City, or any party to the proceeding may request that the Hearing Officer issue subpoenas for witnesses or subpoenas duces tecum. The Hearing Officer shall cause a record of the case to be kept and copies shall be made available to any interested person upon the payment of a fee. The hearing need not be conducted according to the rules of evidence. Any relevant matter may be admitted and considered by the Hearing Officer if it is the sort of evidence on which reasonable persons are accustomed to rely in the conduct of serious affairs. Objections to evidence shall be noted and the Hearing Officer may rule on such objections.
5. The decision of the Hearing Officer shall be in writing and shall be subject to appeal under Chapter 536, Revised Statutes of Missouri. All decisions of the Hearing Officer shall be final decisions thirty (30) days after the mailing or personal service of the decision.
6. Suspension or debarment will not be stayed during the pendency of any hearing or appeal.

13-3.404 CAUSES FOR SUSPENSION OR DEBARMENT

The causes for suspension or debarment include the following:

1. Conviction within the last ten (10) years for commission of a criminal offense as an incident to obtaining or attempting to obtain a public or private contract or subcontract, or in the performance of such contract or subcontract;
2. Conviction within the last ten (10) years under State or federal statutes for embezzlement, theft, forgery, bribery, falsification or destruction of records, receiving stolen property, or any other offense indicating a lack of business integrity or business honesty which affects responsibility as a contractor.
3. Conviction within the last ten (10) years under State or federal statutes arising out of the submission of bids or proposals;
4. Violation within the last two (2) years of contract provisions, as set forth below, of a character which is regarded by the City Purchasing Agent or the Director of the contracting department or board to be so serious as to justify debarment action.
 - (A) Deliberate failure without good cause to perform in accordance with the

specifications or within the time limit provided in the contract; or

- (B) A record of failure to perform or of unsatisfactory performance in accordance with the terms of one or more contracts; provided that failure to perform or unsatisfactory performance caused by acts beyond the control of the contractor shall not be considered to be a basis for debarment;
- 5. Violation of general ethical standards in relation to gratuities or kickbacks involving City contracts.
- 6. Any other cause the City Purchasing Agent or Director of the contracting department, board, or agency determines to be so serious and compelling as to affect responsibility as a contractor.

13-3.405 SOLICITATIONS OR AWARDS IN VIOLATION OF LAW

When a solicitation or award is determined to be in violation of law, the following provisions shall apply:

- 1. **Remedies Prior to Award** - If, prior to award, it is determined that a solicitation or proposed award of a contract is in violation of law, then the solicitation or proposed award shall either be canceled or revised to comply with the law.
- 2. **Remedies After Award** - If after an award it is determined that a solicitation or award of a contract is in violation of law, then:
 - (A) If the person awarded the contract has not acted fraudulently or in bad faith, at the option of the City;
 - I. The contract may be ratified and affirmed, provided it is determined that doing so is in the best interests of the City; or
 - II. The contract may be terminated and the person awarded the contract shall be compensated for the actual expenses reasonably incurred under the contract prior to the termination;

- (B) If the person awarded the contract has acted fraudulently or in bad faith, at the option of the City.
 - I. The contract may be declared null and void; or
 - II. The contract may be ratified and affirmed if such action is in the best interests of the City, without prejudice to the City's rights to such damages as may be appropriate.

13-3.406 ETHICS

1. General Ethical Standards

- (A) **For Employees** - Any attempt to realize personal gain through public employment by conduct inconsistent with the proper discharge of the employee's duties is a breach of ethical standards.
- (B) **For Non-Employees** - Any effort to influence any public employee to breach the standards of ethical conduct set forth in this Manual is also a breach of ethical standards.

2. Employee Conflict of Interest

- (A) **Conflict of Interest** - It shall be a breach of ethical standards for any employee to participate directly or indirectly in a contract for purchase or sale when the employee is aware:
 - I. The employee or any member of the employee's immediate family has a financial interest pertaining to the purchase or sale;
 - II. A business or organization in which the employee, or any member of the employee's immediate family, has a financial interest pertaining to the purchase or sale; or
 - III. Any other person, business, or organization with whom the employee or any member of the employee's immediate family is negotiating or has an arrangement concerning prospective employment is involved in the purchase or sale.
- (B) **Discovery of Actual or Potential Conflict of Interest** - Upon discovery of an actual or potential conflict of interest, an employee shall promptly file a written statement of disqualification and shall withdraw from further participation in the transaction involved.

3. Restrictions of Employment of Present and Former Employees

(A) **Contemporaneous Employment Prohibited** - It shall be a breach of ethical standards for any employee who is participating directly or indirectly in the purchasing process to become or be, while such an employee, the employee of any person contracting with the City, or any department, board, or agency of the City.

(B) **Restrictions on Former Employees in Matters Connected with Their Former Duties:**

I. **Permanent Disqualification** - It shall be a breach of ethical standards for any former employee knowingly to act as a principal, or as an agent for anyone other than the City, in connection with any:

- (A) Judicial or other proceeding, application request for ruling, or other determination;
- (B) Contract;
- (C) Claim; or
- (D) Charge or controversy, in which the employee participated personally and substantially through decision, approval, disapproval, recommendation, rendering of advice, investigation, or otherwise while an employee, where the City is a party or has a direct and substantial interest.

II. **One-Year Representation Restriction** - It shall be a breach of ethical standards for any former employee, within one year after cessation of the former employee's official responsibility, knowingly to act as a principal, or as an agent for anyone other than the City, in connection with any:

- (A) Judicial or other proceeding, application, request for a ruling, or other determination;
- (B) Contract;
- (C) Claim; or
- (D) Charge or controversy, in matters which were within the former employee's official responsibility, where the City is a party or has a direct or substantial interest.

(C) Disqualification of Business Where an Employee has a Financial Interest

- It shall be a breach of ethical standards for a business in which an employee has a financial interest knowingly to act as a principal, or as an agent for anyone other than the City, in connection with any:

- I. Judicial or other proceeding, application, request for a ruling, or other determination;
- II. Contract;
- III. Claim; or
- IV. Charge or controversy, in which the employee either participates personally and substantially through decision, approval, disapproval, recommendation, the rendering of advice, investigation, or otherwise, or which is the subject of the employee's official responsibility, where the City is a party or has a direct and substantial interest.

4. Gratuities and Kickbacks

(A) **Gratuities** - It shall be a breach of ethical standards for any person to offer, give, or agree to give any employee or former employee, or for any employee or former employee to solicit, demand, accept, or agree to accept from another person, a gratuity or any offer of employment in connection with any decision, approval, disapproval, recommendation, preparation of any part of a contract requirement, specification, or purchase request, influencing the content of any specification or procurement standard, rendering of advice, investigation, auditing, or in any other advisory capacity in any proceeding or application, request for ruling, determination, claim, or controversy, or other particular matter, pertaining to any requirement, contract, subcontract, or any solicitation or proposal therefor.

(B) **Kickbacks** - It shall be a breach of ethical standards for any payment, gratuity, or offer of employment to be made by or on behalf of a contractor or subcontractor under a contract to the City, prime contractor, or higher tier subcontractor, or any person associated therewith, as an inducement for the award of a subcontract or order.

5. **Confidential Information** - It shall be a breach of ethical standards for any employee or former employee knowingly to use confidential information for actual or anticipated personal gain, or for the actual or anticipated personal gain of any other person.

6. **Criminal Sanctions** - To the extent that violations of the ethical standards of conduct set forth in this Manual constitute violations of the state criminal statutes, the Springfield City Charter, or the Springfield City Code, they shall be punishable as provided therein. Such sanctions shall be in addition to the remedies provided in this Manual.

13-3.407 REMEDIES

1. **Against Employees** - Any employee who violates the provisions of this Manual may be reprimanded, suspended, or terminated in accordance with the Merit Rules.
2. **Against Non-Employees** - Any non-employee who violates the provisions of this Manual may be warned, reprimanded, suspended, or debarred in accordance with the provisions in this Manual.

Supervisory Personnel and Department Heads - Supervisory personnel and department heads will be held to the same requirements and standards with regard to compliance with the provisions of the purchasing procedures as are other employees. When a department head is made aware of or becomes aware of violations of the purchasing procedures, the department head shall

CPR

Data Entry for the month of
 May 2016
 Ozark

Funding: WIOA Adult Funding

Grant:

Project:

CFDA: 17.258

DWD Contract: 10-08-08-17

Formula Funds

PY16

Start Date: 7/1/2016

End Date: 6/30/2018

PY16	FY17		
Adult - PY16/FY17		Total Budget:	\$ 141,758.00
Admin			
		Admin Salary/Fringe	\$ 12,050.00
		Admin Other	\$ 0.00
		Subtotal:	\$12,050.00
Program			
		Program Sal/Frng	\$ 90,708.00
		Program Other Staffing Costs	\$ 1,000.00
		Individual Training Account	\$ 14,140.60
		On the Job Training	\$ 0.00
		Pre-Apprenticeship	\$ 0.00
		Registered Apprenticeship	\$ 0.00
		Transitional Jobs	\$ 0.00
		Incumbent Worker Training	\$ 20,859.40
		Work Experience or Internship	\$ 0.00
		Supportive Services	\$ 3,000.00
		Subtotal:	\$129,708.00
		Transitional Jobs: 0%	
		Incumbent Worker Training: 16.08%	
		Total:	\$141,758.00

CPR

Data Entry for the month of
 May 2016
 Ozark

Funding: WIOA Youth
Grant:
Project:
CFDA: 17.259
DWD Contract: 10-08-08-17

Formula Funds

PY16 **Start Date: 4/1/2016** **End Date: 6/30/2018**

PY16	
Youth - PY16	Total Budget: \$ 1,279,812.00
Admin	
Admin Salary/Fringe	\$ 79,373.00
Admin Other	\$ 36,776.00
	Subtotal: \$116,149.00
In-School	
IS Salary/Fringe	\$ 103,664.88
IS Other Staffing/Oper Costs	\$ 46,901.65
IS Occup Skills Trng	\$ 10,000.00
IS Work Experience	\$ 25,509.00
IS Work Experience Staffing	\$ 14,615.60
IS On the Job Training	\$ 0.00
IS Supportive Services	\$ 7,139.25
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	\$ 11,825.00
	Subtotal: \$219,655.38
In-School Summer	

ISS Salary/Fringe	\$ 27,592.88
ISS Other Staffing/Oper	\$ 3,441.25
ISS Work Experience	\$ 8,503.00
ISS Supportive Services	\$ 2,379.75
Subtotal:	\$41,916.88

Out-School

OS Salary/Fringe	\$ 320,366.81
OS Other Staffing/Oper	\$ 157,118.35
OS Occup Skills Trng	\$ 0.00
OS Older Youth Individual Training Account	\$ 30,000.00
OS Work Experience	\$ 140,299.50
OS Work Experience Staffing	\$ 50,405.20
OS On the Job Training	\$ 0.00
OS Supportive Services	\$ 21,417.75
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	\$ 35,475.00
Subtotal:	\$755,082.61

Out-School Summer

OSS Salary/Fringe	\$ 82,778.63
OSS Other Staffing/Oper	\$ 10,323.75
OSS Work Experience	\$ 46,766.50
OSS Supportive Services	\$ 7,139.25
Subtotal:	\$147,008.13

OS Budget: 77.52%
 Work Experience Budget: 0%

Total: \$1,279,812.00

CPR

Data Entry for the month of
 May 2016
 Ozark

Funding: WIOA Adult Funding

Grant:

Project:

CFDA: 17.258

DWD Contract: 10-08-08-17

Formula Funds

FY17

Start Date: 10/1/2016

End Date: 6/30/2018

PY16	FY17		
		Adult - FY16/FY17	Total Budget: \$ 971,479.00
		Admin	
		Admin Salary/Fringe	\$ 61,995.00
		Admin Other	\$ 33,781.00
		Subtotal:	\$95,776.00
		Program	
		Program Sal/Frng	\$ 379,157.00
		Program Other Staffing Costs	\$ 209,546.00
		Individual Training Account	\$ 69,859.40
		On the Job Training	\$ 25,000.00
		Pre-Apprenticeship	\$ 7,500.00
		Registered Apprenticeship	\$ 0.00
		Transitional Jobs	\$ 2,000.00
		Incumbent Worker Training	\$ 175,140.60
		Work Experience or Internship	\$ 0.00
		Supportive Services	\$ 7,500.00
		Subtotal:	\$875,703.00
		Transitional Jobs: 0.23%	
		Incumbent Worker Training: 20.0%	
		Total:	\$971,479.00

CPR

Data Entry for the month of
 May 2016
 Ozark

Funding: WIOA Dislocated Worker

Grant:

Project:

CFDA: 17.278

Formula Funds

DWD Contract: 10-08-08-17

PY16

Start Date: 7/1/2016

End Date: 6/30/2018

PY16	FY17		
		Dislocated Worker - PY16/FY17	Total Budget: \$ 133,782.00
		Admin	
		Admin Salary/Fringe	\$ 11,370.00
		Admin Other	\$ 0.00
		Subtotal:	\$11,370.00
		Program	
		Program Sal/Frng	\$ 112,008.49
		Program Other Staffing Costs	\$ 10,403.51
		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:	\$122,412.00
		Transitional Jobs: 0%	
		Incumbent Worker Training: 0%	
		Total:	\$133,782.00

CPR

Data Entry for the month of
 May 2016
 Ozark

Funding: WIOA Dislocated Worker

Grant:

Project:

CFDA: 17.278

Formula Funds

DWD Contract: 10-08-08-17

FY17

Start Date: 10/1/2016

End Date: 6/30/2018

PY16	FY17		Total Budget:	
		Dislocated Worker - PY16/FY17	\$	712,818.00
		Admin		
		Admin Salary/Fringe	\$	38,964.00
		Admin Other	\$	25,880.00
		Subtotal:		\$64,844.00
		Program		
		Program Sal/Frng	\$	341,097.00
		Program Other Staffing Costs	\$	217,377.00
		Individual Training Account	\$	45,000.00
		On the Job Training	\$	25,000.00
		Pre-Apprenticeship	\$	7,500.00
		Registered Apprenticeship	\$	0.00
		Transitional Jobs	\$	0.00
		Incumbent Worker Training	\$	0.00
		Work Experience or Internship	\$	0.00
		Supportive Services	\$	12,000.00
		Subtotal:		\$647,974.00
		Transitional Jobs: 0%		
		Incumbent Worker Training: 0%		
		Total:		\$712,818.00

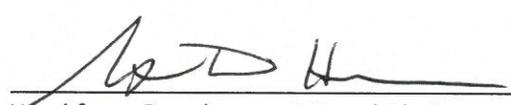


STATEMENT OF ASSURANCES CERTIFICATION

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

 <hr/> Chief Elected Official (or CEO Chair)	6-1-16 <hr/> Date
 <hr/> Workforce Development Board Chair	6-1-16 <hr/> Date
 <hr/> Workforce Development Board Director	6-1-16 <hr/> Date

The Ozark Local Workforce Development Area will utilize the State's WIOA Grievance and Complaint Policy. At the time of issuance of this WIOA Plan, the State has indicated that it is currently preparing new guidance to revise its existing WIA Grievance and Complaint Policy. Therefore, the new policy will be incorporated into this document as soon as it is finalized and issued by the State. In the meantime, the Ozark Region will continue to utilize its existing grievance procedures that include the following forms and notifications, in English and in Spanish:

- WIA Program Complain and Grievance Notice
- Equal Opportunity Notice
- Programa de la ley de inversion en la fuerza laboral (WIA, por su sigla en ingles)
Notificacion de qujas y denuncias
- Notificacion de oportunidad igualitaria

Copies of these notifications are found on the following pages.

DRAFT



Incumbent Worker Training Policy

Background: The Workforce Innovation and Opportunity Act (WIOA) has provided that up to 20% of WIOA Adult and Dislocated WIOA funding may be used to train existing employees (i.e. Incumbent Workers) without the required eligibility criteria set forth by each program. Activities are outlined in WIOA Section 134 et. Al. [29 U.S.C. 3174]

Purpose: To establish guidelines for the Ozark Region Job Center in providing training employed individuals who are currently under-skilled. This will allow them to advance with their employer and will allow their employer to be more competitive in the workforce.

Target: Small businesses, up to fifty employees, that need to up-skill their workforce to retain their employees or to avert a layoff¹.

Training: Training shall be conducted for “in-demand” sectors as established by the Workforce Development Board. Training will lead to increase the competitiveness of the employee and the employer.

Number of Employees Trained: No minimum requirement.

Employer Requirements: The employer shall guarantee that employees shall receive either an increase in pay or receipt of additional benefits (i.e. healthcare, retirement, insurance, pto, promotion, etc.) within 60 days of completion of training. The employer will provide in-kind matching resources, such as trainee wages or leasing costs for classroom space. In addition, employers will be required to present documentation of increased skills obtained by the participant, such as an industry-recognized certificate or credential, or a promotion that correlates to the competitiveness of the job and the employer; or averting the need to lay off employees through assisting workers to obtain the skills necessary to retain employment. This must increase both a participant’s and a company’s competitiveness.

If a collective bargaining agreement covers the employer, then union concurrence with the training services is required.

Employee Requirements: The employee must have worked six consecutive months, at a minimum of 32 hours per week to be considered.

Assurances

As the State of Missouri offers a state-funded Incumbent Worker Training Program, Job Center staff members shall ensure that no duplication of training funds will be expended. Each application for funding shall be reviewed and checked against the State’s list.

¹ Per DWD Issuance 25-2015 “Incumbent Worker Training must assist workers in obtaining skills necessary either to retain employment or to avert layoffs.”