

Questions regarding the local plan should be sent to Melissa Robbins at [mrobbins@scwib.org](mailto:mrobbins@scwib.org) or 416 Washington Ave. West Plains, MO 65775.

# WIOA Local Plan

2016-2020

South Central Workforce Investment Board

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***\*Please note that moving from WIA to WIOA is a large systematic change for the local Board. We are still waiting on final regulations and other guidance from the Federal and State level. Due to this, not all planning elements have been completed at the time of this plan submission. The local Board plans to complete all required planning elements by the end of the 2<sup>nd</sup> quarter of PY16 if further guidance has been received. As noted in the plan all elements will be reviewed and updated throughout the planning period as necessary.***

## **STRATEGIC ELEMENTS**

### **I. Local Workforce Development Board's Vision**

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

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

### **II. Local Workforce Development Board's Goals**

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

Goals of the South Central Regions include:

- A strong linkage to economic development projects in all twelve counties.
- Tight connections with businesses to ensure their needs are met.
- Services that effectively and efficiently connect our jobseekers to in demand jobs.

### **III. Local Workforce Development Board's Priorities**

Businesses in the South Central Region continue to report the need for dependable, qualified workers. Employers report qualified workers can often be found, but lack the soft skills necessary to be successful in employment. Through a series of Missouri Economic Development “Feels like Home” tours businesses increasingly asking for short term training and certificates in conjunction with on the job training in lieu of a more traditional two or four year degree.

To determine the needs of jobseekers and workers in the region the Board contracted with Growth Services Group to conduct a labor market analysis in the region. Please see attachment D.

## IV. Economic, Labor Market, and Workforce Analysis

### A. Economic Analysis

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

- *Average personal income level;* Information provided by MERIC.  
The average personal income level for 2015 in our region is \$29,049.
- *Number and percent of working-age population living at or below poverty level;* Information provided by American Fact Finder.  
As of the most recent five year estimate the region had 22,970 working age adults, 22% of the total working age adult population, living at or below the poverty level.
- *Unemployment rates for the last five years;* Information provided by Bureau of Labor Statistics.

	2011	2012	2013	2014	2015	Average
Butler	9.0%	8.2%	7.9%	7.1%	6.2%	7.7%
Carter	11.3%	9.5%	9.6%	8.9%	7.5%	9.4%
Douglas	10.2%	9.9%	9.3%	7.7%	6.8%	8.8%
Howell	9.6%	8.2%	7.8%	7.2%	6.4%	7.8%
Oregon	9.8%	7.9%	7.9%	7.5%	6.3%	7.9%
Ozark	11.8%	10.2%	10.3%	8.9%	7.9%	9.8%
Reynolds	13.2%	11.0%	9.4%	8.4%	7.0%	9.8%
Ripley	12.0%	10.5%	9.2%	8.2%	7.9%	9.6%
Shannon	13.1%	11.0%	9.5%	9.4%	8.1%	10.2%
Texas	9.7%	8.2%	8.2%	7.9%	6.6%	8.1%
Wayne	10.1%	9.1%	8.2%	7.5%	5.8%	8.1%
Wright	9.8%	8.4%	8.4%	7.3%	6.2%	8.0%
Average	10.8%	9.3%	8.8%	8.0%	6.9%	

- *Major layoff events over the past three years and any anticipated layoffs;* and  
The South Central Region has experienced two major layoffs in the past three years that have affected approximately 800 employees. Both Nordyne, located in Poplar Bluff, and Robertshaw, located in West Plains, were certified under the Trade Act. Regal Beloit in West Plains announced this spring that they would be moving one line in their facility to another plant that will affect an estimated 90 employees.
- *Any other factors that may affect local/regional economic conditions.*  
Although the South Central Region has seen recent layoffs in the manufacturing industry it continues to be a strong sector. The diversification of manufacturing continues to expand and local training has been developed to support this growth. There has been a recent increase in the number of small and mid-sized manufacturing companies in the region as well as diversification within the larger more traditional companies.

### B. Labor Market Analysis

- *Existing Demand Industry Sectors and Occupations- Provide an analysis of the industries and occupations for which there is existing demand.*
- *Emerging Demand Industry Sectors and Occupations- Provide an analysis of the industries and occupations for which demand is emerging.*
- *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.*

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

#### Real-Time Labor Market Analysis

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

#### Industrial Demand

Industry demand analysis from February 2015 through January 2016 showed that the General Medical and Surgical Hospitals was a top job advertisement. Insurance Carriers also had a high number of job advertisers. A few of the industries, such as Restaurants, Department Stores, and Merchandise Stores have high turnover rates, so the large number of job advertisements can reflect the need to refill positions rather than to add new jobs.

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

Industry	Job Postings
General Medical and Surgical Hospitals	796
Insurance Carriers	194
General Freight Trucking	164
Restaurants and Other Eating Places	122
Administration of Human Resource Programs	116
Home Health Care Services	116
Department Stores	111
Other General Merchandise Stores	105
Offices of Other Health Practitioners	104
Management, Scientific, and Technical Consulting Services	96

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

**Occupational Demand**

Job analysis highlights the top ten occupations South Central Region employers advertised for in the past year. Heavy and Tractor-Trailer Truck Drivers were the most advertised positions, followed by Registered Nurses, Retail Salespersons, Licensed Practical and Vocational Nurses, and Customer Service Representatives. First-Line Supervisors for Retail Sales Workers and Physicians and Surgeons followed. Sales Representatives, Nursing Assistants and Merchandise Displayers also made the list.

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

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

Occupation	Job Postings
Heavy and Tractor-Trailer Truck Drivers	660
Registered Nurses	457
Retail Salespersons	200
Licensed Practical and Licensed Vocational Nurses	170
Customer Service Representatives	157
First-Line Supervisors of Retail Sales Workers	148
Physicians and Surgeons, All Other	138
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	137
Nursing Assistants	124
Merchandise Displayers and Window Trimmers	120

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

**Industry**

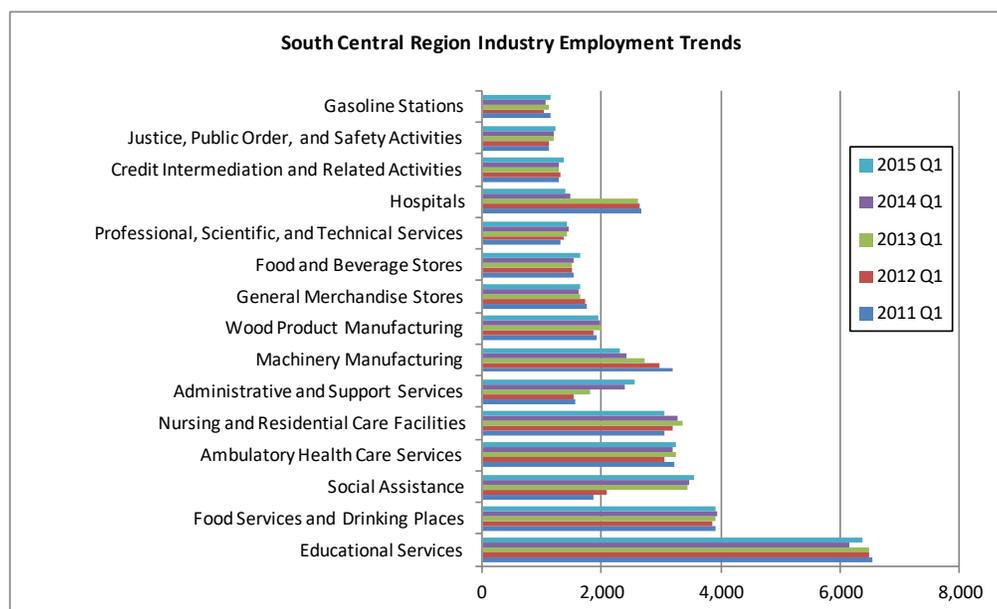
For the 2012-2022 time period, the top net change for industry employment in the South Central Region are projected to be Administrative and Support Services (738); Ambulatory Health Care Services (674); Education Services (476); and Food Services and Drinking Places (413).

**South Central Region 2012-2022 Industry Projections**

Title	Employment		Change	
	2012	2022	2012-2022	
	Estimated	Projected	Numeric	Percent
Administrative and Support Services	2,025	2,763	738	36.44%
Ambulatory Health Care Services	3,066	3,740	674	21.98%
Educational Services	6,195	6,671	476	7.68%
Food Services and Drinking Places	3,965	4,378	413	10.42%
Nursing and Residential Care Facilities	3,204	3,592	388	12.11%
Social Assistance	1,755	2,129	374	21.31%
Professional, Scientific, and Technical Services	1,285	1,581	296	23.04%
Hospitals	2,792	3,081	289	10.35%
General Merchandise Stores	2,237	2,428	191	8.54%
Wood Product Manufacturing	1,979	2,170	191	9.65%

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 South Central Region. During the 5 year period, the highest employment growth is in the industries of Social Assistance and Administrative and Support Services.



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

## Occupations

The long-term occupational projections for the South Central Region show that the top job openings are in the Retail and Food Service Industries. The definition of *Total Openings* is the projected new growth along with replacement needs. Cashiers, for example, shows a total projected employment of 2,755 for 2022, only 104 more than the 2012 estimate of 2,651 jobs. This means of the 1,250 job openings over 10 years, 1,146 are replacement openings due to turnover while 104 are new. Total openings are important to job seekers while new jobs indicate where new training needs may be found.

In addition to *Total Openings*, several occupations are projected to grow much faster than the overall region and have a large number of openings. Personal Care Aides is projected to have 423 growth openings and Combined Food Preparation and Serving Workers, Material Movers, and Registered Nurses are projected to have more than 250 growth openings.

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

Occupation	2012 Estimated Employment	2022 Projected Employment	Growth Openings	Replacement Openings	Total Openings
Cashiers	2,651	2,755	104	1,146	1,250
Combined Food Preparation and Serving Workers, Including Fast Food	1,776	2,039	263	678	941
Laborers and Freight, Stock, and Material Movers, Hand	1,992	2,251	259	617	876
Registered Nurses	1,880	2,137	257	364	621
Retail Salespersons	1,419	1,531	112	485	597
Personal Care Aides	1,998	2,421	423	143	566
Waiters and Waitresses	784	822	38	377	415
Office Clerks, General	1,499	1,588	89	315	404
Team Assemblers	1,251	1,454	203	198	401
Heavy and Tractor-Trailer Truck Drivers	1,323	1,511	188	212	400

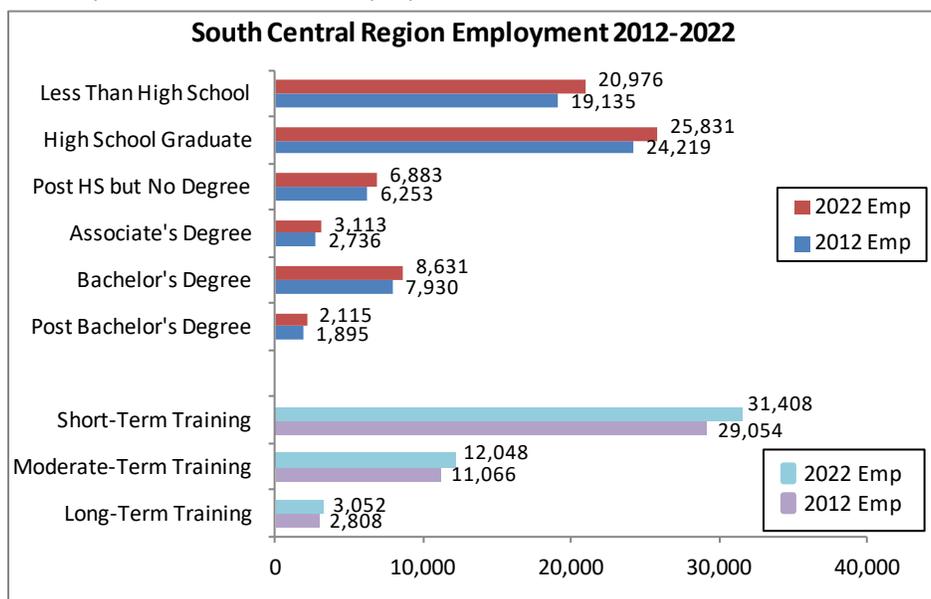
Source: MERIC Employment Projections

### 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 South Central Region. Occupations requiring short-term OJT are projected to experience the highest number of increased employment at over 2,300, or 8.1 percent growth. Employment in occupations requiring moderate-term OJT is expected to grow by approximately 982 or 8.9 percent.

Increased employment is also anticipated for occupations requiring a bachelor’s degree. Employment for this education level is projected to increase by more than 700 or 8.8 percent. Occupations requiring an associate’s degree or some post-high school training will increase by over 1,000 workers.

As estimated for the year 2022, 69 percent of workers in the South Central Region will be employed in occupations that require no formal postsecondary education (includes short-term OJT to work experience in a related occupation). Workers in occupations that require just a bachelor’s degree will account for over 12 percent of the total employment in 2022.



### Top Occupations by Education Level

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

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

Occupation	2012 Estimated Employment	2022 Projected Employment	Growth Openings	Replacement Openings	Total
<b>Now - Typically requires short-term on-the-job training</b>					
Cashiers	2,651	2,755	104	1,146	1,250
Combined Food Preparation and Serving Workers, Including Fast Food	1,776	2,039	263	678	941
Laborers and Freight, Stock, and Material Movers, Hand	1,992	2,251	259	617	876
Retail Salespersons	1,419	1,531	112	485	597
Personal Care Aides	1,998	2,421	423	143	566
Waiters and Waitresses	784	822	38	377	415
Office Clerks, General	1,499	1,588	89	315	404
Team Assemblers	1,251	1,454	203	198	401
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	1,443	1,603	160	174	334
Maids and Housekeeping Cleaners	1,298	1,346	48	257	305
<b>Next - Typically requires an associate's degree or long-term training</b>					
Registered Nurses	1,880	2,137	257	364	621
Heavy and Tractor-Trailer Truck Drivers	1,323	1,511	188	212	400
Nursing Assistants	1,419	1,544	125	270	395
Licensed Practical and Licensed Vocational Nurses	741	858	117	181	298
Teacher Assistants	714	750	36	162	198
Maintenance and Repair Workers, General	735	791	56	141	197
First-Line Supervisors of Retail Sales Workers	616	647	31	134	165
Automotive Service Technicians and Mechanics	399	429	30	101	131
First-Line Supervisors of Office and Administrative Support Workers	325	364	39	77	116
Emergency Medical Technicians and Paramedics	315	343	28	86	114
<b>Later - Typically requires bachelor's degree or beyond</b>					
Elementary School Teachers, Except Special Education	1,120	1,251	131	246	377
General and Operations Managers	1,032	1,134	102	193	295
Middle School Teachers, Except Special and Career/Technical Education	681	760	79	150	229
Accountants and Auditors	417	507	90	123	213
Secondary School Teachers, Except Special and Career/Technical Education	596	623	27	162	189
Mental Health and Substance Abuse Social Workers	216	246	30	46	76
Healthcare Social Workers	193	226	33	41	74
Child, Family, and School Social Workers	279	291	12	59	71
Education Administrators, Elementary and Secondary School	187	196	9	50	59
Educational, Guidance, School, and Vocational Counselors	188	200	12	40	52

Source: MERIC Employment Projections

### C. Workforce Analysis

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

Within the South Central Region, there was a net increase of over 11,573 people between 2000 and 2010. The counties with the highest increase in population within the Region were Howell (3,162), Texas (3,005) and Butler (1,927). No other county saw increases of over 1,000. No county in the South Central Region decreased in population between 2000 and 2010.

#### Minority Population Growth

Missouri experienced population increases in the Black and Hispanic or Latino minority groups during the 2000's. In 2010, the Black population is just over 3,500 in the South Central Region, accounting for 1.7 percent of the region's population. By comparison, the Missouri and U.S. Black populations represent smaller percentages of the total population at 11.6 and 12.6 percents, respectively.

The Hispanic or Latino population in the South Central Region also increased. The minority group numbers nearly 3,000, and represents 1.4 percent of the total population. 3.5 percent of Missouri's total population was Hispanic or Latino in 2010, compared to 16.3 percent for the U.S.

#### Limited English Proficiency

According to the 2010-2014 American Community Survey 5-Year Estimates, 2.2 percent (2,677) of the South Central Region population age 18-64 spoke a language other than English at home. The most common non-English languages spoken in the South Central homes were Spanish (1 percent); Other Indo-European Languages (.8 percent); Asian and Pacific Island Languages (.2 percent) and Other Languages (.1 percent).

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

The percentage of individuals speaking languages other than English at home across the nation is much higher than the state average. In the U.S., 13.6 percent of the population speaks Spanish at home.

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

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

Residents speaking Other Indo-European languages and Asian and Pacific Island languages total 3.7 percent each, while those speaking Other Languages are 1 percent.

#### Individuals with Disabilities

According to the American Community Survey 2010-2014 estimates, 20.6 percent, or 24,705 South Central Region residents age 18-64 had a disability. Ambulatory difficulty was the most prevalent disability type at 11.9 percent of the Region's population. 8.9 percent of the population had a cognitive difficulty, 7.3 percent with an independent living difficulty and 4.6 percent had a hearing difficulty. Vision difficulty and self-care difficulty were both about 4 percent of the population.

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

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

The South Central Region recently completed a regional labor study that shows many of the trends that drive the workforce in our area. Please see Attachment D.

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

#### Geographic Change

During the recession, the number of Missourians employed in the South Central Region decreased, while the number of unemployed increased to a high of 12.8 percent. Over time, employers have become more confident in hiring workers, increasing total employment to over 81,000 at the end of 2015. The unemployment rate fell to 4.7 percent by December 2015. That is above the Missouri unemployment rate of 3.9 percent and just below the US unemployment rate of 4.8 percent. These numbers, queried from Local Area Unemployment Statistics (LAUS), includes include all employment, including self-employed workers.

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 South Central Region, the unemployment rate decreased 2.3 percent from September 2014 to September 2015.

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

#### Industry Employment Trends

The South Central Region experienced a slight loss of employment from 2009 to 2014 with -.3 percent, while statewide employment increased 2.2 percent. The health care and social assistance industry groups had the largest increase in employment during the time period, with Social Assistance increasing employment by 120 percent and Nursing and Residential Care Facilities increasing by 12.8 percent. Administrative and Support Services increased employment by 40.3 percent and Wood Product Manufacturing increased employment by 16.5 percent. Machinery Manufacturing (-25 percent), General Merchandise Stores (-6 percent), and Educational Services (-1.9 percent) lost employment during this period.

#### Industry Wage Trends

The South Central Region saw overall wage growth of 8.2 percent, or over \$2,000, from 2009 to 2014, slightly lower than the statewide wage growth of 9.4 percent. Wage growth occurred especially in the health care, service, and production/manufacturing industry groups. Industries with the largest growth rate were Credit Intermediation and Related Activities (26.2 percent), Motor Vehicle and Parts Dealers (24.8 percent), and Professional, Scientific, and Technical Services (20.2 percent). One industry, Merchant Wholesalers, Nondurable Goods (-0.6 percent), saw a decline in wages.

#### Industry Clusters

The South Central Region's highly concentrated industries are in manufacturing, health care and social assistance, and retail industry groups, according to the location quotient indicator. The location quotient (LQ) indicator describes how concentrated an industry is in a region in relation to the nation, with 1.00 being the national average. The region's most concentrated industries are Wood Product Manufacturing (13.80) and Machinery Manufacturing (4.93). The health care/social assistance industry group has three out of ten industries in the list below: Social Assistance (2.40), Nursing and Residential Care Facilities (2.40), and Ambulatory Health Care Services (1.13).

The industry demand is consistent with occupational job postings seen in the Top Ten Real-Time Labor Demand Occupations by Job Ads data found in Section IV.B.1. The table shows a high demand for jobs associated with manufacturing (truck drivers, customer service representatives and sales representatives) and health care and nursing care facilities (nurses, physicians, and nursing assistants). The location quotient table shows high concentration in various manufacturing sectors, truck transportation, and various health care sectors.

- *Education and Skill Levels of the Workforce- Provide an analysis of the educational and skill levels of the workforce.*

The total population of the Missouri workforce is 2,594,137, and the South Central Region is home to over 56,000, or about 2 percent of the state's workforce. . The workforce demographic numbers are queried from census data, and include only workers employed by

firms in Missouri (self-employed individuals not included). The age group for workforce is defined as 14 years or more.

The population of the workforce in the state is aging. In Missouri and the Southeast Region, about 22 percent of the workforce is age 55 or older for both the male and females.

The educational attainment rate for the South Central Region is slightly less than the average for Missouri. In the South Central Region 87 percent of the workforce has a high school diploma or higher, compared to 88 percent for the state. When looking at just those with a bachelor's degree or higher, the South Central Region is at 16 percent and Missouri is at 23 percent. The number of workers who have not obtained a high school diploma is 13 percent in the Region and 12 percent statewide.

- *Skill Gaps-Describe apparent "skill gaps."*

Analysis of the skills and education gaps that employers have identified is an important step in determining what training issues need to be addressed. National business surveys point to skills gaps that have negatively impacted the economy, such as a 2015 manufacturing survey that indicated 6 out of 10 positions remain unfilled due to talent shortage, even with a large number of unemployed manufacturing workers available for hire. 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 issues. In 2015 the survey found that 57 percent of businesses identified a "shortage of workers with knowledge or skills" as the main barrier to expanding employment, followed by "economic conditions" at a distance second of 35 percent. The top shortcomings of job applicants were mostly soft skills such as poor work ethic (#1), lack of critical thinking (#2), and lack of communication or interpersonal skills (#3). Lack of general business or industry knowledge rounded out the top four. These shortcomings are consistently the top issues business identify in this survey and mirror the "soft skills" challenge that can be seen across the country in various business surveys. This very large business survey, while limited to the St. Louis MSA, is a good proxy for the issues other businesses face throughout the

state. Furthermore, the importance of soft skills revealed in these surveys can be seen in online job ads that consistently rank these skills as a top desire for applicants.

MERIC analyzes the real-time job ads for workforce regions, which are one representation of job demand, versus the supply of job seekers in the state's workforce development system and develops a report each year highlighting results. In 2015, the South Central Region had the largest labor supply and demand gaps in health care and business & sales. For example, health care job ads accounted for over 36 percent of all postings but less than 10 percent of job seekers were looking for employment in these occupations. These gaps represent opportunities for job seekers, who can get training, to apply for occupations that are in higher demand.

The South Central Region employers indicate through job advertisements the basic and specialized skills needed to be successful in their business. While these needed skills do not necessarily point to gaps, it does provide a snapshot of skill demand and reinforces some of the findings from earlier surveys and competency model analysis. MERIC researchers analyzed over 6,246 online job advertisements from February 1, 2015 to January 31, 2016 using a tool from Burning Glass Technologies, to determine what skills were in greatest demand over the year.

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

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

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

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

Missouri's opportunities for long-term economic growth will increasingly depend on a well educated, flexible workforce that responds quickly to changing business needs. Targeted efforts to prepare workers start at a young age, are honed through higher education and work

experience, and are sustained by a culture and ability to embrace life-long learning. Taking bold, and sometimes difficult, steps to equip Missouri’s workforce for success will be one of the strongest economic development tools a state can have in retaining and attracting the industries of the future.

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

#### **D. Workforce Development, Education, and Training Activities Analysis**

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

##### Partnership

The South Central Region coordinates and aligns their partnership with the Missouri Division of Workforce Development Department of Employment Security, Department of Elementary and Secondary Education, Missouri Vocational Rehabilitation, Rehabilitation Services for the Blind and the Department of Social Services Family Support Division. Together the partners provide a robust menu of vital reemployment and support services, including access to skill-building training, National Certification and Career Connections for jobs seekers, targeted programs for Veterans, Youth and the unemployed, and cost saving human resource assistance and financial incentives for businesses. The partners braid workforce, education, and training activities with support services to meet the needs of our jobseekers and employers. With 2 full-service centers as well as numerous affiliate locations, Missouri Job Centers are the central point for WIOA core and one-stop partner services.

##### Employment Services

In 2010, the Missouri Workforce Development System implemented the NGCC integrated skills-based service delivery model. This is a streamlined eligibility determination where each customer is enrolled in every program for which they were eligible (Wagner Peyser, Adult, Dislocated Worker, or Youth) Customers that register or are registered for jobs.mo.gov have immediate access to WIOA funded services.

Missouri Job Centers offer an array of employment services to adults, dislocated workers, in-school youth, out-of-school youth and UI claimants alike. Missouri provides co-enrollment services to leverage resources and provide comprehensive service delivery to customers with barriers to employment. Once the customers have been through core services, they will have access to information and have the opportunity to obtain a National Career Readiness Certification (NCRC) using the ACT skills certification system. The NCRC is used for screening, hiring, and promotion, as well as for fulfilling training needs for

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

existing employers. The initial screening and NCRC testing is provided by Missouri Job Centers free of charge. If Missouri Job Center customers who are first provided career services through Wagner-Peyser are ready for employment, staff members are available to assist them with job search and placement. If these customers are determined to need individualized career or training services, they are referred to core partners to meet their identified needs.

Unemployment claims can be made via the internet or through a dedicated line to the UI claims center. Self-serve job search on Jobs.mo.gov, or any of the other jobs search engines are available in our computer labs. Registered customers can speak to staff that will complete an initial assessment to determine the level of services the customer needs. Referrals can be made for any partner staff, whether it be TANF, SNAP, Veterans services, Job Corps, Trade Adjustment Assistance, Career and Technical Education or one of many workshops offered at the Job Center including, resume preparation, interviewing skills, networking, and occupational exploration.

The Veteran services are of utmost importance. Missouri Job Centers have priority services for Veterans, meaning that Veterans are served before all other customers. If available, a veteran can request to see the Disabled Veterans Outreach Program (DVOP) staff or Local Veteran Employment Representative (LVER) at any time in the process to receive specialized services.

Once a customer is served through Wagner-Peyser, a determination is made whether the customer is ready for job search and placement activities, or if they meet the needs of career or training services. At this time they are referred to other partners to meet their needs.

Employers may utilize staff-assisted services that include, job order writing, recruitment, pre-screening and referrals of qualified applicants. Workforce Coordinators are located around the state to assist employers at no cost and connect with regional and statewide resources to meet employer's workforce needs. They are also encouraged to use the online system for labor exchange activities. Business service teams offer a multitude of opportunities including: Personalized Recruitment assistance; Partnership with community colleges; Work Opportunity Tax Credit; On-the-Job Training; and WorkReady Missouri.

#### Adult Education and Literacy

Missouri Adult Education and Literacy (AEL) activities are available throughout the region utilizing strategic partnerships. Working with WIOA partners on case management, the partners align services and provide basic skill development, academic education, secondary skills toward high school equivalency, post-secondary remediation, and English language acquisition for those eligible. To further support the acquisition of employability we work with our local education partners in a variety of capacities to provide career readiness preparation tools and to provide workforce training for specific occupations.

#### Vocational Rehabilitation

Vocational Rehabilitation workforce development activities are designed to assist individuals with disabilities in obtaining, maintaining, or advancing in competitive integrated employment. These activities include assessments, vocational guidance and counseling, job preparation activities, which can include disability awareness, resume writing, interviewing skills. Additionally, VR provides eligible individuals with training (OJT, apprenticeships, customized employment, funding for community

colleges, universities). Vocational Rehabilitation is the primary referral source from job center partners for people with disabilities.

#### Missouri Rehabilitation Services for the Blind

MVR and Missouri Rehabilitation Services for the Blind (RSB) have a cooperative agreement for serving individuals who are Deaf-blind. Individuals who meet the Helen Keller definition of Deaf-blind may receive services from both agencies. The cooperative agreement provides an opportunity for each agency to serve individuals with multiple disabilities by taking advantage of the skills and expertise within each agency, while at the same time, utilizing the resources of MVR and RSB to the best advantage.

RSB works with employers through a variety of activities to identify competitive integrated employment and career exploration opportunities to facilitate the provision of VR services and transition services, including transition services for youth and pre-employment transition services. The appointed RSB staff work with the local board through its Committee for Inclusion.

#### Temporary Assistance for Needy Families (TANF)

The Temporary Assistance cash program shall include requiring an applicant or recipient of cash assistance to participate in work activities as defined in an individual employment plan. TANF uses multiple education and training activities available to assist participants to earn a certificate, license or a degree. Trainings include on the job training, job skills training, alternative work experience program (AWEP), community work experience program (CWEP) community service and vocational training.

Missouri Work Assistance (MWA): The MWA program provides services to families receiving Temporary Assistance (TA) to assist them in engaging in job preparation and work activities. The goal is for families to become independent of the need for cash assistance.

Parents as Teachers: It provides activities they can do with their child, and provides resources to the parent not otherwise available. By participating in this program, parents are able to provide a safe, secure, structured home environment that promotes the family and responsible parenting.

State Park Youth Corps (SPYC): The Board in partnership with the Missouri Department of Natural Resources' Division of State Parks, and the Missouri Department of Economic Development's Division of Workforce Development administers the program that provides Missouri youth the opportunity to work outdoors improving Missouri's state parks and historic sites from May 1 through Dec. 31. SPYC employs eligible Missourians at state parks, historic sites and natural areas across Missouri.

Summer Jobs for Youth: The youth participating are between the ages of 16 – 24, or are parents of young children themselves. Missouri's Department of Economic Development's Division of Workforce Development in partnership with local businesses and community groups provides jobs for low income youth during summer months. Participation in the program provides work and supportive services so that children can be cared for in their own homes or in the homes of relatives.

#### Community Services Block Grant (CSBG)

Community Action Agencies (CAA's) provide assistance to individuals, families, and communities to reduce or eradicate poverty. CAA's act as a catalyst for community coordination to bring about changes in their communities and to better the lives of the families they serve on a daily basis. CAA's address the

‘whole family’ through a strengths based, family development approach to supporting individuals and families attain self-sufficiency which includes: Intake, assessment and referral – individuals are guided through a process to identify their strengths and needs; Family support and case management services – an intensive one on one relationship to empower individuals and families set goals toward achieving self-sufficiency; Life skills classes to assist individuals in learning better ways to handle basic living skills, such as budgeting, employment readiness, etc. ; Coordination and referral for services to address barriers to achieving self-sufficiency, including education, transportation, housing, child care and other issues.

- *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:

WIOA Implementation-The local board took steps as soon as the WIOA legislation passed to ensure the board composition and its local policies were in compliance and aligned for success. The board competitively procured One Stop Operators for each Center in October of 2015.

Board Structure and Oversight-The local board is incorporated as a 501(c)3 which gives us the flexibility to acquire additional resources and move quickly. Because the region is composed of 12 counties there are 12 Presiding Commissioners who attend all board meetings and are available for concurrence on board decisions.

Job Center locations and Affiliate Sites: The region has 2 comprehensive Missouri Job Centers located in the two largest communities of the region. These Centers are positioned to effectively serve the eastern and western halves of the region. In addition, there are multiple affiliate sites available for customers in our smaller communities.

#### Weaknesses:

Staffing- There are currently no Veterans Representatives or Workforce Coordinators located in the Region. Only one of the two comprehensive centers has a DVOP. Although staff, both local and remote, work well together it does make coordination more difficult.

Technology- Information sharing among partners is difficult. There is currently no universal release of information making a team based case management approach difficult. Within the Centers it there are multiple redundancies due to State and Partner systems not being able to “talk” to each other.

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

Adult and Dislocated Worker services are provided at the West Plains Job Center by the local Community Action Agency. The CAA has the ability to also serve our customers in the outlying counties at their local offices. Services in the Poplar Bluff Job Center are provided by Rescare Workforce Services. Rescare partners with local community based organizations to enable them to serve customers outside the Poplar Bluff area.

Youth services are provided by the two local Community Action Agencies that serve the boards 12 county region. Youth services are provided in all of the CAA county offices but due to funding and staffing limitations there are instances when youth are required to set an appointment to meet with appropriate staff.

Job Corps, Youth Build and Indian and Native American Program services are not provided by an entity within our region. If services are required staff refer the customers to the nearest applicable service provider.

Migrant and Seasonal Farmworker services are provided by UMOS. The South Central Workforce Investment Board and UMOS work together as partners with the shared goal to provide a full spectrum of services to Missouri's eligible MSFW's and/or dependent of an eligible MSFW and agricultural employers. In addition, both partners provide cross training regarding program services offered. Full details of the partnership between the board and UMOS can be found in the MOU Attachment 3.

Wagner-Peyser, Trade, and Veterans Services are provided by the Division of Workforce Development staff in each comprehensive Job Center.

Adult Education and Literacy services are provided by the local school district in the Poplar Bluff and surrounding area. MSU-WP serves customers in the West Plains and surrounding area. Services are limited due to funding and staff. Classes have been reduced and even removed in some of our smaller cities and towns.

Vocational Rehabilitation services are provided by State VR staff. Local VR staff are located in the Poplar Bluff Job Center and in adjoining office in West Plains.

Senior Community Services are provided by Experience Works. Experience Works staff are not located in the comprehensive Centers on a full time basis but they do utilize the Centers for outreach activities such as local job clubs.

Career and Technical Education services are provided by the local Technical Career Centers in Poplar Bluff and West Plains. CTE staff are not collocated in the Centers but staff refer customers when applicable.

Community Services Block Grant and Housing and Urban Development services are provided by the local CAA's in our 12-county region. The CAA's provide services in every county through their local network of offices.

Unemployment Insurance Services are provided remotely by the Department of Labor and Industrial Relations call centers. In order to provide efficient service to customers local staff are trained to help with basic questions and there is a direct phone line available in each Center if more in depth information is required.

Reintegration services are provided by our local probation and parole offices. Staff are not currently co-located in the Job Centers. Job Center staff meet with their respective offices on a regular basis to ensure services are available to customers.

Temporary Assistance for Needy Families is provided by MERS goodwill in our region. Currently MERS Goodwill staff are co-located in our West Plains Center and will soon be co-located in our Poplar Bluff Center.

## 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 population, and relevant growth trends.*

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

The region's major employers include (<http://www.missouripartnership.com/Sites-Incentives-Data/Regions/South-Central-Region>):

- Armstrong Wood Products: (West Plains)
- Briggs & Stratton: (Poplar Bluff)
- Camcorp Manufacturing: (Willow Springs)
- Caterpillar: (Pomona)
- Dairy Farmers of America: (Poplar Bluff)
- Doe Run Co.: (Bunker)
- DRS Technologies: (West Plains)
- Emerson Climate Technologies: (Ava)
- FedEx Freight: (Willow Springs)
- Gates: (Poplar Bluff)
- Hutchens Industries: (Mansfield)

- Mid Continent Nail: (Poplar Bluff)
- Missouri Forge: (Doniphan)
- Paramount Apparel International: (Winona)
- Regal-Beloit: (West Plains)
- Revere Plastics: (Poplar Bluff)
- Schneider Electric: (West Plains)
- Smith Flooring: (Mountain View)
- Western Dairy Transport: (Cabool)
- Windsor Foods: (Piedmont)

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

The 2015 population statistics for the region are (MERIC):

- |                   |        |
|-------------------|--------|
| ▪ Butler County   | 42,951 |
| ▪ Carter County   | 6,263  |
| ▪ Douglas County  | 13,373 |
| ▪ Howell County   | 40,117 |
| ▪ Oregon County   | 10,953 |
| ▪ Ozark County    | 9,409  |
| ▪ Reynolds County | 6,432  |
| ▪ Ripley County   | 13,802 |
| ▪ Shannon County  | 8,258  |
| ▪ Texas County    | 25,690 |
| ▪ Wayne County    | 13,405 |
| ▪ Wright County   | 18,268 |

In 2010, the Black population was just over 3,500 in the South Central Region, accounting for 1.7 percent of the region's population. By comparison, the Missouri and U.S. Black populations represent 11.6 percent and 12.6 percent respectively, of the total population. The Hispanic population was just over 3,000 in the South Central Region, accounting for 1.4 percent of the region's population. By comparison, the Missouri and U.S. Hispanic populations represent 3.5 percent and 16.3 percent respectively, of the total population (MERIC).

Within the South Central Region, there was a net increase of over 11,573 people between 2000 and 2010. The counties with the highest increase in population within the Region were Howell (3,162), Texas (3,005) and Butler (1,927). No other county saw increases of over 1,000. No county in the South Central Region decreased in population between 2000 and 2010 (MERIC).

## **B. Local Workforce Development System**

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

The local board is made up of 25 members and meets the WIOA criteria for required partner, labor and business representatives. Presiding Commissioners from our region's twelve counties make up the Chief Local Elected Official Consortium. There are four standing committees of the board:

- Executive
- Youth
- Barriers and Disabilities
- One Stop

The region has two comprehensive Job Centers and several affiliate sites. To better streamline service the region divides itself into two smaller sub-regions for program delivery, East and West. The One-Stop Operator and service provider for the six eastern counties is Rescare Workforce Services and for the six western counties is Ozark Action, Inc.

The Youth program service provider the six eastern counties are run by South Central Missouri Community Action Agency and for the six western counties by Ozark Action, Inc.

In order to support alignment within the system each comprehensive center devotes their weekly staff meetings to a specific partner. That partner has the opportunity to share with all staff any recent developments in their program and to discuss any best practices or weaknesses in referrals or case management of shared customers.

At the board level alignment is highlighted by making sure that all partners in the region, regardless of requirement, are involved as a board or committee member. This has already proven effective because all partners have a voice in board policies.

## **C. Local Facility and Partner Information**

*Identify the local comprehensive centers and affiliate sites in the LWDA including: mailing and street addresses, telephone and fax number, partners located in the center and services provided by those partners.*

Please see Attachment 1.

## VI. Local Strategy Implementation

*Describe the Board's goals and strategies for operation, innovation, and improvement under the Workforce Innovation and Opportunity Act. Please include strategies addressing: Career pathways, employer engagement, business needs assessment, alignment and coordination of core partner program services, outreach to jobseekers and business, improvements to physical and programmatic accessibility, customer service training on access, assessment, and supportive services.*

The Board is currently developing training guidelines for their board members, committee members, board staff, and local program and partner staff that will systematically review and train on the federal legislation, final regulations, state issuances, local policy and the local plan. This training this will ensure that the Board moves from WIA to WIOA and promotes innovation and continuous improvement.

1. Career Pathways-The board created an ad hoc Sector Strategy committee to facilitate and implement the regions first sector strategies initiative that includes a coordinated effort to address employer engagement, business needs assessment and development of career pathways. The intent of the committee is to work with community groups that are already involved in this process and to also create groups if none exist.

The board approved the first targeted industry of Diversified Manufacturing. Diversified Manufacturing covers a broad range of manufacturing subsets and accurately reflects the manufacturing in the region. Once the committee has successfully worked through the sector strategy process within this industry it will select the next set of targeted industries.

The Greater Ozarks Center for Advanced Technology (GOCAT) group has been meeting now for over a year in the West Plains and surrounding area. The group is a partnership of local manufacturers, workforce professionals, local higher education, local career and technical education and other community partners. The goal of the group is to understand business needs and develop the education needed for that workforce. GOCAT will be accepting new students as soon as fall of 2016.

Maher & Maher Final Report:

Team/Planning Development Process

Partners in the South Central region have a long-standing history of working together, and note that community leaders are engaged and communicate well with one another. While regional leaders have worked together on a variety of efforts in the past, most activity tends to take place on the east and west sides of the region, rather than throughout the region as a whole.

Team members represent a range of partner systems, including workforce development (Board and Job Center staff and Board members), adult education, post-secondary education, the

Missouri Work Assistance program for Temporary Assistance for Needy Families recipients, vocational rehabilitation, a regional small business incubator, and a council of governments. Several members of the South Central team participated in the October 2015 statewide launch meeting and used their time together there to identify potential focus industries and begin identifying priority strategies and next steps based upon their self-assessment and SWOT analysis activities. The team's facilitator gave a follow-up sector strategies and project orientation presentation to the team in January 2016. During a team meeting in March 2016, the team selected an initial focus industry, Diversified Manufacturing, and identified some initial priorities for work with the industry.

Later in the spring of 2016, the South Central regional team increased its engagement with an existing advanced manufacturing industry group in the region. The group, which includes manufacturers, career and technical education, MSU-West Plains and other colleges, the Workforce Board, the Ozark Small Business Incubator, and others, meets regularly. Current areas of focus include identifying available and needed manufacturing training programs, curriculum, credentials, and career pathways. This fall will see the launch of the Greater Ozarks Center for Advanced Technology (GOCAT), an advanced manufacturing training center. There is also a good deal of small business outreach taking place, as well as efforts to connect manufacturers along supply chains.

#### Target Industries

The team decided to focus initially on the diversified manufacturing cluster. There are multiple forms of manufacturing throughout the region and a significant amount of existing interest and activity in the industry in the region.

Team members used the data provided by Scott Sheely in discussing and deciding upon the initial focus industry and also brought other data and tacit knowledge to the conversation. A COG survey of manufacturers in seven counties, as well as the Board's 12-county labor shed study, are also important inputs to the region's manufacturing sector strategy.

Moving forward, the team is interested in potentially pursuing work with the healthcare services and wood products industries. There are strong healthcare-related programs and

pathways in the region, including a range of nursing and allied health training. Wood products is extremely highly-concentrated in the region but has not been a target for investment in the past. The team is interested in seeing how it might help support the growth of the industry through strategic support.

#### Key Goals

The South Central team developed preliminary goals in several areas of the regional sector strategies planning framework, and later discussed additional regional priorities, which are captured here. These are the team's initial goals, which were developed during the October 2015 statewide launch meeting and the March 2016 team meeting:

##### 1. Gather, Analyze, and Validate Workforce Data/Intelligence

- Fully explore available data on the Diversified Manufacturing sector and identify priority industry drivers, then validate data-related observations with manufacturers
- Consider assembling a regional data team

##### 2. Form Sector Partnerships: Convene, Partner, and Articulate Vision

- Build a comprehensive and inclusive regional partnership, and identify and engage additional needed partners in the work of the team (may include economic development, small business/entrepreneurship representatives, elected officials, etc.)
- Create and adopt a shared regional vision
- Enhance communication efforts both internally, among partners, and externally, in terms of strategic regional communications and messaging

##### 3. Assess Employer-Defined Talent Needs

- Engage industry employers to solicit input on their workforce needs and desired solutions (sustained effort over time)
- Work with employers and other partners to identify common skill needs across industry clusters and support skills transferability efforts
- Working with employers, map career pathways in the manufacturing industry (this work has been started but needs to be furthered)

#### 4. Develop Strategies and Align Resources

- Create a draft, initial strategic plan framework for the Diversified Manufacturing clusters, and then engage regional manufacturers to validate and refine the plan
- As a strategic focus, target higher-paying, family-sustaining jobs, rather than marketing cheap labor as a way to attract companies to the region
- Align education and training programs, courses, and delivery methods to identified career pathways and skill and credential needs along pathways

Since the South Central team became more involved with the existing advanced manufacturing initiative, its specific goals will likely be shaped by the broader objectives of that effort. As noted above, current priorities include assessing current and needed manufacturing training credentials to build career pathways and building relationships among regional manufacturers along supply chains.

The South Central team also plans to map the work it is currently doing around advanced manufacturing to replicate sector strategies with additional industries. The team has also prioritized the integration and expansion of Registered Apprenticeship for target industries.

#### Deliverables Created for the Region

The following products, in addition to regional data, were created for the South Central regional team over the course of the project:

- a) Project plan to outline work during the project;
- b) Initial regional plan framework to reflect team discussions during the October 2015 statewide launch meeting;
- c) PowerPoint presentation for the team on industry sector strategies and the focus and goals of this project;
- d) Team meeting agendas and notes;
- e) Sample industry launch meeting agenda;
- f) Asset-mapping template; and
- g) Registered Apprenticeship resources.

#### Recommendations

The following recommendations are offered in support of the South Central region’s work with the advanced/diversified manufacturing sector and future work with additional target industries:

a) Assess existing policies and service delivery strategies to determine the extent to which they support workforce development partners in meeting the needs of regional manufacturers: Ensure that partners’ plans, policies, and service delivery models prioritize meeting the workforce needs of target industries, and reflect a focus on manufacturing and other targeted industry sectors. Make changes to policies or practices that may inhibit partners’ ability to meet the workforce needs of the manufacturing community.

b) Expand investments in employer-driven training models: The regional team has already prioritized the expansion of formal Registered Apprenticeship programs for manufacturing. Working with manufacturers, identify other business-driven and workbased training of interest to them. Ensure that partners’ education and training investments are aligned to the content and modality preferences of employers in target sectors.

c) Ensure that service planning and delivery for job seekers and employers reflects a focus on meeting the needs of target industry sectors: It is important that services be organized, staffed, and delivered to align with the identified workforce needs of target industries. For example, career counselors should be trained on the workforce needs of key industries, comfortable using a range of LMI in coaching job seekers, and equipped to direct job seekers to careers in regional target industries. Staff serving businesses should be expert in the workforce needs of the target sectors they serve, aligned on a unified regional team with other partners serving employers in the sector, and focused on providing workforce solutions beyond labor exchange.

d) Prioritize the building of talent pipelines for manufacturing (and other key sectors): Manufacturers often articulate needs around getting more young people interested in manufacturing careers and replacing retiring segments of their workforces. Regional

partners can ensure that in- and out-of-school youth, career-changers, veterans, and other talent pools are made aware of career opportunities in manufacturing and exposed to manufacturing through career coaching, interest and skill assessments, and work-based job exposure and training activities.

2. Employer Engagement- The South Central Region will improve engagement with local employers by hosting industry specific roundtables for employers, job center staff, and partners to discuss pathways for customers and what the needs are of employers within each sector.

3. Business Needs Assessment-In addition to the industry roundtables the region will look at procuring bids for a Labor Demand Report to assist in the continued awareness of needs within our business communities.

4. Alignment and Coordination of Core Program Services-The One Stop committee is tasked with alignment of services within the Job Centers, developing outreach for jobseekers and businesses, customer service, assessment and supportive services.

5. Outreach to Jobseekers and Businesses- The region is looking for low cost options to increase public awareness of our services. Specifically, the possibilities available for outreach through social media. At a recent Job Fair over half of the job seekers in attendance had learned of the event through social media. Each comprehensive center has a staff member designated to improving outreach.

6. The Barriers and Disabilities committee is tasked with ensuring that all jobseekers and businesses have full access to the programs and services available in the region. The committee is new and is looking at developing goals and strategies for itself that will best serve our customers, both jobseeker and business. Tasks completed thus far include asking that each One Stop Operator complete an ADA Accessibility report on all sites where service are offered and coordinating Job Fairs in October, Disability Awareness Month, that will create a pipeline of jobseekers with disabilities or barriers to businesses with open job orders.

7. Assessment- In addition to the assessments available within Toolbox customers in the Poplar Bluff Missouri Job Center take the Woofound assessment. Woofound is a modern and easy alternative to traditional personality assessments. Founded on the premise that self-knowledge and discovery will open the doors to opportunity, Woofound goes beyond just measuring personality, and provides instant, custom career path recommendations. We continue to look for assessments that are appropriate for all customers within the system.

8. Supportive Services-Each comprehensive center has a resource guide available for staff and customers to use when they are in need of supportive services. Staff also utilize the United Way 211 system. In the event that no other resources are available the region has an approved supportive service policy that is applicable to the Adult, Dislocated Worker and Youth programs.

## **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 SCWIB will utilize our website at [www.scwib.org](http://www.scwib.org) to post all public notices, which includes the local Plan. Notification is also sent via regular mail to the full Board, Presiding Commissioners, members of all standing committees and diversity contacts in the region.

## VIII. Local Policies and Requirements

### A. Supportive Services

*Please include the Board's policy for supportive services to enable individuals to participate in Title I activities.*

Please see Attachment 2.

### B. Adult

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

The South Central Workforce Investment Board has developed a policy establishing a priority level of service for Adult funding. The policy seeks to ensure that customers who are most in need of service have high priority in the comprehensive one stop centers. Please see Attachment E.

### C. Youth

*Please explain how the Board will define, identify, document and serve youth participants meeting the eligibility criteria in WIOA section 129(a)(1)(B)(VII) and 129(a)(1)(C)(VII).*

Please see Attachments A and B.

### D. Veterans

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

The region follows all applicable federal laws, regulations, and state issuances regarding veteran's priority. To ensure Veterans and eligible spouses are aware of: a) their entitlement to priority of service; b) the full array of programs and services that are available to them; and, c) the eligibility requirements for those programs and/or services each are given a flyer every time they visit a comprehensive one stop center or affiliate site. An example of the flyer can be found as Attachment F. In addition, to increase the partnership with local Veteran's groups the One Stop operator for the six eastern counties

contracts with the VA through their Work Therapy program to provide staff to the Welcome team in the Poplar Bluff Job Center.

### **E. Individual Training Accounts**

*Identify the funding limit for ITAs.*

There is currently no Board policy limiting funding on ITAs.

### **F. Individuals with Disabilities**

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

The Committee for Inclusion is tasked with ensuring that all jobseekers and businesses, regardless of gender, race, ethnicity, disability, or age, have universal access to the programs and services available in the region. This priority has led to the development of a Work without Limits summit that will be hosted annually in each comprehensive one stop center. The first annual summit is scheduled in October of 2016 to coincide with Disability Employment Awareness month. They will be free to all businesses and will promote hiring customers with disabilities.

Additionally, efforts will include marketing programs and services in the media, sending out notices of employment and program and activities to schools or community service groups and consulting with appropriate community service groups about ways in which the board may improve its outreach and service to various populations. The board has tasked their EO officer and the outreach staff in each Job Center to develop an outreach plan that describes how each customer population group will be reached with information regarding the programs and services that are available to them. To assist staff in the Job Centers the region also developed a Language Access Plan. It can be found as Attachment G.

Each Comprehensive Center has:

- Screen reader
- Screen enlarger
- Bid Keys keyboard
- Trackball mouse
- CCTV Pulse Data
- Phone amplifier
- Personal Listening Device
- Ubi Duo Communicator

- TTY

### 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 Product & Services Box to assist in the provision of these services.*

The Committee for Inclusion works to ensure that all customers, including those with limited English proficiency, have full access to all programs and services within each Job Center. The board has developed a Language Access Plan to assist customers with limited English proficiency. The regions EO officer and Job Center outreach staff evaluate this document on an annual basis to ensure that outreach methods are effective. Please see Attachment G.

Efforts will include marketing programs and services in the media, sending out notices of employment and program and activities to schools or community service groups and consulting with appropriate community service groups about ways in which the board may improve its outreach and service to customers with limited English proficiency. The board has tasked their EO officer and the outreach staff in each Job Center to develop an outreach plan that describes how each customer population group will be reached with information regarding the programs and services that are available to them. In addition, the region will make vital documents available in the customer's language.

### H. Next Generation Career Center Model

*Describe how the Board promotes integration of services through co-enrollment processes, beyond the automatic co-enrollment of the NGCC model.*

The South Central Region coordinates and aligns their partnership with the Missouri Division of Workforce Development Department of Employment Security, Department of Elementary and Secondary Education, Missouri Vocational Rehabilitation, Rehabilitation Services for the Blind and the Department of Social Services Family Support Division. Together the partners provide a robust menu of vital reemployment and support services, including access to skill-building training, National Certification and Career Connections for jobs seekers, targeted programs for Veterans, Youth and the unemployed, and cost saving human resource assistance and financial incentives for businesses. The partners braid workforce, education, and training activities with support services to meet the needs of our jobseekers and employers. With 2 full-service centers as well as numerous affiliate locations, Missouri Job Centers are the central point for WIOA core and one-stop partner services.

In 2010, the Missouri Workforce Development System implemented the NGCC integrated skills-based service delivery model. This is a streamlined eligibility determination where each customer is enrolled in every program for which they were eligible (Wagner Peyser, Adult, Dislocated Worker, or Youth) Customers that register or are registered for jobs.mo.gov have immediate access to WIOA funded services.

Missouri Job Centers offer an array of employment services to adults, dislocated workers, in-school youth, out-of-school youth and UI claimants alike. Missouri provides co-enrollment services to leverage resources and provide comprehensive service delivery to customers with barriers to employment. Once

the customers have been through core services, they will have access to information and have the opportunity to obtain a National Career Readiness Certification (NCRC) using the ACT skills certification system. The NCRC is used for screening, hiring, and promotion, as well as for fulfilling training needs for existing employers. The initial screening and NCRC testing is provided by Missouri Job Centers free of charge. If Missouri Job Center customers who are first provided career services through Wagner-Peyser are ready for employment, staff members are available to assist them with job search and placement. If these customers are determined to need individualized career or training services, they are referred to core partners to meet their identified needs.

### **I. Training Expenditure Rate/Local Criteria for Training Recipients**

*Provide your Board's proposed training expenditure rates for both Adult and Dislocated Worker regular fund allocations. In addition, describe the local process for determining who will receive training under the NGCC initiative.*

The planned, minimum training expenditure rate for Adult is 32% and for Dislocated Worker is 37%. In practice, jobseekers requiring training must complete and achieve the National Career Readiness Certificate at or above the level required for their desired occupation and field of study to qualify for training funds. Alternative methods of assessment are used, when necessary, for job seekers with disabilities. In this case staff work with their vocational rehabilitation partners to ensure customer access and success.

### **J. TITLE II: ADULT EDUCATION AND LITERACY (AEL)**

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

AEL holds a partner seat on the board and serves on multiple committees. The board works through its board members and committee members to ensure that we are streamlining services and providing the best service to each jobseeker. The Board will develop a policy regarding DESE Title II applications after receiving final federal regulations and further state guidance. Staff in the job centers and affiliate sites use a team based case management approach for customers who are co-enrolled in WIOA, Wagner-Peyser and AEL services. This team based approach ensures that any issue a customer has is dealt with in combination of all programs before it would be detrimental to their success.

### **K. TITLE IV: VOCATIONAL REHABILITATION/REHABILITATIVE SERVICES FOR THE BLIND (VR/RSB)**

*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 has a standing committee for jobseekers with barriers and disabilities. Members of the Committee for inclusion includes representatives from Vocational Rehabilitation, Rehabilitation Services

for the Blind as well as the Missouri Department of Mental Health. Staff in the job centers and affiliate sites use a team based case management approach for customers who are co-enrolled in WIOA, Wagner-Peyser and VR services. This team based approach ensures that any issue a customer has is dealt with in combination of all programs before it would be detrimental to their success.

The Committee for Inclusion has developed a Work without Limits summit that will be hosted in each comprehensive one stop center. These summits are scheduled in October of 2016 to coincide with Disability Employment Awareness month. They will be free to all businesses and will promote hiring customers with disabilities.

## L. Apprenticeships

*Describe the Board's policy on providing apprenticeships.*

The South Central Workforce Investment Board is exploring all opportunities to increase the number of registered apprenticeship programs in the region. At the time of this plan there is only one county out of twelve that has apprenticeships listed on the dol.gov website. This website will be monitored monthly by the Functional Leaders and Youth program providers for additional opportunities and updates. Information from the website will be discussed at weekly staff meetings.

The Board is also partnering with the South Central Career Center and West Plains High School in their effort to develop a registered apprenticeship program that will serve multiple businesses in the area. We hope that serving multiple businesses with one program will increase the use of the program by those businesses. This model has been successful in the Central Region of Missouri. Initially the program will focus on automotive technicians (O\*NET-SOC Code 49-3023.02) and welders (O\*NET-SOC Code 51-4121.06). The board will assist the school by directing eligible applicants for training and placement in the apprenticeship opportunities. The program will serve both student and adult program participants.

After the successful launch of the program at South Central Career Center the Board will shift their focus to other parts of the region and partner with local career technical educational providers to build their own programs in as many communities as possible.

## 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

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

The One Stop committee is responsible for ensuring the continuous improvement of the system and that the needs of local employers and jobseekers are met. The committee meets at least quarterly or as needed to review, analyze and provide best practice recommendations to the Board.

## **B. Alignment and Data Integration**

*Describe how all partner agencies will strengthen their integration of services so that it provides a more seamless system, including:*

### **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.*

See Attachment 3.

### **2. Migrant and Seasonal Farm Workers / Agriculture 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 South Central Workforce Investment Board will work together as partners with the shared goal to provide a full spectrum of services to Missouri’s eligible MSFW’s and/or dependent of an eligible MSFW and agricultural employers. In addition, both partners will provide cross training regarding program services offered. Full details of the partnership between the board and UMOS can be found in the MOU Attachment 3.

### **3. Cost-Sharing Agreement**

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

See Attachment 4.

## **C. Planning Process and Partners**

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

The plan was written by the local Board staff using content derived from ongoing board, committee, and partner meetings. The plan will be a document that the Board and committees use throughout the program year and will be updated as needed.

## **X. Administration and Oversight of the Local Workforce Development System**

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

The One Stop Operators are competitively procured for the six eastern and six western counties. The current providers are Rescare Workforce Services for the six eastern counties and Ozark Action, Inc for the six Western counties.

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

See Attachment 5.

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

See Attachment 6.

*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.)*

See Attachment 7.

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

The region follows state issuance on conflict of interest for board members and local personnel policy for board employees. The Board is currently developing a policy specific to conflict of interest for board members.

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

See Attachment 9 for the current draft policy.

## **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.*

Through initial interview and assessment staff learn what the customers short and long term goals are as well as any barriers to those goals. Staff in the local Job Centers use labor market information data from MERIC and other sources to assist customers in making informed choices. The staff utilize the State's Eligible Training Provider System to find local approved training providers.

### **B. Adults and Dislocated Workers**

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

Adult and Dislocated Worker employment and training activities are provided at the two comprehensive Job Centers and several affiliate sites in the region. The board and local program providers are looking for improved ways of providing services to job seekers and businesses through the use of our network of partners. Jobseekers requiring training must complete and achieve the National Career Readiness Certificate at or above the level required for their desired occupation and field of study to qualify for training funds. Alternative methods of assessment are used, when necessary, for job seekers with disabilities. In this case staff work with their vocational rehabilitation partners to ensure customer access and success.

*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.*

Jobseekers requiring training must complete and achieve the National Career Readiness Certificate at or above the level required for their desired occupation and field of study to qualify for training funds. There are currently no limits on the amount of ITA's. Alternative methods of assessment are used, when necessary, for job seekers with disabilities. Customers are also provided with remediation

opportunities and they are allowed to test into school programs of study at the school if required by the provider. Customer accommodations are available per the board's reasonable accommodation plan. Please see Attachment H.

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

All jobseekers, including UI claimants, are given the same level of service in the Job Center. DWD and partner staff are cross trained wherever possible to provide seamless service delivery for each customer. Staff in the job centers and affiliate sites use a team based case management approach for customers who are co-enrolled in WIOA, Wagner-Peyser and other partner services. This team based approach ensures that any issue a customer has is dealt with in combination of all programs before it would be detrimental to their success.

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

Through the sector strategy initiative the Board continues to put emphasis on the importance of work-based learning. The region is currently developing an Incumbent Worker Training Policy. In addition, the region will begin hosting industry specific roundtables. These roundtables will be used to glean information from business and industry and also inform the business community about the availability of work experience, on the job training and incumbent worker training.

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

Every customer in the Job Center has the opportunity to obtain their National Career Readiness Certificate. Testing at each Job Center is scheduled on a regular basis and additional dates and times are added if necessary. The Board does work with their community partners when additional proctors and/or test sites are needed.

In order to be successful in the common measure for credential attainment that board will put together a list of approved credentials and certificates that are available locally. This will help One Stop Operators determine where and how they can most effectively spend their training dollars.

### **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.*

Local Job Center staff work as closely as possible with the two Employment Transition Team Coordinators. During a recent plant closure Board staff, Job Center staff, and the ETT Coordinator met with the plant human resources team and other community leaders to put together a strategic plan for helping the job seekers through their transition. This plan included the ETT coordinator and local Job Center staff holding weekly meetings for all shifts at the plant. Regular conference calls and meetings were scheduled and held to make sure the transition was progressing smoothly from the time the employees were notified of the layoff to holding Job Fairs and working with the local college for educational opportunities.

Local job center staff, particularly local business service representatives, are in constant communication with local business and job seekers. When there is official notification of an impending layoff staff contact the ETT Coordinator. There are also instances when staff are informally made aware of an impending layoff. In that case local staff contact the ETT Coordinator in order to make initial contact with the business and begin any layoff aversion activities that are possible.

#### **D. Youth**

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

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

The South Central Region has a standing youth committee. Please see attachment C for a list of committee members. It is the responsibility of the Youth committee to select and recommend youth program providers to the local Board and provide oversight of the Youth program on a regular basis. The Youth committee meets quarterly before each regularly scheduled Board meeting.

The Youth program providers are competitively procured and are required to provide all required services outlined in the WIOA. The Youth committee uses a benchmarking tool to ensure that the program providers are providing those services at their quarterly meetings. Each quarterly meeting also includes a review of program expenditures and the latest performance updates.

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

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

Youth program providers are competitively procured. The Request for Proposal requires that all 14 program elements are included in the proposal. The Youth Committee reviews, through a benchmarking process, the providers and their provision of all 14 program elements.

- b. The actual services provided by the LWDA for Youth, the element they represent, and how they fit within DOL's themes (see TEGl 05-12) for the emphasis on serving Youth within a comprehensive Youth development approach;*

Youth service providers selected provide all the required youth activities in the region through their network of community action agency offices.

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

Youth service providers are competitively procured by the South Central Workforce Investment Board. Request for Proposals are posted on the Board's website. The Board seeks out as many possible eligible providers to ensure competition in the procurement process. The Youth committee reviews proposals and provides their recommendation to the local Board.

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

The youth committee uses a service benchmarking tool to evaluate as well as performance and expenditure reports to evaluate service providers throughout the year.

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

South Central Community Action Agency provides youth services for the six eastern counties and is the provider of all program elements. Ozark Action, Inc provides youth services for the six western counties and is the provider of all program elements.

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

Due to the requirement of spending the majority of our local funds on out of school youth we do not serve many, if any, in school youth. Year round services are provided to youth through a

combination of the 14 planning elements. A high priority is placed on classroom and work-based learning.

- 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 Youth service providers are community action agencies and have offices located in all 12 counties of the region. Youth staff meet with youth and do an initial interview to determine their short and long term goals and what barriers, if any, stand in the way of those goals. Additional assessment may be needed at this time to determine the correct combination of services that would benefit the youth. Youth staff maintain contact with youth throughout their enrollment and follow-up.

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

This planning element is still in development. This planning element is on the agenda for the October 2016 Youth Committee meeting.

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

The current youth service providers have been successful at leveraging their agency community block grants funds to provide services to the youth that meet their individual needs.

- 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.*

This planning element is still in development.

## **E. Business Services**

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

One of the primary purposes of the South Central Workforce Investment Board (SCWIB) is to find effective ways to increase businesses' awareness and use of the business services provided by the Board and the regional Job Centers in Poplar Bluff and West Plains. An active and effective business services plan facilitating delivery of On-the-Job Training (OJT), Work Ready Missouri (WRM), Employment Transition Team (ETT) meetings, and assistance to counties in completion of Work Ready Communities is necessary to increase the return on the investment in the regional workforce system.

This business services plan is intended to provide the framework for the South Central Region to more effectively market and deliver services to our business customers. By focusing on building relationships

with local businesses we will be better able to know their needs and their sometimes unique challenges. We will thereby be better able to recognize our opportunities to assist them with our programs and services. With open communication and a sincere customer focus, we can inspire greater confidence in the services Job Centers and the SCWIB provide to the business community, hopefully resulting in increased usage of those services. The local Business Services Plan is under revision but the current copy can be found as Attachment 10.

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

The board created an ad hoc Sector Strategy committee to facilitate and implement the regions first sector strategies initiative that includes a coordinated effort to address employer engagement, business needs assessment and development of career pathways. The intent of the committee is to work with community groups that are already involved in this process and to also create groups if none exist.

The board approved the first targeted industry of Diversified Manufacturing. Diversified Manufacturing covers a broad range of manufacturing subsets and accurately reflects the manufacturing in the region. Once the committee has successfully worked through the sector strategy process within this industry it will select the next set of targeted industries.

The Greater Ozarks Center for Advanced Technology (GOCAT) group has been meeting now for over a year in the West Plains and surrounding area. The group is a partnership of local manufacturers, workforce professionals, local higher education, local career and technical education and other community partners. The goal of the group is to understand business needs and develop the education needed for that workforce. GOCAT will be accepting new students as soon as fall of 2016.

Maher & Maher Final Report:

Team/Planning Development Process

Partners in the South Central region have a long-standing history of working together, and note that community leaders are engaged and communicate well with one another. While regional leaders have worked together on a variety of efforts in the past, most activity tends to take place on the east and west sides of the region, rather than throughout the region as a whole.

Team members represent a range of partner systems, including workforce development (Board

and Job Center staff and Board members), adult education, post-secondary education, the Missouri Work Assistance program for Temporary Assistance for Needy Families recipients, vocational rehabilitation, a regional small business incubator, and a council of governments. Several members of the South Central team participated in the October 2015 statewide launch meeting and used their time together there to identify potential focus industries and begin identifying priority strategies and next steps based upon their self-assessment and SWOT analysis activities. The team's facilitator gave a follow-up sector strategies and project orientation presentation to the team in January 2016. During a team meeting in March 2016, the team selected an initial focus industry, Diversified Manufacturing, and identified some initial priorities for work with the industry.

Later in the spring of 2016, the South Central regional team increased its engagement with an existing advanced manufacturing industry group in the region. The group, which includes manufacturers, career and technical education, MSU-West Plains and other colleges, the Workforce Board, the Ozark Small Business Incubator, and others, meets regularly. Current areas of focus include identifying available and needed manufacturing training programs, curriculum, credentials, and career pathways. This fall will see the launch of the Greater Ozarks Center for Advanced Technology (GOCAT), an advanced manufacturing training center. There is also a good deal of small business outreach taking place, as well as efforts to connect manufacturers along supply chains.

#### Target Industries

The team decided to focus initially on the diversified manufacturing cluster. There are multiple forms of manufacturing throughout the region and a significant amount of existing interest and activity in the industry in the region.

Team members used the data provided by Scott Sheely in discussing and deciding upon the initial focus industry and also brought other data and tacit knowledge to the conversation. A COG survey of manufacturers in seven counties, as well as the Board's 12-county labor shed study, are also important inputs to the region's manufacturing sector strategy.

Moving forward, the team is interested in potentially pursuing work with the healthcare

services and wood products industries. There are strong healthcare-related programs and pathways in the region, including a range of nursing and allied health training. Wood products is extremely highly-concentrated in the region but has not been a target for investment in the past. The team is interested in seeing how it might help support the growth of the industry through strategic support.

### Key Goals

The South Central team developed preliminary goals in several areas of the regional sector strategies planning framework, and later discussed additional regional priorities, which are captured here. These are the team's initial goals, which were developed during the October 2015 statewide launch meeting and the March 2016 team meeting:

#### 1. Gather, Analyze, and Validate Workforce Data/Intelligence

- Fully explore available data on the Diversified Manufacturing sector and identify priority industry drivers, then validate data-related observations with manufacturers
- Consider assembling a regional data team

#### 2. Form Sector Partnerships: Convene, Partner, and Articulate Vision

- Build a comprehensive and inclusive regional partnership, and identify and engage additional needed partners in the work of the team (may include economic development, small business/entrepreneurship representatives, elected officials, etc.)
- Create and adopt a shared regional vision
- Enhance communication efforts both internally, among partners, and externally, in terms of strategic regional communications and messaging

#### 3. Assess Employer-Defined Talent Needs

- Engage industry employers to solicit input on their workforce needs and desired solutions (sustained effort over time)
- Work with employers and other partners to identify common skill needs across industry clusters and support skills transferability efforts
- Working with employers, map career pathways in the manufacturing industry (this

work has been started but needs to be furthered)

#### 4. Develop Strategies and Align Resources

- Create a draft, initial strategic plan framework for the Diversified Manufacturing clusters, and then engage regional manufacturers to validate and refine the plan
- As a strategic focus, target higher-paying, family-sustaining jobs, rather than marketing cheap labor as a way to attract companies to the region
- Align education and training programs, courses, and delivery methods to identified career pathways and skill and credential needs along pathways

Since the South Central team became more involved with the existing advanced manufacturing initiative, its specific goals will likely be shaped by the broader objectives of that effort. As noted above, current priorities include assessing current and needed manufacturing training credentials to build career pathways and building relationships among regional manufacturers along supply chains.

The South Central team also plans to map the work it is currently doing around advanced manufacturing to replicate sector strategies with additional industries. The team has also prioritized the integration and expansion of Registered Apprenticeship for target industries.

#### Deliverables Created for the Region

The following products, in addition to regional data, were created for the South Central regional team over the course of the project:

- a) Project plan to outline work during the project;
- b) Initial regional plan framework to reflect team discussions during the October 2015 statewide launch meeting;
- c) PowerPoint presentation for the team on industry sector strategies and the focus and goals of this project;
- d) Team meeting agendas and notes;
- e) Sample industry launch meeting agenda;
- f) Asset-mapping template; and
- g) Registered Apprenticeship resources.

## Recommendations

The following recommendations are offered in support of the South Central region's work with the advanced/diversified manufacturing sector and future work with additional target industries:

a) Assess existing policies and service delivery strategies to determine the extent to which they support workforce development partners in meeting the needs of regional manufacturers: Ensure that partners' plans, policies, and service delivery models prioritize meeting the workforce needs of target industries, and reflect a focus on manufacturing and other targeted industry sectors. Make changes to policies or practices that may inhibit partners' ability to meet the workforce needs of the manufacturing community.

b) Expand investments in employer-driven training models: The regional team has already prioritized the expansion of formal Registered Apprenticeship programs for manufacturing. Working with manufacturers, identify other business-driven and workbased training of interest to them. Ensure that partners' education and training investments are aligned to the content and modality preferences of employers in target sectors.

c) Ensure that service planning and delivery for job seekers and employers reflects a focus on meeting the needs of target industry sectors: It is important that services be organized, staffed, and delivered to align with the identified workforce needs of target industries. For example, career counselors should be trained on the workforce needs of key industries, comfortable using a range of LMI in coaching job seekers, and equipped to direct job seekers to careers in regional target industries. Staff serving businesses should be expert in the workforce needs of the target sectors they serve, aligned on a unified regional team with other partners serving employers in the sector, and focused on providing workforce solutions beyond labor exchange.

d) Prioritize the building of talent pipelines for manufacturing (and other key sectors): Manufacturers often articulate needs around getting more young people interested in

manufacturing careers and replacing retiring segments of their workforces. Regional partners can ensure that in- and out-of-school youth, career-changers, veterans, and other talent pools are made aware of career opportunities in manufacturing and exposed to manufacturing through career coaching, interest and skill assessments, and work-based job exposure and training activities.

*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.*

There is a lack of understanding in the region regarding registered apprenticeships. In September 2016 the South Central Career Center, a local career tech education provider, is hosting a regional apprenticeship meeting to develop strategies to increase the number of registered programs in the area.

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

Please see Attachment 10.

## **F. Innovative Service Design 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.*

Local Business Service representatives and other Job Center staff meet with the local office of probation and parole on a regular basis. Regular meetings allow staff to work closely with customers who are seeking to gain employment and also keep in close contact with their probation or parole officer if applicable. Business Service representatives are developing a list of employers who are willing to work with ex-offenders.

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

Through the sector strategy initiative the Board continues to put emphasis on the importance of work-based learning. The region is currently developing an Incumbent Worker Training Policy. In addition, the region will begin hosting industry specific roundtables. These roundtables will be used to glean information from business and industry and also inform the business community about the availability of work experience, on the job training and incumbent worker training.

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

Through the sector strategy initiative the Board continues to put emphasis on the importance of work-based learning. The region is currently developing an Incumbent Worker Training Policy. In addition, the region will begin hosting industry specific roundtables. These roundtables will be used to glean information from business and industry and also inform the business community about the availability of work experience, on the job training and incumbent worker training.

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

The Board has created an ad hoc Work Ready Communities committee that is chaired by the project team leader from one of the region's first certified work ready communities. This committee is currently working with all the counties in the region who have not yet made application to be a certified work ready community and those who are working toward achieving their work ready status. The goal of the committee is to have the entire region achieve their work ready community status by June of 2017. Committee members and the WIB Director present information at local chamber and other community based meetings. The committee is also working with the local regional planning commissions to increase awareness of the program in all communities in the region large and small.

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

Both 2 year post-secondary training institutions in the region are recipients of TAACCCT grants. The board partners with both MSU-WP and Three Rivers Community College as evidenced by MOU's with each college. Please see Attachment 11.

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

*Describe those activities to be undertaken to: (1) increase the opportunities for participation of faith-based and community organizations as committed and active partners in the One-Stop Delivery System; and (2) expand the access of faith-based and community-based organizations' customers to the services offered by the One-Stops in the LWDA. Outline efforts for conducting outreach campaigns to educate faith-based and community organizations about the attributes and objectives of the demand-driven*

workforce development system. Indicate how these resources can be strategically and effectively leveraged in the LWDA to help meet the objectives of WIOA. (For more information, reference DOL’s tool, *Making It Real: Strategies for State Agencies and Local Workforce Boards to Increase Partnerships with Faith-Based and Community Organizations.*)

The South Central Region does not currently have any engagement strategies for faith-base and community organizations. However, we are in the process of developing strategies throughout our entire region. In order to accomplish this the board will assemble a team of front-line staff in each Job Center to work through information and techniques provided by the Center for Faith-Based & Neighborhood Partnerships (CFBNP).

## XII. Regional Planning Guidance

Regional planning is not applicable to the South Central 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 PY 2016 locally negotiated performance goals are finalized.)

South Central Region														
	Employment Rate 2nd Quarter After Exit							Employment Rate 4th Quarter After Exit						
	State Final	Local Proposed	State Proposed	Local Counter	State Counter	Local Counter	Local Final	State Final	Local Proposed	State Proposed	Local Counter	State Counter	Local Counter	Local Final
	Adult	68.2%	68.0%	68.0%	68.0%	68.0%	68.0%	68.0%	65.0%	60.0%	63.0%	63.0%	63.0%	63.0%
DW	69.8%	69.0%	69.0%	69.0%	69.0%	69.0%	69.0%	67.9%	60.0%	63.5%	63.5%	63.5%	63.5%	63.5%
Youth	72.5%	72.0%	73.0%	73.0%	73.0%	73.0%	73.0%	70.3%	65.0%	80.0%	70.0%	70.0%	70.0%	70.0%
WP	62.6%	60.0%	64.0%	64.0%	64.0%	64.0%	64.0%	60.0%	60.0%	60.0%	60.0%	60.0%	60.0%	60.0%
	Median Earnings 2nd Quarter After Exit							Credential Attainment within 4 Quarters After Exit						
	State Final	Local Proposed	State Proposed	Local Counter	State Counter	Local Counter	Local Final	State Final	Local Proposed	State Proposed	Local Counter	State Counter	Local Counter	Local Final
	Adult	\$4,454	\$3,800	\$4,000	\$3,895	\$3,895	\$3,895	\$3,895	46.5%	40.0%	43.0%	43.0%	43.0%	43.0%
DW	\$5,100	\$4,200	\$4,600	\$4,263	\$4,450	\$4,263	\$4,263	47.7%	50.0%	50.0%	50.0%	50.0%	50.0%	50.0%
Youth	N/A	N/A	N/A	N/A	N/A	N/A	N/A	69.0%	70.0%	78.0%	70.0%	75.0%	70.0%	70.0%
WP	\$4,204	\$3,750	\$4,000	\$3,778	\$3,895	\$3,895	\$3,895	N/A	N/A	N/A	N/A	N/A	N/A	N/A

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

The local fiscal agent for the South Central Region is the South Central Workforce Investment Board 501(c)(3).

C. Describe the competitive (procurement) process used to award the grants and contracts in the LWDA for activities carried out under subtitle I of WIOA, including the process to procure training services for Youth and any that are made as exceptions to the ITA process. Include as Attachment 12, the

*information on the following processes: advertisement/notification to prospective bidders, time period bidders have to respond to the solicitation, evaluation, and award/non-award notification. This may include those pages from the Board's procurement guidelines that describe the competitive-procurement process and the process to procure Youth training providers.*

ITA's are used for Adults, Dislocated Workers and Older Youth. All training providers must be included on the Statewide Eligible Training Provider System. In-school youth cannot receive training through the ITA system. In the event occupational skills training is identified as a need for a youth who is not considered older youth, and the service cannot be obtained through other sources, the regions procurement procedures will be followed and the youth standing committee would review and make recommendations on the training.

Please see Attachment 12.

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

The board is looking to partner with other agencies and workforce development boards to share resources in an effort to reduce and eliminate duplicative administrative costs. All costs in the Job Centers are currently shared between the Board and DWD programs. There are weaknesses in this system due to State technology fire walls that require duplication.

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

Through the use of the NGCC model staff are cross-trained among multiple programs and program silos are prevented whenever possible. The Board is continuing to search for answers to the required duplication of technology expenses (internet services, printing, etc) but has been hampered by state it rules and guidelines.

The South Central Region coordinates and aligns their partnership with the Missouri Division of Workforce Development Department of Employment Security, Department of Elementary and Secondary Education, Missouri Vocational Rehabilitation, Rehabilitation Services for the Blind and the Department of Social Services Family Support Division. Together the partners provide a robust menu of vital reemployment and support services, including access to skill-building training, National Certification and Career Connections for jobs seekers, targeted programs for Veterans, Youth and the unemployed, and cost saving human resource assistance and financial incentives for businesses. The partners braid workforce, education, and training activities with support services to meet the needs of our jobseekers and employers. With 2 full-service centers as well as numerous affiliate locations, Missouri Job Centers are the central point for WIOA core and one-stop partner services.

In 2010, the Missouri Workforce Development System implemented the NGCC integrated skills-based service delivery model. This is a streamlined eligibility determination where each customer is enrolled in every program for which they were eligible (Wagner Peyser, Adult, Dislocated Worker, or Youth) Customers that register or are registered for jobs.mo.gov have immediate access to WIOA funded services.

Missouri Job Centers offer an array of employment services to adults, dislocated workers, in-school youth, out-of-school youth and UI claimants alike. Missouri provides co-enrollment services to leverage resources and provide comprehensive service delivery to customers with barriers to employment. Once the customers have been through core services, they will have access to information and have the opportunity to obtain a National Career Readiness Certification (NCRC) using the ACT skills certification system. The NCRC is used for screening, hiring, and promotion, as well as for fulfilling training needs for existing employers. The initial screening and NCRC testing is provided by Missouri Job Centers free of charge. If Missouri Job Center customers who are first provided career services through Wagner-Peyser are ready for employment, staff members are available to assist them with job search and placement. If these customers are determined to need individualized career or training services, they are referred to core partners to meet their identified needs.

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

Please see Attachment 13.

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

Please see Attachment 14.

*Establish and define the local policy and procedure for Complaint and Grievance Implementation of the Nondiscrimination and Equal Opportunity Provisions of WIOA. Both policies should be incorporated into the MOU and disseminated throughout the LWDA for all workforce development professionals to understand and implement. This should adhere to federal and state complaint and grievance guidance and policy (new DWD issuance is due out soon called, WIOA Grievance and Complaint Resolution Policy) –Include either a statement that the Board will follow the state policy or develop a local policy and include a copy as Attachment 15 to the Plan.*

Please see Attachment 15.

## **ATTACHMENTS**



South Central  
**WORKFORCE**  
*Investment Board*

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

Comprehensive Missouri Job Center Locations:

Missouri Job Center-West Plains

3417 Division Drive, Suite 1  
West Plains, MO 65775  
Phone: 417-853-4415  
Fax: N/A

Partners physically located in this center:

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

Missouri Job Center-Poplar Bluff

1903 Northwood Drive, Suite 2  
Poplar Bluff, MO 63901  
Phone: 573-840-9595  
Fax: N/A

Partners physically located in this center:

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

Affiliate Job Center Locations:

Douglas County-203 Southeast 2<sup>nd</sup> Ave., Ava, 417-683-5018  
Howell County-710 E. Main St., West Plains, 417-256-6147  
Oregon County- Court Square #10, Alton, 417-778-7470  
Ozark County-497 Harlin Dr. Suite 4, Gainesville, 417-679-4559  
Texas County- 16798 Oak Hill Dr. Suite 400, Houston, 417-967-2036  
Wright County-807 N. Main St. #1, Mountain Grove, 417-926-5570

Partners physically located in affiliate locations:

Adult, Dislocated Worker, Youth, CSBG, and HUD

Partner of  **americanjobcenter** network

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



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

**Local Policy 03-2015-01**

**Approved: October 25, 2016**

**Effective: October 25, 2016**

**Subject: Local Supportive Service Policy**

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

Partner of  **americanjobcenter** network

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

- Vehicle must be the primary vehicle used by the participant to participate in a WIOA activity.
  - Vehicle Insurance
    - Limited to \$300.00 per program year.
    - Only payable for three months per program year.
    - Vehicle must be the primary vehicle used by the participant to participate in a WIOA activity.
  - Clothing
    - Must be training or work related.
    - Limited to \$200.00 per program year.
  - Temporary Shelter/Housing/Utilities
    - Limited to \$1000.00 per program year.
  - Medical Assistance
    - Limited to \$100.00 per program year.
  - Testing and Certification Fees
    - Limited to \$500.00 per program year.
  - Exceptions may be allowable under extreme circumstances and shall require prior approval from the WIB Executive Director.
- Needs-Related Payments are not provided.
  - Other than the limits detailed above, there is no maximum dollar amount for supportive services per customer, per program year.
  - Exceptions to this policy must have prior written approval of the WIB Executive Director.
  - Coordination of payments with other workforce regions must be completed prior to making payment to ensure non-duplication of services.
  - Supportive services are based on individual need and all of the individual's resources (documentation may be required) must be considered prior to making payment.
  - Supportive services are WIOA-funded only when these services are not available through other agencies and that the services are necessary for the participant to participate in Title I activities. Community resources can be found by utilizing the local community resource manual or the United Way 211 program.
4. Action: This policy is effective October 25, 2016. Please distribute to appropriate individuals.
  5. Contact: Please direct comments or questions regarding this policy to Valarie Haring, Compliance Manager at 417-257-2630 or email [vharing@scwib.org](mailto:vharing@scwib.org).
  6. Reference: Workforce Innovation and Opportunity Act of 2015, Department of Labor Proposed Rules, DWD Issuance 12-2010.
  7. Recessions: 03-2015
  8. Attachments: None

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Garland Barton, Chair



# Memorandum of Understanding

**July 1, 2016**

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# ***SOUTH CENTRAL REGION WORKFORCE INVESTMENT BOARD***

## ***Memorandum of Understanding***

**2016-2020**

### **I. Introduction**

**This agreement is entered into on July 1, 2016 and becomes effective July 1, 2016. This agreement shall terminate on June 30, 2020.**

The One-Stop Operator for the West Plains Job Center and the 6 western counties of the region (Ozark, Douglas, Howell, Wright, Texas, and Oregon) in South Central Missouri is Ozark Action Inc. The One-Stop Operator for the Poplar Bluff Job Center and the 6 eastern counties of the region (Shannon, Carter, Ripley, Butler, Reynolds, and Wayne) in South Central Missouri is Rescare Workforce Services. These One-Stop Operators provide guidance and oversight for the Functional Leaders of each center.

This MOU is entered into in the spirit of cooperation and collaboration by the South Central Region Workforce Investment Board, hereafter referred to as “the WIB” and the One-Stop Delivery System Signatory Partners, hereafter referred to as “the One-Stop Partners”. It describes how various funding streams and resources will be utilized to better serve mutual customers, both job seekers and businesses, through an integrated system of service delivery operated at two (2) comprehensive sites (West Plains and Poplar Bluff) and several affiliate sites. It is understood that the development and implementation of this MOU will require mutual trust and teamwork among the One-Stop Partnering agencies, all working together to accomplish the shared goals.

The contributing partners include: Veterans programs; Job Corps; Department of Elementary and Secondary Education(DESE)/ Vocational Rehabilitation; Adult Education and Literacy; Trade Act; Wagner-Peyser (WP); Unemployment Compensation; Experience Works; Migrant and Seasonal Farm Workers (Missouri Agriculture Employment Services) Program; Workforce Innovation and Opportunity Act (WIOA) Title I (Adult, Dislocated Worker and Youth) Programs; Carl Perkins Act; Community Services Block Grant Programs; and the Missouri Work Assistance (MWA) Program.

The comprehensive and affiliate Missouri Job Centers have been established to meet the need for high quality services to Missouri’s job seekers and businesses. The Next Generation Career {Job} Centers (NGCCs) in South Central Missouri use an integrated service delivery model which consists of partner teams and referral processes devoted to meet business and job-seeker customers’ needs.

What is best for the customer is the underlying premise that results in the customer being the focus (rather than the partners and organizations represented at the Centers). Every quarter One-Stop committee meets to look at the operations of our Centers, customer satisfaction, cross training needs, customer flow, barriers to employment, and what businesses indicate they need.

The Centers serve as a conduit between businesses and job seekers; through a variety of avenues, customer needs are captured and addressed. Job Center and partner staff network with public and private services and educational institutions to meet the region's needs.

## **II. SC WIB Region Strategic Vision of Next Generation Job Center**

### **Job Center Service Paradigm That Values Both Skills and Jobs**

The Next Generation Job Centers in South Central Missouri (via the One-Stop Partners) are comprised of teams of dedicated individuals working for the continuous improvement and high quality services to the region's job seekers and businesses.

Area businesses utilize the centers to find talented, skilled, and capable employees. The One-Stop Partners provide many products and services to the workforce who utilizes the system to find continuing education and "skills-for-work, forever" training to meet the employment requirements of businesses.

Our customer flow chart ([Attachment 1](#)) demonstrates service delivery methodology that enables all customers, including UI claimants, to access the opportunity to know and improve their skills to get the best job possible. Customers take part in a first visit, which includes initial skills assessments and paths to a wide range of skill development services to improve their employment opportunities through skill upgrading, skill validation, and credentialing.

### **Increase Job Center Customers' Access to Skill Development and Training Services**

The primary objective of the South Central One-Stop System is to supply businesses with skilled, qualified employees to increase their success in today's economy. We do this by listening to what businesses need and working together to identify resources to meet their needs. Although many services appear to primarily benefit the job seeker, by giving the seeker the opportunity to enhance their skills through training, the Centers are providing businesses a stronger and better-prepared workforce.

Our vision for the system is that our Centers are known as comprehensive employment sites, providing job seekers and businesses with access to the best employment opportunities and the best employees. Services include not only access to technology, but skill development to maximize the use of technology. These services may be provided on site, but will also be

accessible anywhere the business or job seeker is located. In addition to technological skill development, opportunities to obtain and develop other skills needed to meet business demands are available through workforce training funds.

The South Central Region's Job Centers develop, continuously improve, and actively promote a wide range of skill development opportunities through multiple service delivery methods. As our customer flow chart illustrates, the access to our product box and the wide array of services available is integrated and easily accessed.

### **Integrate Services to Better Assist Customers**

Comprehensive services are offered to job seekers at the Job Centers or by referral to partners. As part of our customer flow, staff meets individually with each customer to assess their needs and they are directed to products and services within the "Product Box" to help them meet their individual employment and skill development goals. Staff receive cross training on programs offered through the centers and throughout the community so they can make appropriate and meaningful referrals.

Our organizational charts demonstrate our shift to staff being assigned to functional teams (Welcome, Skills, and Employment Teams) rather than to programs. Our Team descriptions and customer flow indicate support of the functional teams.

Customers truly are the focus of all strategies. This underlying premise results in staff and partner organizations working toward comprehensive, integrated customer service. Whenever there is a discussion regarding who is responsible for a service, whether traffic flow is efficient, if there is a need to change a process or how a situation should be handled, the first and foremost question asked is, "What is best for the customer?"

Every quarter, our One-Stop committee meets to look at the operations of our Centers, as well as to discuss services offered and customer barriers to employment. These conversations result in the best possible service.

### **III. Services Provided via the One-Stop Job Center System**

With inception of Workforce Innovation and Opportunity Act (WIOA), the South Central One-Stop committee has worked diligently to map services provided to job seekers and business customers as a system. A resource directory is being developed, allowing partners to promote the services provided by their organizations. Data for the directory comes from representatives on the team from the following organizations:

Division of Workforce Development (DWD)/Wagner-Peyser; WIOA Title I (Adult, Dislocated Worker and Youth); Temporary Assistance for Needy Families/Missouri Works Assistance (TANF/MWA); Carl Perkins; AEL; Goodwill Industries; Vocational Rehabilitation; Senior Community Service Employment Program; Division of Workforce Development Veteran's Representatives; Community Action Agencies; economic development; and Family Support Division (TANF). The partners have identified comprehensive services to support job seekers either at the Job Centers or by meaningful referral to partner organizations.

**Services provided to job seekers** (at the One-Stop Job Center and/or via referral to a partner organization) include: abuse counseling; in-home assistance; career assistance; childcare assistance; children's advocacy/support; clothing assistance; dental clinic services; disability resources; education services/assistance; employment assistance; English language learner services; ex-offender services; financial information; food assistance; home health care; housing assistance; labor market information; legal assistance; mental illness support; physical restoration services; probation/parole support; educational remediation; senior services programs; training support; transition case management; transportation assistance; reading assistance; unemployment work testing; US citizenship classes; utility assistance; and veterans assistance/support.

These services are funded by various entities, including: Department of Labor; Department of Social Services Family Support Division; Department of Elementary and Secondary Education; and the Department of Health and Human Services.

The newly-developed resource directory will be available to all partners and is maintained by the Workforce Investment Board staff. As service offerings change, the directory is updated.

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

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The South Central Workforce Investment Board (SCWIB) Region has two (2) Division of Workforce Development Workforce Coordinators who serve our 12-county region. The Coordinators visit business owners and human resource staff to provide information about services available through the Missouri Job Centers. When an employer calls or comes in to the Job Center requesting information, the greeter directs the business customer to the appropriate staff, who offers service or refers them to a resource where they can be served.

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

#### **IV. Shared Funding of Infrastructure**

Per the US Department of Labor Employment and Training Administration:

“The specific requirements for the local funding agreements, which are related to how the shared and infrastructure costs of the one-stop service delivery system will be paid by the one-stop partners, need not be satisfied in the funding agreements for PY 2016. States and local areas may continue to negotiate local funding agreements as they have been doing under WIA for purposes of PY 2016. However, the local funding agreements must satisfy the requirements of section 121(h) of WIOA for purposes of funding the one-stop system in PY 2017.” Source: (<https://www.doleta.gov/WIOA/FAQs.cfm>)

Formal cost sharing agreements will be in place on or before June 30, 2017 to identify the costs for each of the Job Centers in which DWD, WIOA and partner staff is located. Currently, Job Center costs associated with the integrated service delivery model are shared among the partners based on the staff ratio.

#### **V. Shared Funding of Services**

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

## **VI. Systematic Referral Process for Job Center Customers**

We agree that the Partners will conduct referral for services in the following manner:

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

***Referrals do not imply automatic eligibility; the result of the referral is dependent on eligibility determination by each partner based on their unique program guidelines and fund availability.***

## **VII. Human Resources Management**

Respect and trust of each other as we serve mutual customers is expected. Further, we agree that management and staff engagement with customers will meet a high standard. In the event disagreements arise, the proper chain of command will be followed and staff member's employer of record will be called upon to help resolve issues. The formal Complaint and Grievance policy will be used if resolution is not reached.

All partners will agree to the confidentiality policy set forth by the Division of Workforce Development and the policy of the South Central Workforce Development Board. Authorized staff will receive training and sign the confidentiality statement. All correspondence sent by email and fax will adhere to the confidentiality statement as set forth in the DWD Issuance 01-2008, Change 2 (see [https://jobs.mo.gov/sites/jobs/files/workforce-development-system-confidentiality-information\\_dwd\\_issuance2008-01\\_c2\\_rev2011-09-15.pdf](https://jobs.mo.gov/sites/jobs/files/workforce-development-system-confidentiality-information_dwd_issuance2008-01_c2_rev2011-09-15.pdf)).

## **VIII. One-Stop Delivery System Quality Standards**

We agree that the One-Stop Delivery System will strive to achieve these standards of quality service for its customers, employees, and partners:

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

## **IX. Governance of the One-Stop Delivery System**

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The ultimate accountability and responsibility for the One-Stop System organizational processes, services, and accomplishments will rest with the Board, the One-Stop operator, and the Partners. The South Central Workforce Development Board serves 12 counties in South Central Missouri. They are an appointed body representing business and industry and core partners in the region.

### The Board's responsibilities

1. Develop and execute Memorandum of Understanding (MOU) with One-Stop Partners.
2. Direct the disbursement of funds for workforce development activities pursuant to the requirements of WIOA.
3. Develop the local plan including policies, standards and operational priorities for the local area; update the plan as required by Division of Workforce Development and Department of Labor.
4. Procure One-Stop Operator(s) and/or terminate a One-Stop Operator for cause, with the agreement of the CLEOs.
5. Conduct oversight of the local One-Stop delivery system, including all Adult, Dislocated Worker and Youth activities, jointly or on behalf of the CLEOs.
6. Recommend grants or contracts for program activities as appropriate.
7. Coordinate workforce investment activities with economic development strategies and other employer linkages.

The One-Stop Operator responsibilities are carried out via a consortium of service providers. The One-Stop Operator coordinates services within the Job Centers and across the one-stop system, being the primary provider of services within the Job Center and coordinating service delivery in a multi-county area.

#### The One-Stop Operators' responsibilities

1. Promote inclusion of partners and integration of services. Consistent with the principles of universal access, customer choice, increased accountability and strong private sector involvement, the One-Stop Operator will also advance quality improvement methods, customer satisfaction measures and staff development.
2. Examine the organizations' processes of developing strategic objectives, as well as creating action plans and related human resource plans to support system direction.
3. Examine how the system determines customer/market requirements; expectations and preferences.
4. Examine the performance management system and how the system analyzes performance data information.
5. Examine how the system enables job seekers to develop and utilize their full potential in alignment with the system's objectives.
6. Examine key aspects of process management, including customer-focused design of products and service delivery, as well as support, supplier and partnering processes involving all partners.
7. Examine the system's performance and improvement in business service areas – customer satisfaction, financial and marketplace performance, product and service performance, human resources results, supplier and partner results and operational performance.

The Workforce Innovation and Opportunity Act (WIOA) establishes core (mandatory) partners in each workforce development region. Those core partners are joined by representatives of other service organizations in South Central Missouri to provide the most comprehensive and integrated service possible.

#### The One-Stop Partners' responsibilities

1. Provide access to programs and services through the one-stop delivery system, including appropriate career services.
2. Support development and implementation of one-stop policies and processes and an integrated customer-centered service delivery design.
3. Share customers and infrastructure costs.

4. Connect grant funds to ensure customers receive the full benefit of services provided by each partner organization.
5. Engage employers and provide integrated business services.
6. Increase and integrate customer services.
7. Share performance data regarding shared customers.

## **X. Duration and Modification**

This Memorandum of Understanding will be reviewed annually and must be updated not less than every two (2) years to reflect any changes in signatory official of the Board, One-Stop Partners, CLEOs, or one-stop infrastructure funding. All Partners retain the right to request a modification to this Memorandum or its related agreements. Requests for modification must be made in writing to the SCWIB, whose decision is final. Partners may terminate their agreement to abide by all terms and conditions of the business plan with 60 days written notice. The SCWIB reserves the right to immediately terminate the participation of any Partner in this plan with cause.



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

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Missouri Vocational Rehabilitation  
Organization/Agency

Vanaq Emvark District Supervisor 6/22/14  
Name Title Date







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

<b>MOU Title:</b>	<b>One-Stop Delivery System</b>
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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

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

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Division of Workforce Development

Wagner Peyser - Trade - Veterans

**Organization/Agency**

*Robert L Ruble*

Robert Ruble

Workforce Programs Manager

June 20, 2016

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**Name**

**Title**

**Date**

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

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Experience Works Inc.  
**Organization/Agency**

Diane Wabers      State Program Director      7-12-16  
**Name**                                      **Title**                                      **Date**



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

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OZARK Action, Inc CSBG, HUD  
**Organization/Agency**

Bryant Adcock

Bryant Adcock, Executive Director 10/12/16  
**Name** **Title** **Date**

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

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

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

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

**I. SERVICES TO BE PROVIDED**

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

1. Provide a bilingual (Spanish and English) worker to each Job Center deemed "significant" in service to MSFWs: UMOS staff will not be collocated in career centers. Requests for UMOS bilingual staff should be by appointment when possible. UMOS staff will travel as location, logistics, time and budgets allow, assisting DWD staff in providing clients with easy access to services. UMOS staff may request phone interviews to pre-qualify Farmworkers for the NFJP program, before traveling long distances. Qualifying for the NFJP program requires several personal documents upfront; applications cannot be processed without these documents beforehand.
2. Provide outreach workers to visit MSFWs where they live and/or work, in order to inform them of all available Job Center services and community programs, from which they may benefit, including those available to the general public.
3. Refer MSFWs to opportunities for which they may qualify. Agricultural as well as Non-Agricultural employment opportunities currently available to all applicants.
4. Upon request provide a list of names and contact information of eligible MSFW. UMOS will share names of participants in a manner consistent with funding source regulations and applicable Federal and State laws.
5. Assist MSFWs in the preparation of applications for new employment.
6. Refer MSFWs to Job Center staff for training programs.
7. Provide information regarding the types of employment likely to be available when the currently-employed MSFW becomes available for new employment.
8. Receive and subsequently refer complaints, including farm labor complaints, to the State Monitor Advocate.

9. Coordinate farm labor program activities with DWD's MSFW Outreach staff and the State Monitor Advocate.
10. Provide appropriate UMOS staff to travel within the State to attend meetings, training sessions, speaking engagements and/or other activities deemed necessary by both agencies.
11. UMOS will provide DWD with a list referencing a contact person in each of its offices who are familiar with the terms of this cooperative agreement.

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

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

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

## **II. REPORTING SYSTEM**

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

Reports will include:

- Number of estimated MSFWs currently in the State
- Number of MSFW contacts made during each day, week, and month
- Number of referrals made to various services
- Number of complaints received and referred
- Number of training applications received and referred

- Placement information on any customers who are co-enrolled, with both UMOS and DWD, who have entered employment
- An outline of services provided, when necessary and requested
- Any significant events that need to be highlighted

### III. AGREEMENT

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

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

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

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

**Division of Workforce Development**  
Amy Sublett, Director

**United Migrant Opportunity Services**

Amy Sublett  
Signature

[Signature]  
Signature

Amy Sublett  
Printed Name

Stephen D. BORDEERS  
Printed Name

Director  
Title

Director  
Title

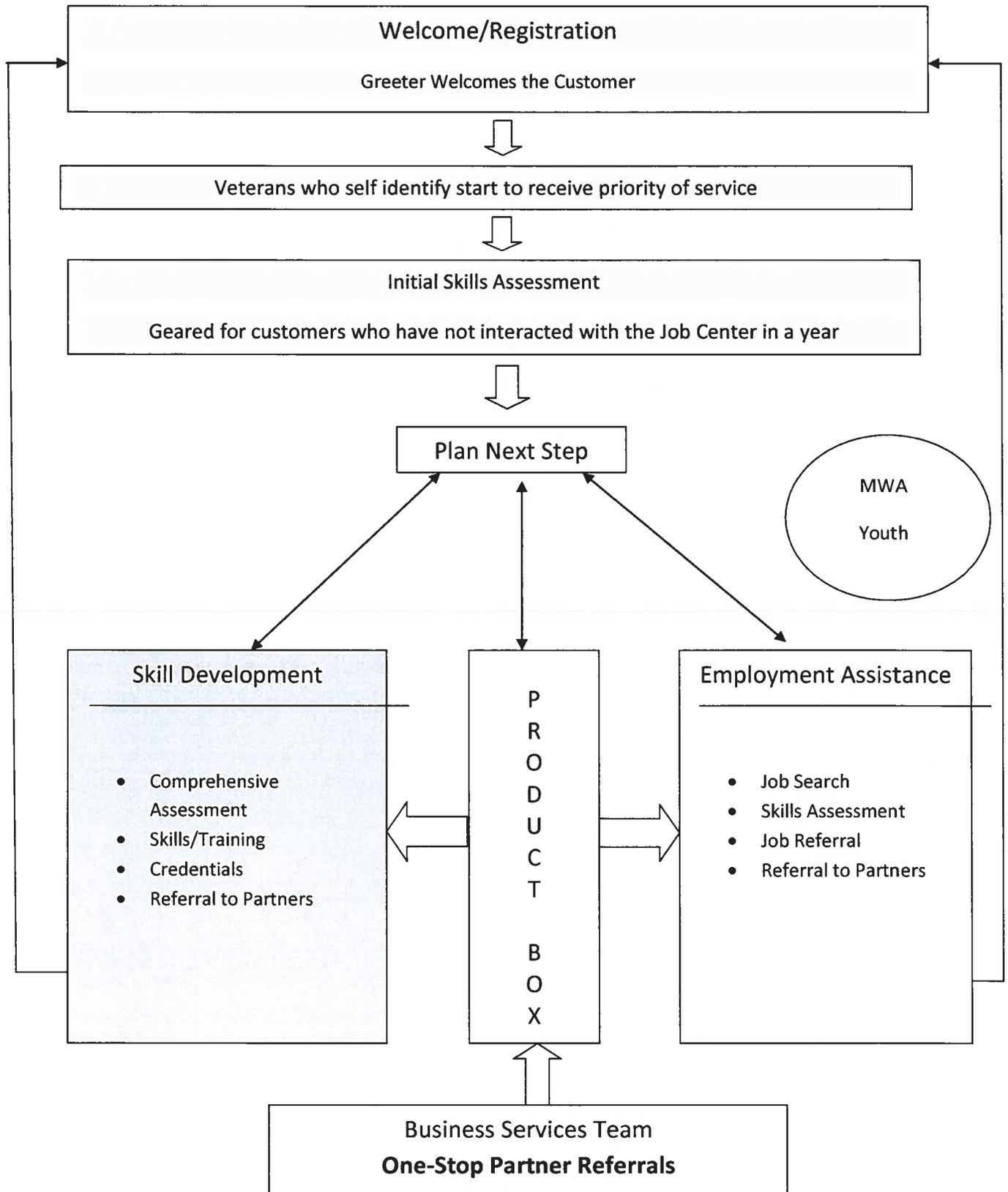
July 25, 2014  
Date

7/17/14  
Date



# Integrated Service Customer Flow

Attachment 1



# West Plains Missouri Job Center

**Functional Leader – Scott Davis (WIOA NGCC) 100%**



**Welcome Team Members**

Scott Davis (WIOA)  
Kyle Mahn (DWD)  
Rhonda Freshour (DWD)  
Sean Mooney (WIOA)  
Vicky Drumright (WIOA)  
Teri Ebel (WIOA)  
Hillary Shumock (DWD)



**Skills Team Members**

Scott Davis (WIOA)  
Kyle Mahn (DWD)  
Rhonda Freshour (DWD)  
Sean Mooney (WIOA)  
Vicky Drumright (WIOA)  
Hillary Shumock (DWD)

**Youth Program Services**

Cindy Cowens (WIOA)  
Tammie Watson (WIOA)



**Employment Team Member**

Scott Davis (WIOA)  
Kyle Mahn (DWD)  
Rhonda Freshour (DWD)  
Sean Mooney (WIOA)  
Teri Ebel (WIOA)

**Veterans' Reps**

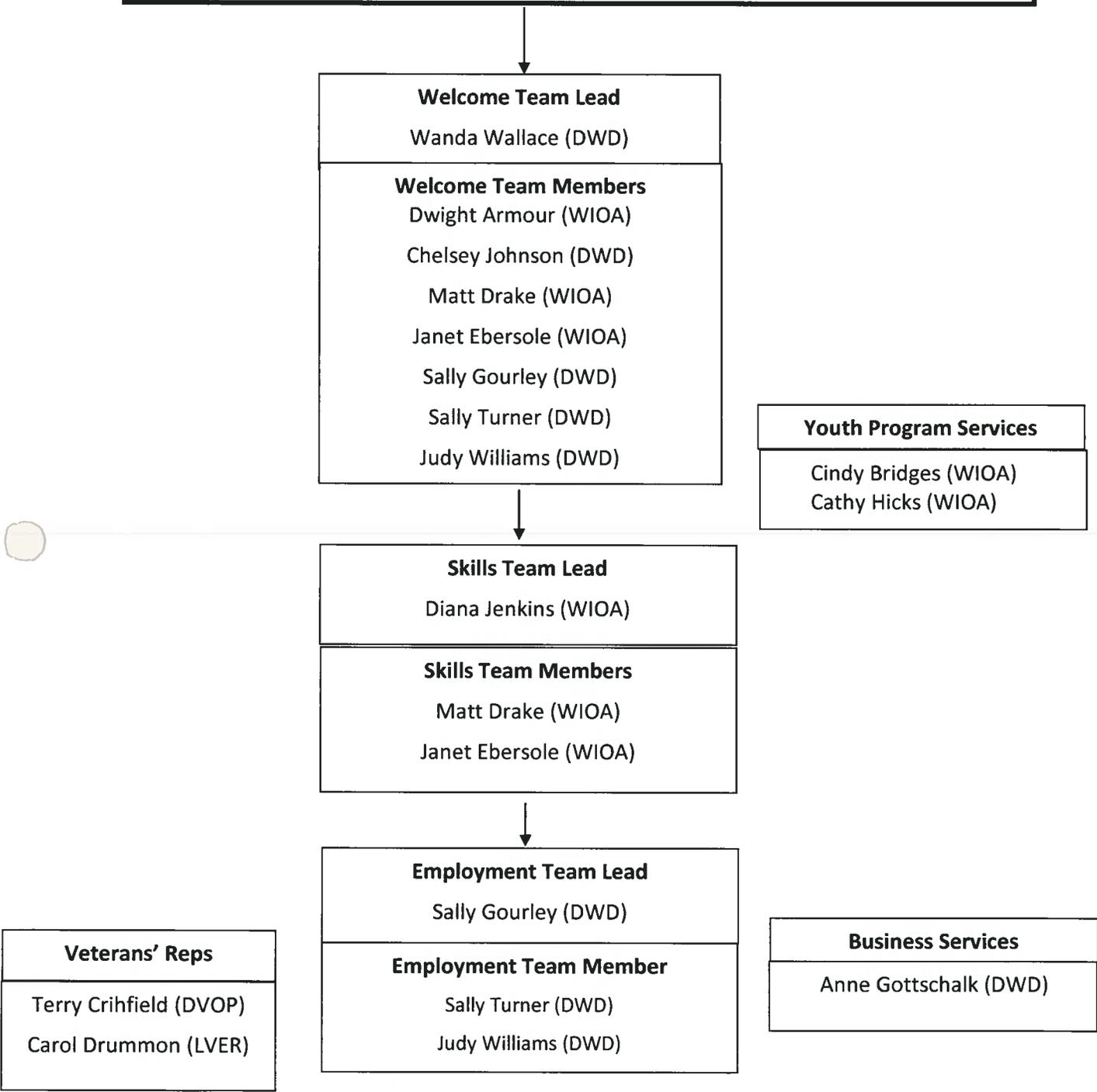
Vacant (DWD)

**Business Services**

Steve McCann (WIOA)

# Poplar Bluff Missouri Job Center

Functional Leader – Alicia Davis (WIOA NGCC) 100%



# WELCOME TEAM PURPOSE/FUNCTIONS

The WELCOME Team will greet each customer\* as they come in the Job Center; they will gather information, conduct initial assessment of skills and needs, and promote (schedule) the first service.

Specific functions include:

## Data collection

- Co-registration of all Adult and Dislocated Worker customers in WIOA and Wagner-Peyser programs
- Program eligibility determination
- Data entry in Toolbox 2.0

## Initial basic skills assessment

- Assess math, reading, locating information skills using standardized, statewide assessment tool (Career Ready 101)

## Initial service planning

- Identify customer interests, challenges, opportunities
- Data entry in Toolbox 2.0

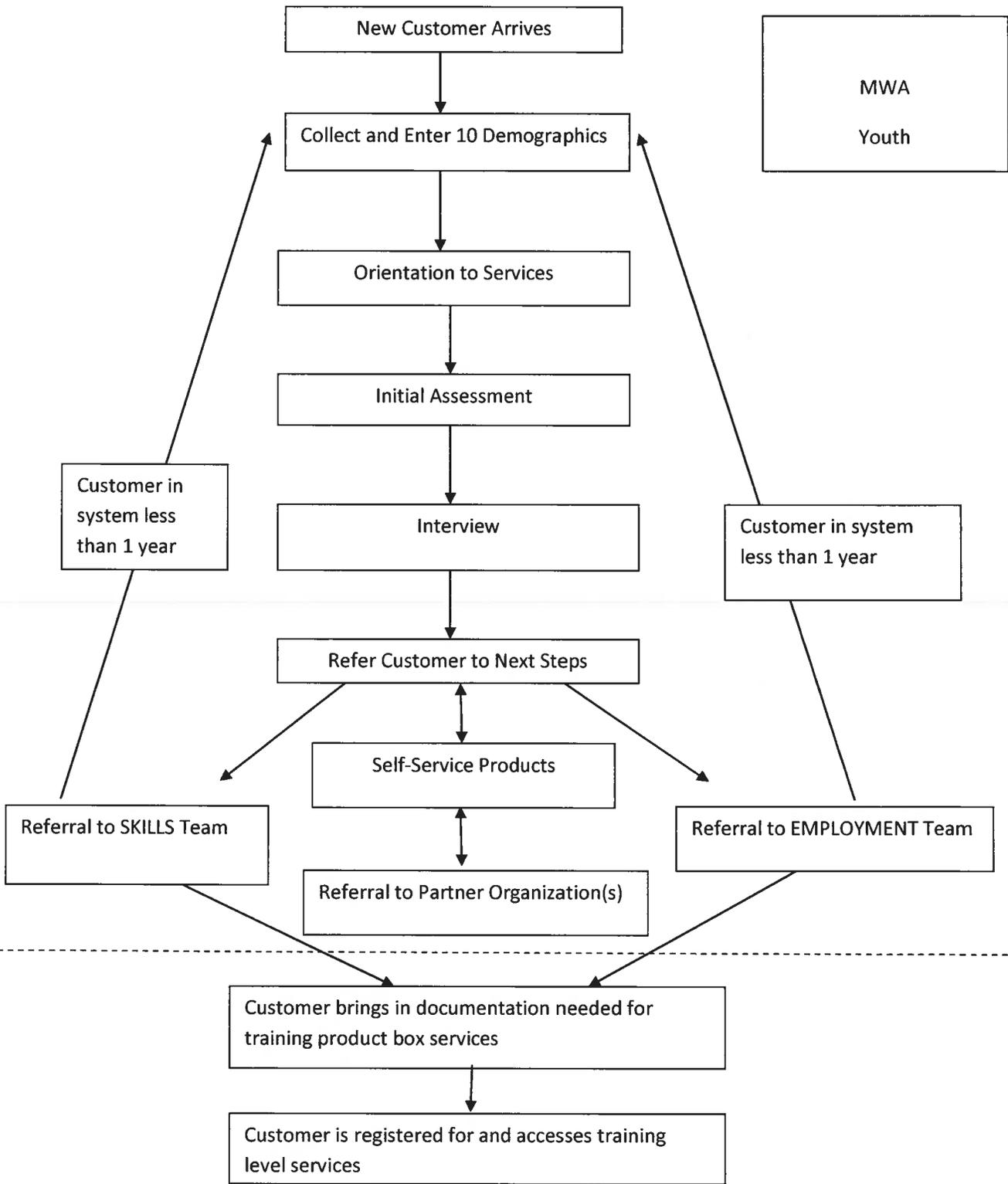
## Customer routing

- Always promote skills attainment and employment goals
- Identify and promote next step – skill function; employment function; product box
- Use the electronic resource directory for referral to additional services via our One-Stop Partners

## Additional functions within this team (may be rotated to different team members)

- Greeter
- Switchboard

\*Each new customer to the Job Center and each customer that has not been in the center for 90 days or more will go through the welcome/membership process. The goal is for every customer to have the opportunity to access the initial basic assessment.



# EMPLOYMENT TEAM PURPOSE/FUNCTIONS

The EMPLOYMENT Team will connect each customer to high quality job search resources and skill opportunities to get the best job possible at highest possible wages.

Referral from WELCOME Team to EMPLOYMENT Team

Specific functions include:

## Initial meeting

- Build on previous data and skills assessments
- Employment Plan (EP)

## Data collection

- Continue data entry on common record
- Gather documentation (if needed)

## Ongoing

- Refer/Promote skills products
- Assess and address skills, interests, opportunities
- Use the electronic resource directory for referral to additional services via our One-Stop Partners

## Provide job search information/tools

- Give job search advice
- Enable use of self-help tools

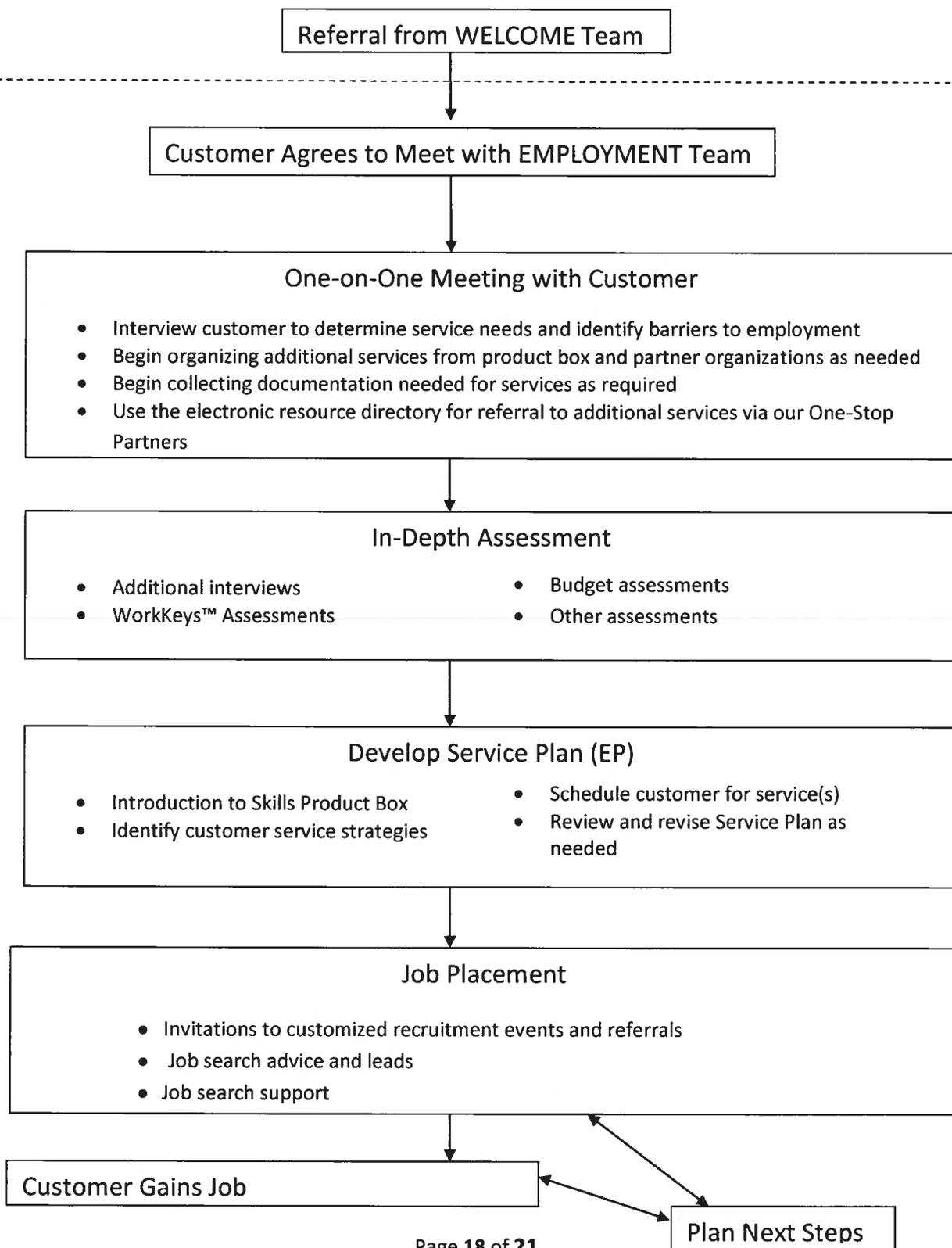
## Conduct job match and/or job development

- Prepare/Update resume
- Run job matches
- Job develop if no or inadequate matches

## Make job referrals

- Ensure qualifications
- Prepare for interview
- Set expectations for follow-through/follow-up

Continue until the individual enters employment; offer post-employment services



## SKILLS TEAM PURPOSE/FUNCTIONS

The SKILLS Team will help each customer identify and enhance their skills to obtain a higher level of employment and meet demands of area employers.

Referral from WELCOME Team to SKILLS Team

Specific functions include:

### Initial meeting

- Build on previous data and skills assessments
- Individual Employment Plan (IEP)

### Data collection

- Continue data entry on common record
- Gather eligibility documentation (if needed)
- Determine if skill development and/or occupational training is appropriate

### Comprehensive skills assessment

- Employment Plan (EP)
- Supportive Services
- Specialized assessment/inventories

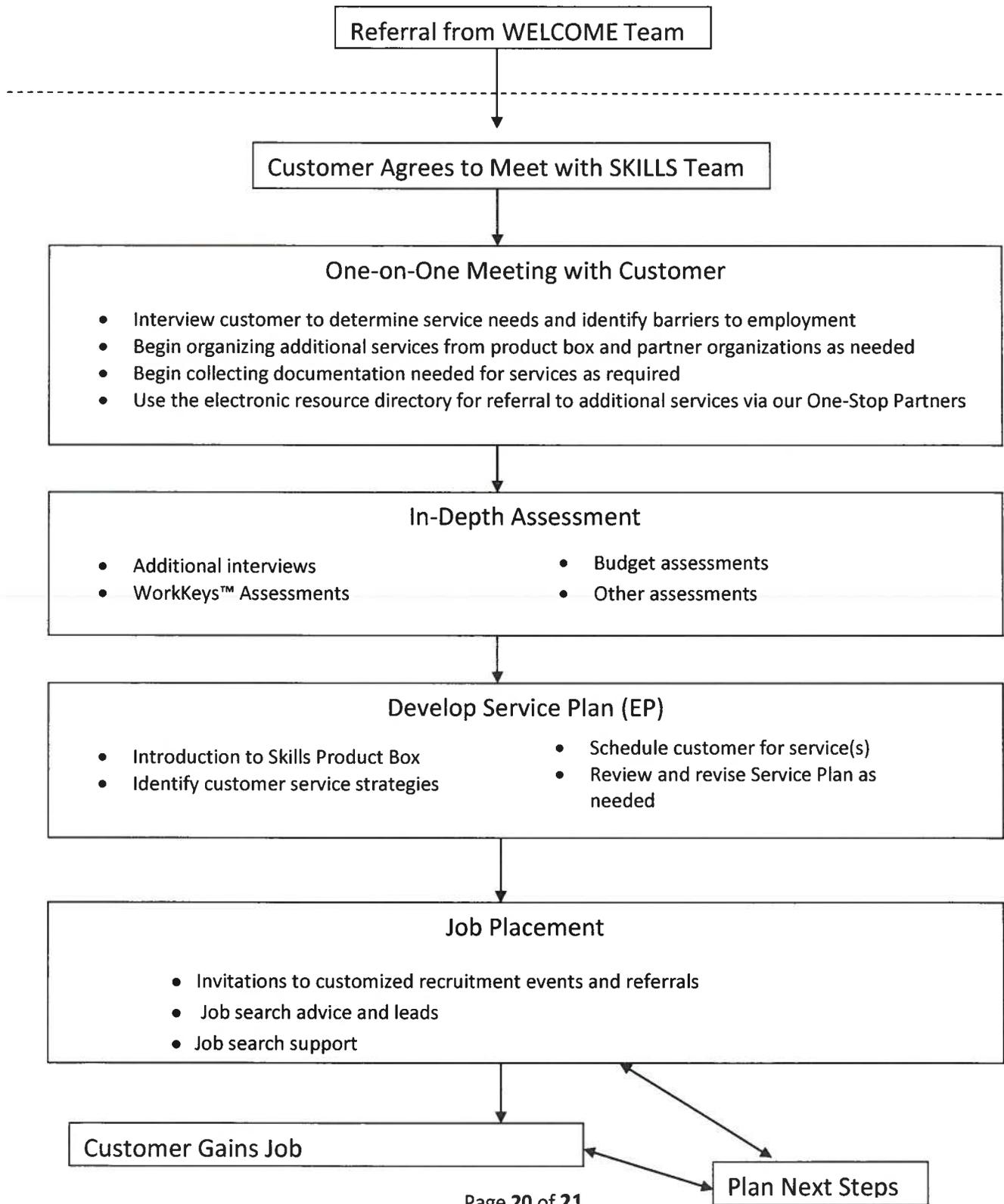
### Ongoing

- Refer/Promote job getting products
- Assess and address skills, interests, opportunities
- Use the electronic resource directory for referral to additional services via our One-Stop Partners

### Skills development and/or occupational training

- Online learning
- Partner referral(s)
- Individual training accounts

Continue until the individual enters employment; offer post-employment services



**Job Center Cost Share**  
**West Plains**  
**Cost Sharing**  
 Report For: April 2016

Percentages for April to June 2016  
 DWD: 25.00% WDB: 75.00%

	Budget	DWD Cumulative Expenditures	WDB Cumulative Expenditures	Remaining Budget	DWD Paid	WIB PAID
Copier-Office Furniture & Equip	\$100.00	\$96.43	\$0.00	\$3.57	\$ 15.75	\$ 0.00
R&M						
Insurance	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	\$ 0.00
Office Supplies-NGCC	\$6,500.00	\$1,271.18	\$7,901.27	(\$2,672.45)	\$ 98.46	\$ 794.69
Telecommunication Charge	\$6,500.00	\$4,193.16	\$855.85	\$1,450.99	\$ 0.00	\$ 88.53
Postage	\$350.00	\$375.34	\$0.00	(\$25.34)	\$ 19.90	\$ 0.00
Postage Meter Machine-Office	\$200.00	\$70.81	\$0.00	\$129.19	\$ 0.00	\$ 0.00
Furn & Equip Rental						
Organization Memberships	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	\$ 0.00
Rent/Utilities	\$45,000.00	\$31,752.11	\$0.00	\$13,247.89	\$ 941.76	\$ 0.00
Printing	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	\$ 0.00
Record Destruction-Other Business	\$600.00	\$722.40	\$0.00	(\$122.40)	\$ 48.16	\$ 0.00
Services						
Publications & Subscriptions	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	\$ 0.00
Interpretation Services-Other	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	\$ 0.00
Professional Services						
Functional Leader	\$35,000.00	\$0.00	\$31,132.09	\$3,867.91	\$ 0.00	\$ 4,203.34
<b>TOTALS</b>	<b>\$94,250.00</b>	<b>\$38,481.43</b>	<b>\$39,889.21</b>	<b>\$15,879.36</b>	<b>\$1,124.03</b>	<b>\$5,086.56</b>

NON-Job Center Cost Share		DWD Paid	WIB PAID
Adjustment	\$ 0.00	\$ 0.00	\$ 0.00
Copier-GAMM	\$ 0.00	\$ 0.00	\$ 0.00
Copier-MERS	\$ 0.00	\$ 0.00	\$ 0.00
Copier-Office Furniture & Equip	\$ 0.00	\$ 0.00	\$ 0.00
R&M			
Copier-Youth	\$ 0.00	\$ 0.00	\$ 0.00
Personal Services	\$ 0.00	\$ 0.00	\$ 0.00
Postage-Admin	\$ 0.00	\$ 0.00	\$ 0.00
Postage-GAMM	\$ 0.00	\$ 0.00	\$ 0.00
Postage-MWA	\$ 0.00	\$ 0.00	\$ 0.00
Postage-NEG	\$ 0.00	\$ 0.00	\$ 0.00
Postage-Trade	\$ 0.00	\$ 0.00	\$ 0.00
Postage-Vets	\$ 0.00	\$ 0.00	\$ 0.00
Postage-WIB	\$ 0.00	\$ 0.00	\$ 0.00
Supplies-Vets	\$ 0.00	\$ 0.00	\$ 0.00
Telephone-Monett	\$ 0.00	\$ 0.00	\$ 0.00
Telephone-WIB	\$ 0.00	\$ 0.00	\$ 0.00
Trade Reimbursement	\$ 0.00	\$ 0.00	\$ 0.00
Postage-Youth	\$ 0.00	\$ 0.00	\$ 0.00
<b>TOTALS</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>

DWD		WDB	
Amount DWD owes of Cost	\$428.62	Amount WDB owes of Cost	\$0.00
Share expenditures:		Share expenditures:	
Amount DWD owes of Non-Cost	\$0.00	Amount WDB owes of Non-Cost	\$0.00
Share expenditures:		Share expenditures:	
DWD Reimbursement to WDB	\$428.62	WDB Reimbursement to DWD	\$0.00
Amount:		Amount:	
Running Total of Available Cash	\$4,012.20	Cumulative Amount WDB Owes	\$14,448.01
Requests:		to DWD:	

**Job Center Cost Share**  
**Poplar Bluff**  
**Cost Sharing**  
 Report For: April 2016

Percentages for April to June 2016  
 DWD: 50.00% WDB: 50.00%

	Budget	DWD Cumulative Expenditures	WDB Cumulative Expenditures	Remaining Budget	DWD Paid	WIB PAID
Copier-Office Furniture & Equip	\$1,620.00	\$1,764.35	\$0.00	(\$144.35)	\$ 228.97	\$ 0.00
R&M						
Insurance	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	\$ 0.00
Office Supplies-NGCC	\$5,500.00	\$967.24	\$4,791.63	(\$258.87)	\$ 55.04	\$ 0.00
Telecommunication Charge	\$4,800.00	\$3,808.65	\$1,049.50	(\$58.15)	\$ 372.52	\$ 104.95
Postage	\$1,500.00	\$2.64	\$986.88	\$510.48	\$ 0.00	\$ 0.00
Postage Meter Machine-Office	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	\$ 0.00
Furn & Equip Rental						
Organization Memberships	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	\$ 0.00
Rent/Utilities	\$50,000.00	\$46,406.45	\$0.00	\$3,593.55	\$ 4,525.10	\$ 0.00
Printing	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	\$ 0.00
Record Destruction-Other Business	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	\$ 0.00
Services						
Publications & Subscriptions	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	\$ 0.00
Interpretation Services-Other	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	\$ 0.00
Professional Services						
Functional Leader	\$45,000.00	\$11,706.80	\$21,927.33	\$11,365.87	\$ 0.00	\$ 4,663.61
<b>TOTALS</b>	<b>\$108,420.00</b>	<b>\$64,656.13</b>	<b>\$28,755.34</b>	<b>\$15,008.53</b>	<b>\$5,181.63</b>	<b>\$4,768.56</b>

NON-Job Center Cost Share		DWD Paid	WIB PAID
Adjustment	\$ 0.00	\$ 0.00	\$ 0.00
Copier-GAMM	\$ 0.00	\$ 0.00	\$ 0.00
Copier-MERS	\$ 0.00	\$ 0.00	\$ 0.00
Copier-Office Furniture & Equip	\$ 0.00	\$ 0.00	\$ 0.00
R&M			
Copier-Youth	\$ 0.00	\$ 0.00	\$ 0.00
Personal Services	\$ 0.00	\$ 0.00	\$ 0.00
Postage-Admin	\$ 0.00	\$ 0.00	\$ 0.00
Postage-GAMM	\$ 0.00	\$ 0.00	\$ 0.00
Postage-MWA	\$ 0.00	\$ 0.00	\$ 0.00
Postage-NEG	\$ 0.00	\$ 0.00	\$ 0.00
Postage-Trade	\$ 0.00	\$ 0.00	\$ 0.00
Postage-Vets	\$ 0.00	\$ 0.00	\$ 0.00
Postage-WIB	\$ 0.00	\$ 0.00	\$ 0.00
Supplies-Vets	\$ 0.00	\$ 0.00	\$ 0.00
Telephone-Monett	\$ 0.00	\$ 0.00	\$ 0.00
Telephone-WIB	\$ 0.00	\$ 0.00	\$ 0.00
Trade Reimbursement	\$ 0.00	\$ 0.00	\$ 0.00
Postage-Youth	\$ 0.00	\$ 0.00	\$ 0.00
<b>TOTALS</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>

DWD		WDB	
Amount DWD owes of Cost	\$0.00	Amount WDB owes of Cost	\$206.54
Share expenditures:		Share expenditures:	
Amount DWD owes of Non-Cost	\$0.00	Amount WDB owes of Non-Cost	\$0.00
Share expenditures:		Share expenditures:	
DWD Reimbursement to WDB	\$0.00	WDB Reimbursement to DWD	\$206.54
Amount:		Amount:	
Running Total of Available Cash	\$8,174.53	Cumulative Amount WDB Owes	\$23,788.36
Requests:		to DWD:	

**Missouri Minimum Board Membership Requirements=23**  
**Local Board Membership=25**

Minimum Required Partners=6 / Local Board Partners=7	
Adult Education and Literacy	Joan Wright
Economic Development	Johnny Murrell
Economic Development	Ron Reed
Higher Education	Dennis Lancaster
Temporary Assistance for Needy Families	Robin Nolan
Vocational Rehabilitation	Vanae Emerick
Wagner Peyser	Robert Ruble

Labor Representatives≥20%	
Labor	Kenny Loury
Labor/Apprenticeship	William "B.J." Wear
Community Based Organization	Bryan Adcock
Community Based Organization	Jim McFarland
Community Based Organization	Lisa Aden

Business Representatives≥51%	
Butler	Becky Brooks-McLane Transport
Butler	Eric Schalk-Gamblin Lumber Co.
Butler	Genise Denton-VA Hospital
Butler	Michelle Shelton-Briggs & Stratton
Butler	Steve Halter-Poplar Bluff COC
Carter	Mark Norris-*Small Business-Stray Dog BBQ
Howell	Garland Barton- DRS Technologies
Howell	Mary Sheid-Physical Therapy Specialist Clinic
Oregon	Scott Crigler-Crigler Timer Harvesting
Ripley	Warren Bland-Town and Country
Shannon	Mike Ennis-*Small Business-Eminence Manufacturing
Texas	Adam Stipanovich- Missouri Sun Solar
Wayne	Scott Hurt-Fine Laboratories

# **SOUTH CENTRAL WORKFORCE INVESTMENT BOARD BYLAWS**

## **ARTICLE I: NAME**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

### **ARTICLE IV: OFFICERS**

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

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

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

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

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

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

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

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

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

### **ARTICLE V: MEETINGS**

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

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

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

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

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

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

## **ARTICLE VI: COMMITTEES**

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

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

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

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

with Barriers and Disabilities Committee must be chaired by a board member; and include at least two non-board members.

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

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

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

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

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

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

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

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

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

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

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

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

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

Approved July 28, 2015

**LOCAL WORKFORCE DEVELOPMENT BOARD  
ATTESTATION FOR REVIEW OF BY-LAWS**

The following form must be completed and submitted to the Division of Workforce Development annually. The purpose of the form is to assure that all certified members of the Local Workforce Development Board have reviewed and understand their current by-laws. The form must be signed and dated by at least a quorum of the membership. Please include the printed name of the member on the line below their signature. If additional signature/date lines are needed, please add them accordingly.

Name of Local Workforce Development Board: South Central Region

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

Joan Wright 6/8/16  
Joan Wright Date

Johnny Murrell 6-8-2016  
Johnny Murrell Date

Ronald R Reed 06-08-16  
Ron Reed Date

Dennis Lancaster 6-8-16  
Dennis Lancaster Date

Robin Nolan 6-8-16  
Robin Nolan Date

Vanae Emerick 7/26/14  
Vanae Emerick Date

Robert Ruble 7-26-16  
Robert Ruble Date

Troy Amoss \_\_\_\_\_  
Troy Amoss Date

William "B" Wear \_\_\_\_\_  
William "B" Wear Date

Bryan Adcock 6/8/16  
Bryan Adcock Date

Jim McFarland 7/26/14  
Jim McFarland Date

Lisa Aden 7/26/16  
Lisa Aden Date

Becky Brooks 6/9/16  
Becky Brooks Date

Eric Shalk \_\_\_\_\_  
Eric Shalk Date

Genise Denton \_\_\_\_\_  
Genise Denton Date

Michelle Shelton 7/26/16  
Michelle Shelton Date

Steve Halter 6-9-16  
Steve Halter Date

Mark Norris \_\_\_\_\_  
Mark Norris Date

Garland Barton 6/8/16  
Garland Barton Date

Mary Sheid 7/26/16  
Mary Sheid Date

Scott Crigler \_\_\_\_\_  
Scott Crigler Date

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

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

Adam Stipanovich 7-26-16  
Adam Stipanovich Date

Scott Hurt \_\_\_\_\_  
Scott Hurt Date

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

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

**MEMBERSHIP**

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

**OFFICERS**

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

**MEETINGS**

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

**PARLIMENTARY AUTHORITY**

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

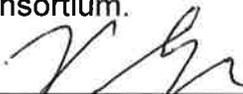
**ROLES AND RESPONSIBILITIES**

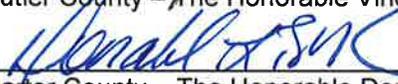
1. The Consortium shall receive nominations, if necessary, and appoint members to the local Workforce Investment Board following the criteria in WIOA Section 107 (b)(2) and any additional State Workforce Issuances or requirements.
2. The Consortium will work in partnership with the Local Board to:
 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

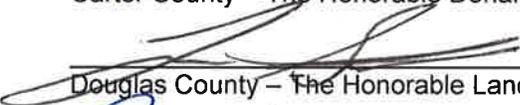
- c. Negotiate and reach agreement on local performance accountability measures
  - d. Select Operators and Providers
  - e. Develop a local budget that is consistent with the local plan
3. The Consortium is liable for any misuse of the Workforce Innovation and Opportunity Act funds allocated to the South Central Workforce Investment Region. In the event of a disallowed cost the liability would be distributed equally among the membership.

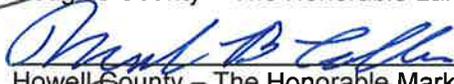
**TERMS OF AGREEMENT**

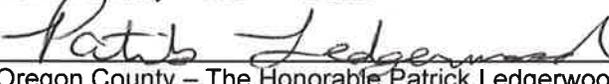
This Agreement shall be effective when signed by each member of the Consortium. This Agreement shall expire when there is any change in membership at which time a new Agreement shall be required. Any amendments to this Agreement must be approved by each member of the Consortium.

  
 \_\_\_\_\_  
 Butler County – The Honorable Vince Lampe

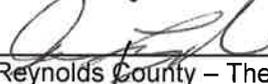
  
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 Carter County – The Honorable Donald Black

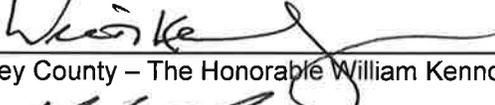
  
 \_\_\_\_\_  
 Douglas County – The Honorable Lance Stillings

  
 \_\_\_\_\_  
 Howell County – The Honorable Mark Collins

  
 \_\_\_\_\_  
 Oregon County – The Honorable Patrick Ledgerwood

  
 \_\_\_\_\_  
 Ozark County – The Honorable John Turner

  
 \_\_\_\_\_  
 Reynolds County – The Honorable Joe Loyd

  
 \_\_\_\_\_  
 Ripley County – The Honorable William Kennon

  
 \_\_\_\_\_  
 Shannon County – The Honorable Jeff Cowen

  
 \_\_\_\_\_  
 Texas County – The Honorable Fred Stenger

  
 \_\_\_\_\_  
 Wayne County – The Honorable Brian Polk

  
 \_\_\_\_\_  
 Wright County – The Honorable Zach Williams



## ***South Central Workforce Investment Board***

### **Personnel Handbook**

#### **108 Conflicts of Interest**

Effective Date: 07/01/05

Revision Date: 11/01/10

The South Central Workforce Investment Board has guidelines to avoid real or potential conflicts of interest. It is your duty as an employee of the South Central Workforce Investment Board to follow the following guidelines about conflicts of interest. If this is not clear to you or if you have questions about conflicts of interest, contact the Executive Director.

Whenever you conduct business with another company, you must work within the guidelines set up and controlled by the executive management of the South Central Workforce Investment Board. Business dealings with other companies should not result in unusual gains for those companies. "Unusual gains" means bribes, product bonuses, special fringe benefits, unusual price breaks, and other windfalls that will benefit the other company or an employee at that company. The South Central Workforce Investment Board executive management must first approve any South Central Workforce Investment Board promotional plan that could be interpreted to result in unusual gains for another company.

What is a conflict of interest? An actual or potential conflict of interest is when you are in a position to influence a decision or have business dealings on behalf of the South Central Workforce Investment Board that might result in a personal gain for you or for one of your relatives. For conflicts of interest, a relative is any person who is related to you by blood or marriage, or whose relationship with you is similar to being a relative even though they are not related by blood or marriage.

We do not automatically assume there is a conflict of interest if you have a relationship with another company. However, if you have any influence on transactions involving purchases, contracts, or leases, you must tell an officer of the South Central Workforce Investment Board as soon as possible. By telling us there is the possibility of an actual or potential conflict of interest, we can set up safeguards to protect everyone involved.

The possibility for personal gain is not limited to situations where you or your relative has a significant ownership in a firm with which the South Central Workforce Investment Board does business. Personal gains can also result from situations where you or your relative receives a kickback, bribe, substantial gift, or special consideration as a result of a transaction or business dealing involving the South Central Workforce Investment Board.



Partner of americanjobcenter network

## Sub-State Monitoring Policy

This local policy is developed in accordance with DWD Issuance 16-2015. SCWIB will monitor all sub-recipients, subcontractors, and contractors at least one time per year. Program monitoring may be conducted more often as needed to assure compliance with all rules and regulations.

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

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

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

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

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

**Methodology and Target Universe:** Staff will use a random technique to pull files in every funding stream.

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

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

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

Participant records will be reviewed for:

1. Participant eligibility and priority for program and services received.
2. Orientation to services.
3. Complaint and grievance rights and responsibilities.
4. Justification for Individualized Career Services or Training services.
5. Method of assessment
6. Employment planning
7. Individual Training Accounts.
8. Appropriateness and accuracy of participant payments.
9. Appropriate data entry.
10. Posting of outcomes, including attainment of a degree or certificate and any supplemental data.
11. Youth- 5% limit on In-School Youth enrolled with the "Requires additional assistance" barrier
12. Youth- 5% over income exception
13. New eligibility criteria and barriers

**Financial Monitoring Review (FMR):** Methodology and Target Universe: Staff will use a random technique to pull expenditures in every funding stream. Staff will select 10% of expenditures for review.

This review will ensure the adequacy of internal controls and reliability of the sub recipient's financial management system. FMR will include the following:

1. Audit Resolution/Management Decision
2. Financial Reports
3. Internal Controls
4. Source Documentation
5. Cost Allocation
6. Cash Management
7. Procurement
8. Inventory
9. Youth- Out of School Youth 75% expenditure requirement
10. Youth- 20% work-based learning with educational requirement

Additional financial and programmatic monitoring will be completed to review special initiatives, stand-alone summer programs in accordance with the project's scope of work.

2016



South Central  
**WORKFORCE**  
Investment Board

*The South Central Workforce Investment Board serves as the policy making and strategic planning body for the 12 counties that comprise the region. The Vision of the SCWIB is stated in their local plan on their website ([scwib.org](http://scwib.org)):*

*“All lasting business is built on freindship.”*

*Alfred A. Montapert*

## SOUTH CENTRAL REGION BUSINESS SERVICES PLAN

*A regional overview of South Central Missouri economic conditions, challenges to providing business services within the region, and a plan for helping deliver those services to businesses in a timely, effective manner.*

# INTRODUCTION: AREA OVERVIEW

1

## *Values of the South Central WIB and Career Centers*

*“The South Central WIB and the regional Career Centers are committed to provide business and job seeking customers with services and programs focused on life-long skill development. This will allow the South Central Region to compete and thrive in the regional and national marketplace, as well as foster business retention and expansion.”*

The South Central Region consists of Butler (*Pop. 43053*), Carter (*6362*), Douglas (*13585*), Howell (*40629*), Oregon (*10997*), Ozark (*9601*), Reynolds (*6667*), Ripley (*14036*), Shannon (*8418*), Texas (*25810*), Wayne (*13402*) and Wright (*18629*) counties.

Major cities in the region are Poplar Bluff (*Pop. 17135*) and West Plains (*Pop. 12063*). The region has a 2012 population of 210,989 (*down 573 or -.002%, since 2011*) and a projected 2030 population of 207,009 (*down 3980, or -.0188%*). The region accounts for 2% of the state’s workforce and approximately 3% of the State’s population. The civilian workforce is 95,026 with 87,557 persons employed and 7,469 unemployed for an unemployment rate of 7.9%. Average per capita income is \$27,452.00 (*2011*). The average wage was \$541.00 per week (*4<sup>th</sup> Qtr. 2012*).

Missouri Career Centers are located in West Plains (*Howell County*) and Poplar Bluff (*Butler County*).

Major employers in the South Central Region include: (in alphabetical order)

Air Evac (*West Plains*)

Armstrong Wood Products; (*West Plains*)

Briggs and Stratton (*Poplar Bluff*)

Camcorp Manufacturing (*Willow Springs*)

Caterpillar (*Pomona*)

Dairy Farmers of America (*Poplar Bluff*)

DRS Technologies (*West Plains*)

Emerson Climate Technologies (*Ava*)

Gates (*Poplar Bluff*)

Invensys (*West Plains*)

Hutchens Industries (*Mansfield*)

Jasper Engines (*Willow Springs*)

Mid Continent Nail (*Poplar Bluff*)

Missouri Forge (*Doniphan*)

Ozarks Medical Center (*West Plains*)

Regal Beloit (*West Plains*)

Revere Plastics (*Poplar Bluff*)

Royal Oak Enterprises (*West Plains*)

Smith Flooring (*Mountain View*)

Tag Team Uniforms (*Licking*)

Western Dairy Transport (*Cabool*)

Key industries in the region are: Agribusiness, logging/wood products, manufacturing, transportation/logistics and warehousing/distribution. Healthcare and Social Assistance make up 19% of the regions total jobs. (2011)

The area also has tourism and recreation based businesses due to the presence of the Ozark National Scenic Riverways (*the Current and Jacks Fork Rivers*) and the Mark Twain National Forest.

The region enjoys a relatively low cost of living and ample access to quality medical care.

As with many regions of Missouri, residents of counties of the South Central region cross county boundaries to shop. A retail trade analysis conducted in 2007 (the last analysis for which data is available) showed that of the twelve region counties only one (Butler) had a positive “pull factor”; that is, took in more retail sales from other counties than it lost to other counties. Howell County had the lowest negative pull factor, but still reflected a net loss of shoppers to other areas, probably to Greene (Springfield) and Taney (Branson) Counties. This region wide leakage of retail sales has a profound effect on business growth as millions of dollars leave the communities in which they were earned and bolster businesses and communities outside the region.

The south central region is generally regarded as a “low wage” area; that is, a high percentage of entry level positions provide compensation of \$9.00 or less per hour, with minimum wage being very common. While this is a contributing factor to the regions reputation of having a low cost of living, it is also a factor inhibiting both population and economic growth.

The “graying” of America will also have impacts here in south central Missouri. MERIC figures reveal that in 2011 regional counties had aged 65 or older populations of from 17 to 24 percent, but 2030 projections of from 23 to 33 percent. Without a commensurate growth in population, this reduction in the workforce will have significant impacts on local economies. It is clear that focused efforts to attract new people and businesses to south central Missouri must be ongoing and successful in order for the economy to grow stronger and, indeed, even to maintain current levels of economic well-being. (Source: MERIC)

### *Vision of the South Central WIB*

*“The vision of the South Central Region Workforce Investment Board (SCWIB) is to improve the quality of life in our area. By establishing a public/private partnership, we will ensure all citizens are afforded an environment that supports a market-driven workforce development system with clear goals and accountability. This system will be responsive, support lifelong skill development, establish a culture of continuous learning, and provide easy and universal access to information and services by job seekers and the business community. Ultimately, this system will provide customers with the knowledge and tools necessary to establish a world-class workforce for a world-class economy.”*

# REGIONAL CHALLENGES

## 2

### *Mission of the South Central WIB*

*“To support a system that will provide employers with a skilled workforce and will provide job seekers with access to jobs with increased earnings potential. The Workforce Investment Board will be a leader in community collaboration to promote a dynamic, high skill/high wage economy in South Central Missouri through development of its workforce and workplaces.”*

One of the primary purposes of the South Central Workforce Investment Board (SCWIB) is to find effective ways to increase businesses’ awareness and use of the business services provided by the Board and the regional Career Centers in Poplar Bluff and West Plains. An active and effective business services plan facilitating delivery of On-the-Job Training (OJT), Work Ready Missouri (WRM), Employment Transition Team (ETT) meetings, and assistance to counties in completion of Work Ready Communities is necessary to increase the return on the investment in the regional workforce system.

This business services plan is intended to provide the framework for the South Central Region to more effectively market and deliver services to our business customers. By focusing on building relationships with local businesses we will be better able to know their needs and their sometimes unique challenges. We will thereby be better able to recognize our opportunities to assist them with our programs and services. With open communication and a sincere customer focus, we can inspire greater confidence in the services Career Centers and the SCWIB provide to the business community, hopefully resulting in increased usage of those services.

### **Challenges within this region that interfere with delivery of business services:**

The South Central region consists of 12 counties composed of primarily rural landscapes with only small communities scattered throughout. Even the largest of these counties, Butler and Howell, have less than 45,000 residents each, and nearly all of the others are less than 15,000 each. Reynolds and Carter counties each have less than 7000 residents. The residents and businesses of the small communities that dot the counties have historically been self-reliant and uninvolved with whatever may be going on outside of their local spheres of influence.

Therefore, when someone from outside and unknown to the business community attempts to introduce strange sounding, acronym-laden workforce programs into these communities, however well-intended those attempts may be, they are typically regarded with skepticism and suspicion. Attempting to give legitimacy to the program being presented by asserting the role of government in its creation and funding can often just exacerbate the problem.

Ostensibly, there are a number of other factors that further complicate interest in and delivery of services to regional businesses:

- Business community's lack of awareness of available services and/or general apathy in relation to those services. This could also be viewed, perhaps, as a lack of widespread and effective marketing of available services to businesses. It is unclear to what degree utilization of marketing media and tools would enhance interest within the business community. It is clear, however, that using such media is generally prohibitively expensive for the SCWIB.
- A lack (real or perceived) of a motivated and capable workforce in the region.
- Ineffective sharing of information between regional staff concerning business contacts and the services requested or inquired about. This is the easiest complication of all listed herein to eliminate and this plan attempts to provide a means to do so.
- A general mistrust of government programs which require disclosure of business information, particularly data which is usually perceived as confidential, such as Federal Employment Identification Numbers, Social Security Numbers, financial information, or other company/corporate information that is not generally available to the public, notwithstanding that the government already has access to most, if not all, of this data. This problem is generally more widespread in rural areas than urban locales, but it is common throughout the region.
- Business owners are protective of their concerns and investments. They want to maintain control of their business. They do not want their business success jeopardized by outside influences or requirements. Entering into agreements or contracts with third parties – even when such agreements may prove financially beneficial – is not something they will do without careful consideration. Even small concerns or doubts about the long term results of such an agreement are enough to derail it. Doubts about the person proposing the agreement or contract will derail it even quicker.

An effective business plan must address these obstacles in a reasonable manner. It must state what services we are going to concentrate on delivering; who will deliver them; how the delivery of services will be facilitated, and where it will happen. The plan must be 'do-able'. Lofty goals are but "tinkling cymbals and sounding brass" if there is little chance of achieving them.

The plan contained herein may seem different than most such plans (and it is certainly shorter) but it is eminently 'do-able'. It will require that the business services team members, to the extent possible, get out of their offices and interact with the business community. Before we can deliver the services we have to offer, we must get to know the people who will utilize them. Before we can convince them that our services can truly help them and their businesses, they must know us well enough to trust us.

# THE BUSINESS SERVICES PLAN

## *Mission of the Career Centers*

*“The mission of the Poplar Bluff and West Plains Missouri Career Centers is to serve as a partnership between regional community residents and businesses in supporting the area's economic development with a qualified workforce.”*

## *What: Programs To Be Delivered*

There are four (4) programs that will be given priority in working with the business community. They are:

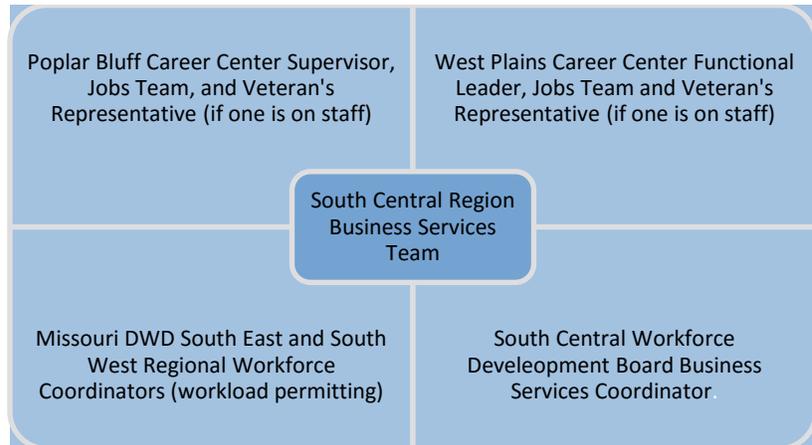
- On-the-Job Training
- Work Ready Missouri
- Work Ready Communities (NCRC)
- Employment Transition Team (Formerly ‘Rapid Response’)

While there are other business related services available, these four are the only services covered under the scope of this plan.

## *Who: The Business Services Team (BST)*

The South Central Region Business Services Team (BST) consists of the Functional Leaders (or Supervisors) of the West Plains and Poplar Bluff Career Centers, the Veteran’s Representatives at the Career Centers (if one is assigned), the DWD Workforce South East and South West Regional Coordinators (DWD workload permitting) and the South Central WIB Business Services Coordinator. It is the intent of the Team members to provide prompt, efficient and quality assistance to businesses and job seekers in the South Central Region. Augmentation of the BST can be provided by SCWIB Board members who can, as needed, assist in attending chamber meetings or making presentations to organizations. For instance, Steve Halder is President of the Poplar Bluff Chamber of Commerce as well as a SCWIB Board member. In the capacity of Chamber President he will be in attendance at nearly all Poplar Bluff Chamber meetings and can assist the BST in its business services efforts by sharing information deemed appropriate for BST consideration and/or action.

Business Services staff shall work together to provide efficient delivery of the full range of products and services that the Career Center, DWD, and WIB systems offer to business customers.



### *How: Getting To Know the Businesses We Serve.*

Fundamental to helping the businesses in our area is the requirement to know and understand those businesses. It would be an impossible task to visit each and every business in the south central region and spend the time that would be needed to gain full appreciation of their market, strengths, weaknesses, financial attributes and struggles. Few business owners would be willing to speak to us about those things that they regard as ‘personal’, anyway. But most owners are willing to talk about the things that they regard as ‘common ground’ within the business community at large; that is, the economy and how it is impacting area businesses, what things are helping or hindering local area economies, workforce problems, etc.

Fortunately, these very topics are often the subject of conversation between business owners at regularly scheduled Chamber of Commerce meetings throughout the south central region. All we need do is attend those meetings, listen carefully to what is being said *and* make a sincere effort to become friends with the people we meet there. It will be not only a matter of getting to know them but, even more importantly, of *them* getting to know *us*! Regular attendance at Chamber meetings, over time, will give us opportunities to get to know the business owners on a more personal basis, increase our understanding of their concerns and problems, improve our credibility and level of trust within the business community, and let us see the opportunities to be of assistance as they arise. It will also make visits to the businesses to discuss programs less

awkward, more relaxed and (hopefully) more productive. A more effective business plan than that for delivering the services we offer is difficult to imagine.

Additionally, BST members will continue to make visits to area businesses (provided such visits are part of their currently assigned duties) to talk with employers about the economy, the local business climate, and the current needs of the employers, as well as services that may be useful to them.

BST members will communicate with each other regularly and share information as needed to insure that businesses and employers are provided timely and appropriate assistance in obtaining needed services offered by the team.

The BST will hold quarterly meetings, either in person (as time and travel restrictions permit) or by teleconference. This meeting will be held to review the activities of the previous quarter, discuss current efforts and problems, and to plan future areas of focus and attention. This will also be the time to review and update outreach materials and the Business Services Plan.

The BST will review this plan and its effectiveness on a quarterly basis. The information discussed at these meetings will be used to manage the process locally and assist the local WIB in making changes to the local Business Services Plan.

### *Where: Business Services will be provided at...*

All available Business Services will be provided through the New Generation Missouri Career Centers located in West Plains and Poplar Bluff, and/or the SCWIB. The Career Centers are open Monday through Friday, 8:00 a.m. to 4:30 p.m., except Wednesday when the hours are 9:00 a.m. to 4:30 p.m. Services will also be delivered, when possible and practical, on site at local business offices by staff members.

The services(s) needed and the level of assistance requested or required by the business will determine where the service will be delivered.

**Work Ready Communities (NCRC):** National Career Readiness Certification testing will continue to be conducted at Missouri Career Centers. Career Centers are not, however, the only locations where this testing can be completed. The BST will make every effort to conduct testing at any location where it can reasonably be completed; at high schools, colleges, local library computer facilities, or any other location that has available the computer and internet facilities needed to accommodate the testing in the manner prescribed by ACT. Additionally, the BST will work with businesses to increase the number of employers and Human Resources personnel that are familiar with NCRC and the positive effects it can provide for their companies.

**On-the-Job-Training (OJT):** While the required administrative aspects of OJT would normally be completed at a Career Center or the SCWIB Business Services Coordinator's office, it can be conducted at other locations as the need arises. Job seekers can be screened for eligibility at any location where wi-fi is available to enable ToolBox access for a laptop computer and printer. Likewise, job orders can be submitted from the same locations.

**Employment Transition Team (ETT):** South Central WIB responses to layoffs will be conducted only when the layoff is less than 25 employees. Layoffs larger than this will be conducted by the Regional State Workforce Coordinators. Local ETT response for businesses laying-off employees is preferably conducted at the work site for the employees in a cooperative effort between the employer and the Career Centers/SCWIB. However, some employers may not like this option and prefer that the employee informational meeting be conducted off-site. The Career Center is then the preferred location to conduct this meeting. Whenever possible, these meetings will have the Business Services Coordinator, a Career Center representative and an Unemployment Insurance representative in attendance to provide timely information on available employment and answer questions for the attendees.

## *Expectations of South Central WIB Business Services*

Measures of genuine effort put forth by BST members to accomplish identified goals shall consist of, but not be limited to:

- Each member of the BST actively striving to promote and deliver system services through business and employer contacts via telephone, e-mail, social media, or in person visits.
- Increasing the number of businesses that are aware of services provided by Career Centers and the WIB through personal visits to businesses as well as making informational presentations at Chambers of Commerce meetings, civic organizations etc. as opportunities arise.
- Increase business and employer usage of Career Center services, as evidenced by annual Career Center usage statistics. (It is understood that recent changes in UI reporting requirements have impacted current Career Center usage statistics in terms of the number of people entering Career Centers on a weekly basis. Increased usage for the purpose of this performance measure would be based only on statistics acquired *after* the date of the plan's implementation.)
- Provide the business customer with an increased number of job applicants that have soft skills training as well as National Career Readiness Certification (NCRC) and other job skill training, as evidenced by increased NCRC testing generally and particularly within counties where no NCRC testing has been conducted previously.

- Conduct a general review and updating (as needed) of all business outreach materials NLT 31 June, 2014.
- A key goal of the SCWIB is to have all 12 counties in the region become Work Ready Certified Communities under NCRC guidelines. Currently, only Butler, Ripley and Howell counties are actively engaged in the certification process. Preliminary presentations have been conducted in Texas and Wright counties. The BST must make a concerted effort to promote the NCRC Program whenever and wherever possible, not only within the business community but with elected and school officials as well. NCRC may well be the most important program we can deliver to a community in this region. The long term benefits to local and regional economies can be highly significant. Concurrent with this goal, the Business Services Coordinator shall conduct an NCRC informational presentation to all County Commissions within the SCWIB that have not previously received such presentations prior to Dec. 31<sup>st</sup>, 2014.

This training plan will be reviewed and/or updated, amended or modified as needed at least annually during the month of December. All updates, amendments or modifications will be reviewed and approved by the Executive Director of the South Central Workforce Investment Board.

# THE CHAMBERS OF COMMERCE IN THE SOUTH CENTRAL REGION

4

## *Vision of the Career Centers*

*“Building workforce excellence for tomorrow’s quality careers.”*

**Butler County:** Greater Poplar Bluff C of C, 1111 West Pine Street, Poplar Bluff, MO 63901  
Contact: Steve Halter Ph: 573-785-7761 [info@PoplarBluffChamber.org](mailto:info@PoplarBluffChamber.org)

**Carter County:** Van Buren Area C of C, P.O. Box 693, Van Buren, MO 63965  
Contact: Ph: 573-323-0800 [chamber@seevanburen.com](mailto:chamber@seevanburen.com)

**Douglas County:** Ava Area C of C, 810 S.W. 13<sup>th</sup> Ave., P.O. Box 1102, Ava, MO 65608  
Contact: Judy Shields Ph: 417-683-4594 [director@avachamber.org](mailto:director@avachamber.org)

**Howell County:** Mountain View C of C, 222 East 2<sup>nd</sup> Street, P.O. Box 24, Mountain View, MO 65548  
Contact: Linda Lewis, Ph: 417-934-2794 [mvcoc@centurytel.net](mailto:mvcoc@centurytel.net)

West Plains C of C, 401 Jefferson Ave, West Plains, MO 65775  
Contact: JoAnn White, Ph: 417-256-4433 [joanne@wpchamber.com](mailto:joanne@wpchamber.com)

Willow Springs C of C, 112 East Main Street, Willow Springs, MO 65793  
Contact: Angie Baker-McGrath Ph: 417-469-5519  
[willowspringschamber@gmail.com](mailto:willowspringschamber@gmail.com)

**Oregon County:** Alton C of C, P.O. Box 141, Alton, MO 65606

Thayer C of C, P.O. Box 14, Thayer, MO 65791  
Contact: LaRee Rees Ph: 417-264-7324 [laree.rees@bankofthayer.com](mailto:laree.rees@bankofthayer.com)

**Ozark County:** Ozark County C of C, 361 Main Street, P.O. Box 605, Gainesville, MO 65655  
Contact: Lynn Bentele Ph: 417-679-4913 [ozcocofc@yahoo.com](mailto:ozcocofc@yahoo.com)

Theodosia C of C, P.O. Box 11, Theodosia, MO 65761  
Contact: Cindy Korver, Ph: 417-273-4245 [theodosiachamber@yahoo.com](mailto:theodosiachamber@yahoo.com)

**Reynolds County:** Ellington C of C, 215 So. Main St., P.O. Box 515, Ellington, MO 63638  
Contact: Ph: 573-663-7997 [chamber@ellingtonmo.com](mailto:chamber@ellingtonmo.com)

**Ripley County:** Ripley County C of C, 209 W. Hwy, P.O. Box 718, Doniphan, MO 63935  
Contact: Alice Mickey-Shelton, Ph: 573-996-2212  
[rcchamber@windstream.net](mailto:rcchamber@windstream.net)

**Shannon County:** Eminence C of C, 547 Hwy F, P.O. Box 415, Eminence, MO 65466  
Contact: Crystal, Ph: 573-226-3318 [chamber@eminencemo.com](mailto:chamber@eminencemo.com)

**Texas County:** Cabool Area C of C, 526 Spruce, Cabool, MO 65689  
Contact: Stacy Matherly, Ph: 417-962-3002 [info@caboolchamber.org](mailto:info@caboolchamber.org)

Houston Area C of C, 501 E. Walnut, P.O. Box 374, Houston, MO 65483  
Contact: Ph: 417-967-2220 [information@houstonmochamber.com](mailto:information@houstonmochamber.com)

Licking C of C, 125 So. Main St., P.O. Box 336, Licking, MO 65542  
Contact: Joan Brannam Ph: 573-674-2510

**Wayne County:** Piedmont Area C of C, 215 South Main Street, Piedmont, MO 63957  
Contact: Betty Hawkins, Ph: 573-223-4046  
[contact@piedmontchamber.com](mailto:contact@piedmontchamber.com)

**Wright County:** Hartville C of C, Hartville, MO  
Contact: Lauren Hughes, Ph: 417-741-7777 [laurenjh18@yahoo.com](mailto:laurenjh18@yahoo.com)

Mansfield C of C, P.O. Box 322, Mansfield, MO 65704  
Contact: Joe Smith, Ph: 417-924-8056 [info@mansfieldchamber.com](mailto:info@mansfieldchamber.com)

Mountain Grove C of C, 205 W. 3<sup>rd</sup>, P.O. Box 434, Mountain Grove, MO 65711  
Contact: Mary Armstrong, Ph: 417-926-4135  
[chamber@mountaingrovechamber.com](mailto:chamber@mountaingrovechamber.com)

This Business Services Plan has been reviewed and approved by the Executive Director of the South Central Workforce Investment Board and shall become effective on the date signed.

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Melissa Robbins, Executive Director  
South Central Workforce Investment Board

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Date



**Missouri State University**  
WEST PLAINS

## **MEMORANDUM OF UNDERSTANDING**

Between

Missouri State University – West Plains

And

South Central Workforce Investment Board

Missouri State University, has been awarded federal funds from the Trade Adjustment Assistance Community College and Career Training (TAACCCT) Grants Program (CFDA # 17.282).

Grant Agreement #TC-24973-13-60-A-29

The federal awarding agency is the Department of Labor, Employment and Training Administration.

The Period of Performance is October, 1, 2013 through September 30, 2017.

This partner memorandum of understanding is by and between the undersigned Garland G. Barton, Chair of the “South Central Workforce Investment Board” and Scott Schneider, Director Business and Support of Missouri State University – West Plains, whereas both parties have developed this agreement in continued support of the R<sup>3</sup> – Rural Revitalization & Recovery Project grant initiative. This MOU will serve as the regional workforce network in which both parties agree to provide integrated workforce services for the R<sup>3</sup> grant target population to include Trade Act Assistance participants, unemployed participants, underemployed participants, Veteran’s and low-skilled participants.

### **Purpose of MOU**

In support of this statewide grant initiative, the South Central Workforce Investment Board, consisting of twelve counties within the South Central Region of Missouri, and the University of Missouri-West Plains, entered into a Memorandum of Understanding (MOU) to jointly enhance support for the career training and job placement of workers eligible under the TAACCCT grant R<sup>3</sup> – Rural Revitalization & Recovery Project 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.

### **Goals and Priorities**

R<sup>3</sup> supports the development of innovative approaches to address current and future workforce needs in the health services/agri-business industry. Missouri State University – West Plains will focus on the following priorities that will introduce significant changes in the way they support adult student success.

- Priority One: Accelerate Progress for Low-Skilled and Other Workers. Strategies: R<sup>3</sup> will develop an Intensive College Readiness Program that will assess and develop participants' skills through remediation and modularized curriculum for customized program speed.
- Priority Two: Improve Retention and Achievement rates and/or reduce time to completion. Strategies: R<sup>3</sup> will integrate basic academics into contextualized modules and provide supplemental instruction, develop intensive student advising services intervention and support articulation of credit for coursework and work experience.
- Priority Three: Build Programs that Meet Industry Needs. Strategies: R<sup>3</sup> will focus efforts on industry needs through employer engagement and internships.
- Priority Four: Strengthen Online and Technology-Enabled Learning. Strategies: R<sup>3</sup> will develop hybrid, technology-enabled programs, include strategies to help become a successful online learner and digital literacy courses.

### **Services Supported by the MOU**

At a minimum, the following services will be provided by each party as described below: Missouri State University-West Plains will deliver basic and technical skill training to the grant participants. Missouri State University-West Plains will offer courses within two specific industries. Health Information Technology and Agri-Business. Specifically, a certificate program in Medical Billing and Coding with the ability to seamlessly transfer into an AAS in Health Information Technology. Additionally, within the AS and AAS in Agri-Business, the participant will have the option of 12 certificate programs in Agricultural Business, Animal Science, Equine Studies, General Agriculture, Natural Resources, Plant Science, Wildlife Management, Alternative Energy, Public Outreach & Education, Entrepreneurship, Culinary Arts and Small Business Management. Each of these certificate programs will seamlessly transfer into either the AS in Agriculture, AAS in General Agriculture or AAS in Entrepreneurship. Classes vary from 15 credit hours to 63 credit hours based on educational and training track. Classes may be offered in West Plains, Mountain Grove and online. The targeted number to be served is at least 69.

Missouri State University-West Plains will responsible for creating and providing the South Central Workforce Investment Board informational outreach materials to be placed in the

Career Centers so job seekers are aware of the training and have access to information on the training.

Missouri State University-West Plains will set up and manage a regional advisory committee(s). Membership will include representatives from Missouri State University-West Plains, South Central Workforce Investment Board Executive Director and Chair, West Plains Career Center Functional Leaders and representatives from other state agencies and industry leaders, to ensure the timely execution of deliverables and to support curriculum design that uses identified best practices and improvements outlined in the R<sup>3</sup> grant initiative.

Job seekers interested in the training referenced above will first be determined eligible by the South Central Workforce Investment Board Career Center staff. After a job seeker is determined eligible they will need to take the National Career Readiness Certificate test at Missouri State University-West Plains or the West Plains Career Center. Once testing is complete job seekers will be referred to Missouri State University-West Plains or to remediation and further testing as appropriate. Missouri State University-West Plains will complete all additional testing and eligibility prior to training.

Any job seeker interested in the training referenced above seeking services at Missouri State University-West Plains first will be referred to the Career Center to ensure placement performance.

Missouri State University – West Plains will offer NCRC testing at the Universities testing center and at the Adult Education Learning facility on campus. Missouri State University – West Plains staff who proctor the NCRC will check the Workforce Investment Act (WIA) enrollment status of each individual tested, the day of and prior to the test, to ensure each individual has an active enrollment. If the individual does not have an active WIA enrollment the student can test at the expense of the University or they can re-schedule after a proper enrollment has been completed.

South Central Workforce Investment Board and Missouri State University-West Plains will enter into Toolbox and through read only access, share results of current assessment services for participants and other targeted populations, including interest and aptitude assessments, skill assessments (e.g. WorkKeys, TABE), sector specific assessments, and academic credit for prior learning, as appropriate for meeting grant deliverables. The Project Manager and one alternate shall have read only access to Toolbox. Any partner staff with access to Toolbox will attend training, provided by the South Central Workforce Investment Board and pass a confidentiality test. Missouri State University-West Plains will share the academic status of all job seekers as requested.

South Central Workforce Investment Board can provide supportive services to job seekers who need them and cannot obtain them from another source in order to complete the training reference above. Job seekers must meet all eligibility guidelines which may be different than

"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.

### **Exhibits**

Both parties may agree to develop standardized forms and applications and/or technology supported systems specific to meet the services described above.

### **Modification Process**

This Memorandum of Understanding, together with the exhibits identified above, constitutes the entire agreement between Missouri State University-West Plains and the South Central Workforce Investment Board and supersedes all prior written or oral understanding. 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 has been amended as of October 27, 2014, between Missouri State University-West Plains and South Central Workforce Investment Board.



Scott Schneider, Director Business & Support  
Missouri State University-West Plains



Garland G. Barton  
Chair, South Central Workforce Investment Board

**Partnership Agreement  
Between  
Three Rivers Community College and South Central Workforce Investment Board**

*Whereas*, South Central Workforce Investment Board and Three Rivers Community College are interested in partnering in the TAACCCT Round 4 grant project to improve the skills, competencies and employment opportunities for trade-affected, dislocated, unemployed and underemployed workers;

*Whereas*, South Central Workforce Investment Board and Three Rivers Community College recognize the importance of talent development in economic and business growth;

*Whereas*, South Central Workforce Investment Board and Three Rivers Community College believe that a coordinated regional approach to workforce development and education will better meet the needs of both business and workers, while supporting the economy overall; and

*Whereas*, South Central Workforce Investment Board and Three Rivers Community College are interested in signing a partnership agreement mutually agreeing to work together on important components of the project;

*Now Therefore*, all parties agree to the following:

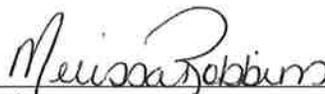
1. Collaborate with each other to maximize business outreach activities in order to mitigate duplication of effort.
2. Communicate and coordinate opportunities as it pertains to curriculum and credential needs which support jobs in Manufacturing and Engineering.
3. Leverage similar workforce and economic development projects and funds to support eligible participants.
4. Collaborate to identify work-based training opportunities, such as internships, as appropriate.
5. Collaborate with each other to leverage local and state-wide resources to identify prospective employment opportunities.
6. Develop strategies for sharing information relevant to employment and education outcomes.
7. Develop outreach strategies to attract participants to the project.

Signed:

\_\_\_\_\_  
Wesley A. Payne, Ph.D.  
Interim President

Three Rivers Community College

Date: \_\_\_\_\_

  
\_\_\_\_\_  
Melissa Robbins  
Executive Director

South Central Workforce Investment  
Board

Date: 7-2-14

## **982 Competitive Bid Process**

Effective Date: 07/01/05

Revision Date: 10/25/11

Any single item or contract exceeding \$25,000 must follow the competitive bid process as described below.

1. A Request for Proposal is prepared.
2. The Request for Proposal is advertised on the South Central Workforce Investment Board web site (scwib.org). It may also be advertised by placing ads in local newspapers or by sending written notifications to prospective bidders. Every reasonable effort must be made to solicit more than one bid response.
  - a. A pre-bid conference must be held for any single item or contract over \$50,000. The time and place of the pre-bid conference will be included in the Request for Proposal.
3. The Proposal Evaluation Committee of the Board will evaluate all proposals.
  - a. Proposals are opened by two people not on the evaluation committee and are recorded.
  - b. Proposals are copied and distributed to all committee members.
  - c. Committee members evaluate the proposals using criteria included in the Request for Proposal.
  - d. The committee must recommend to the Board a contract award or that no award be made.
  - e. The Board will consider recommendations and notify the bidders in writing of the decision.
  - f. A contract is prepared for signature and submitted to the successful bidder(s).
4. Non-competitive (sole source) procurement is defined as procurement when competition is determined inadequate after solicitation. All sole source procurements will be justified in writing.
5. The following items may be exempted from competitive procurement: training sessions, conferences, and seminars; copyrighted material, updates to software that is already purchased, repairs by original manufacturer if other repairs would void any applicable warranty, and recurring expenses such as rent.
6. In the event that following the competitive bid process would cause an interruption in service delivery, the Executive Committee has the authority to award short term contracts (6 months or less) without going through the competitive bid process.

CPR

Data Entry for the month of  
 May 2016  
 South Central

Funding: WIOA Youth  
 Grant:  
 Project:  
 CFDA: 17.259

Formula Funds

PY16 Start Date: 4/1/2016 End Date: 6/30/2016

DWD Contract: 10-10-10-17

PY16	
Youth - PY16	Total Budget: \$ 577,533.00
Admin	OS Budget: 75.95%
	Work Experience Budget: 0%
Admin Salary/Fringe	\$ 30,000.00
Admin Other	\$ 27,753.30
<b>Subtotal:</b>	<b>\$57,753.30</b>
In-School	
IS Salary/Fringe	\$ 10,000.00
IS Other Staffing/Oper Costs	\$ 10,000.00
IS Occup Skills Trng	\$ 10,000.00
IS Work Experience	\$ 10,000.00
IS Work Experience Staffing	\$ 10,000.00
IS On the Job Training	\$ 10,000.00
IS Supportive Services	\$ 10,000.00
IS Pre-Apprenticeship Programs	\$ 10,000.00
IS Internships	\$ 10,000.00
IS Financial Literacy Education	\$ 10,000.00
IS Dropout Prevention and Recovery	\$ 10,000.00
IS Alternative Secondary School Services	\$ 10,000.00
IS Other Direct Part Cost	\$ 5,000.00
<b>Subtotal:</b>	<b>\$125,000.00</b>
In-School Summer	
ISS Salary/Fringe	\$ 1.00
ISS Other Staffing/Oper	\$ 1.00
ISS Work Experience	\$ 1.00
ISS Supportive Services	\$ 1.00
<b>Subtotal:</b>	<b>\$4.00</b>
Out-School	
OS Salary/Fringe	\$ 24,500.00
OS Other Staffing/Oper	\$ 24,500.00
OS Occup Skills Trng	\$ 24,500.00
OS Older Youth Individual Training Account	\$ 24,500.00
OS Work Experience	\$ 75,000.00
OS Work Experience Staffing	\$ 25,000.00
OS On the Job Training	\$ 24,500.00
OS Supportive Services	\$ 24,500.00
OS Pre-Apprenticeship Programs	\$ 24,500.00
OS Internships	\$ 24,500.00
OS-Financial Literacy Education	\$ 24,500.00
OS Dropout Prevention and Recovery	\$ 24,500.00
OS Adult Education and Literacy Activities	\$ 24,500.00
OS Other Direct Part Cost	\$ 25,271.70
<b>Subtotal:</b>	<b>\$394,771.70</b>
Out-School Summer	
OSS Salary/Fringe	\$ 1.00
OSS Other Staffing/Oper	\$ 1.00
OSS Work Experience	\$ 1.00
OSS Supportive Services	\$ 1.00
<b>Subtotal:</b>	<b>\$4.00</b>
<b>Total:</b>	<b>\$577,533.00</b>

CPR

Data Entry for the month of  
 May 2016  
 South Central

**Funding:** WIOA Adult Funding

**Grant:**

**Project:**

**CFDA:** 17.258

**DWD Contract:** 10-10-10-17

Formula Funds

**PY16**      **Start Date: 7/1/2016**      **End Date: 6/30/2018**

PY16	FY17		
Adult - PY16/FY17		<b>Total Budget:</b>	\$ 78,642.00
Admin			Transitional Jobs: 0.00%
			Incumbent Worker Training: 0.00%
Admin Salary/Fringe			\$ 5,000.00
Admin Other			\$ 2,864.20
		<b>Subtotal:</b>	\$7,864.20
Program			
Program Sal/Frng			\$ 20,000.00
Program Other Staffing Costs			\$ 15,000.00
Individual Training Account			\$ 10,000.00
On the Job Training			\$ 10,000.00
Pre-Apprenticeship			\$ 1.00
Registered Apprenticeship			\$ 1.00
Transitional Jobs			\$ 1.00
Incumbent Worker Training			\$ 1.00
Work Experience or Internship			\$ 10,000.00
Supportive Services			\$ 5,773.80
		<b>Subtotal:</b>	\$70,777.80
		<b>Total:</b>	\$78,642.00

CPR

Data Entry for the month of  
 May 2016  
 South Central

**Funding:** WIOA Adult Funding

**Grant:**

**Project:**

**CFDA:** 17.258

**DWD Contract:** 10-10-10-17

Formula Funds

**FY17 Start Date: 10/1/2016 End Date: 6/30/2018**

PY16	FY17		
Adult - PY16/FY17		<b>Total Budget:</b>	\$ 538,937.00
Admin			
			Transitional Jobs: 0.02%
			Incumbent Worker Training: 0.02%
Admin Salary/Fringe			\$ 40,000.00
Admin Other			\$ 13,893.70
		<b>Subtotal:</b>	\$53,893.70
Program			
Program Sal/Frng			\$ 125,000.00
Program Other Staffing Costs			\$ 125,000.00
Individual Training Account			\$ 50,000.00
On the Job Training			\$ 50,000.00
Pre-Apprenticeship			\$ 10,000.00
Registered Apprenticeship			\$ 10,000.00
Transitional Jobs			\$ 75.00
Incumbent Worker Training			\$ 75.00
Work Experience or Internship			\$ 50,000.00
Supportive Services			\$ 64,893.30
		<b>Subtotal:</b>	\$485,043.30
		<b>Total:</b>	\$538,937.00

CPR

Data Entry for the month of  
 May 2016  
 South Central

**Funding:** WIOA Dislocated Worker

**Grant:**

**Project:**

**CFDA:** 17.278

**DWD Contract:** 10-10-10-17

Formula Funds

**PY16**

**Start Date: 7/1/2016**

**End Date: 6/30/2018**

<b>PY16</b>	<b>FY17</b>
-------------	-------------

Dislocated Worker - PY16/FY17

**Total Budget:** \$ 79,484.00

Admin

Transitional Jobs: 0.00%

Incumbent Worker Training: 0.00%

Admin Salary/Fringe	\$ 5,000.00
---------------------	-------------

Admin Other	\$ 2,948.40
-------------	-------------

**Subtotal:** \$7,948.40

Program

Program Sal/Frng	\$ 15,000.00
------------------	--------------

Program Other Staffing Costs	\$ 15,000.00
------------------------------	--------------

Individual Training Account	\$ 15,000.00
-----------------------------	--------------

On the Job Training	\$ 10,000.00
---------------------	--------------

Pre-Apprenticeship	\$ 1.00
--------------------	---------

Registered Apprenticeship	\$ 1.00
---------------------------	---------

Transitional Jobs	\$ 1.00
-------------------	---------

Incumbent Worker Training	\$ 1.00
---------------------------	---------

Work Experience or Internship	\$ 10,000.00
-------------------------------	--------------

Supportive Services	\$ 6,531.60
---------------------	-------------

**Subtotal:** \$71,535.60

**Total:** \$79,484.00

CPR

Data Entry for the month of  
 May 2016  
 South Central

**Funding:** WIOA Dislocated Worker

**Grant:**

**Project:**

**CFDA:** 17.278

**DWD Contract:** 10-10-10-17

Formula Funds

**FY17**

**Start Date: 10/1/2016**

**End Date: 6/30/2018**

<b>PY16</b>	<b>FY17</b>
-------------	-------------

Dislocated Worker - PY16/FY17		<b>Total Budget:</b> \$	423,506.00
Admin			Transitional Jobs: 6.56%
			Incumbent Worker Training: 6.56%
Admin Salary/Fringe		\$	35,000.00
Admin Other		\$	7,350.60
	<b>Subtotal:</b>		\$42,350.60
Program			
Program Sal/Frng		\$	100,000.00
Program Other Staffing Costs		\$	100,000.00
Individual Training Account		\$	27,000.00
On the Job Training		\$	27,000.00
Pre-Apprenticeship		\$	10,000.00
Registered Apprenticeship		\$	10,000.00
Transitional Jobs		\$	25,000.00
Incumbent Worker Training		\$	25,000.00
Work Experience or Internship		\$	27,000.00
Supportive Services		\$	30,155.40
	<b>Subtotal:</b>		\$381,155.40
	<b>Total:</b>		\$423,506.00

### STATEMENT OF ASSURANCES CERTIFICATION

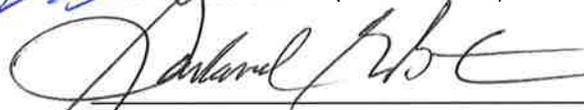
To minimize the documents attached to the Local Workforce Development Plan, the officials listed below certify through their signature that the Local Workforce Development Board has met the following requirements:

- 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.](#)

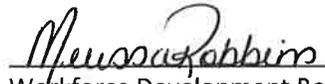
The South Central Workforce Investment Board certifies that it has complied with all of the required components of the Workforce Innovation and Opportunity Act. The Board also assures that funds will be spent in accordance with WIOA and its regulations, written U.S. Department of Labor guidance implementing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

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

6-29-16  
Date

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

6/18/16  
Date

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

6-2-16  
Date



Missouri Division of Workforce Development  
DWD Issuance 01-2014, Change 1

Issued: July 22, 2014  
Effective: July 22, 2014

**Subject: Equal Opportunity and Complaint & Grievance, Notice and Dissemination**

1. Purpose: This Issuance has been changed to clarify that that all employees, former employees, customers, non-customers or employers must be made aware of their equal opportunity rights and responsibilities, as well as their complaint and grievance rights under the Workforce Investment Act. In order to ensure equal opportunity for customers within the Workforce System, the Missouri Division of Workforce Development (DWD) and all of its sub-recipients must provide initial and continuing notice that they do not discriminate on any prohibited grounds, and that there is a process to resolve any complaints or grievances.

2. Background: The nondiscrimination and equal opportunity provisions of the Workforce Investment Act (WIA) prohibit discrimination against applicants, beneficiaries, and employees on the basis of race, color, national origin, age, disability, sex, religion, and political affiliation or belief, and for beneficiaries only, citizenship or participation in a WIA Title I-financially assisted program or activity.

3. Substance: Recipients must provide a copy of **both** the *Equal Opportunity Notice* DWD-120, and the *Complaint & Grievance Notice* DWD-121 to each employee, applicant, registrant, eligible applicant/registant, and participant; and retain original signed copies in that individual's file.

This applies to WIA Adult and Dislocated Worker (for participants who progress to the Intensive Service level), WIA Youth, National Emergency Grant, Trade Adjustment Assistance, and any other program for which a hard-copy participant file is required.

This new requirement **does not apply** to participants in programs for which there is no hard-copy file required. Examples include: WIA Adult and Dislocated Worker Core level enrollments, Required Job Service (RJS), Worker Profiling, or Jobs for Veterans State Grant (JVSG).

4. Action: Effective immediately. Please distribute this Issuance to appropriate individuals.

5. Contact: Direct questions or comments regarding this Issuance to Danielle Smith, State Equal Opportunity Officer at 573-751-2428 or email [danielle.smith@ded.mo.gov](mailto:danielle.smith@ded.mo.gov).
6. Reference: 29 CFR Part 37  
<http://www.gpo.gov/fdsys/pkg/CFR-2013-title29-vol1/pdf/CFR-2013-title29-vol1-part37.pdf>
7. Rescissions: This Issuance supersedes and replaces DWD Issuance 01-2014 dated July 1, 2014.
8. Attachments:
- 1) Equal Opportunity and Complaint & Grievance Notice and Dissemination
  - 2) [Equal Opportunity is the Law Poster, DWD-102 \[English\]](#)
  - 3) [La Ley Exige Oportunidades Igualitarias, DWD-102-\[Spanish\]](#)
  - 4) [Equal Opportunity Notice, DWD-120 \[English\]](#)
  - 5) [Notificación de oportunidad igualitaria, DWD-120-S \[Spanish\]](#)
  - 6) [WIA Program Complaint & Grievance Notice, DWD-121 \[English\]](#)
  - 7) [Programa de la ley de inversión en la fuerza laboral \(WIA, por su sigla en inglés\) Notificación de quejas y denuncias, DWD-121-S \[Spanish\]](#)
  - 8) [Division of Workforce Development \(DWD\): Equal Opportunity Complaint and the WIA Nondiscrimination Policies Process—New Staff Orientation \[PowerPoint\]](#)

The Missouri Division of Workforce Development is an equal opportunity employer/program.  
Auxiliary aids and services are available upon request to individuals with disabilities.  
Missouri TTY Users can call (800) 735-2966 or dial 711.



---

Julie Gibson  
Director  
Missouri Division of Workforce Development

The South Central Region intends to run an Incumbent Worker training program. The policy that will govern this program is in development. The board anticipates that the policy will be developed and approved by October 2016.



South Central  
**WORKFORCE**  
*Investment Board*

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

**Local Policy 02-2015**

**Approved: July 28, 2015**

**Effective: July 28, 2015**

**Subject: Youth Who Require Additional Assistance**

1. Purpose: This policy is written to provide the South Central Workforce Investment Board's Youth Who Requires Additional Assistance definition and required eligibility documentation.
2. Background: Youth eligibility is determined by Federal Law, Federal Rules, and State Issuance. This policy is necessary to further define the eligibility requirements for youth in the South Central Region.
3. Substance: "Youth Who Require Additional Assistance" shall be defined as an individual who:
  - Has failed to secure a job within the past thirty days after employment search. Documentation shall consist of a detailed job search log; or
  - Is employed part-time (less than 30 hours per week) and has been unable to obtain full-time employment within the past three months after employment search. Documentation shall consist of at least two or more recent pay stubs within the last thirty days and a detailed job search log; or
  - Did not achieve the National Career Readiness Certificate (NCRC). Documentation that the individual did not obtain at least the Bronze NCRC will be required.
4. Action: This policy is effective July 28, 2015. Please distribute to appropriate individuals.
5. Contact: Please direct comments or questions regarding this policy to Valarie Haring, Compliance Manager at 417-257-2630 or email [vharing@scwib.org](mailto:vharing@scwib.org).
6. Reference: Workforce Innovation and Opportunity Act of 2015, Department of Labor Proposed Rules, DWD Issuance 02-2015.
7. Recessions: None
8. Attachments: None

Garland Barton, Chair

Partner of **americanjobcenter** network

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



South Central  
**WORKFORCE**  
*Investment Board*

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

**Local Policy 01-2015**

**Approved: July 28, 2015**

**Effective: July 28, 2015**

**Subject: Local Youth Eligibility Requirements**

1. Purpose: This policy is written to transmit the South Central Workforce Investment Board's eligibility requirements for the WIOA Youth program.
2. Background: Youth eligibility is determined by Federal Law, Federal Rules, and State Issuance. This policy is necessary to further define the eligibility requirements for youth in the South Central Region.
3. Substance:
  - Only youth living within the 12 counties of the South Central Region shall be eligible.
  - In-School Youth whose only barrier is "Requires Additional Assistance" shall not be eligible.
  - Youth who would be otherwise eligible except they are not low income shall not be eligible.
4. Action: This policy is effective July 28, 2015. Please distribute to appropriate individuals.
5. Contact: Please direct comments or questions regarding this policy to Valarie Haring, Compliance Manager at 417-257-2630 or email [vharing@scwib.org](mailto:vharing@scwib.org).
6. Reference: Workforce Innovation and Opportunity Act of 2015, Department of Labor Proposed Rules, DWD Issuance 02-2015.
7. Revisions: None
8. Attachments: None

Garland Barton, Chair

Partner of **americanjobcenter** network

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

## Youth Committee

#	Name	Board Member Y/N	East/West	Organization
1	Lisa Aden-Chair	Yes	East	Ripley County Caring Communities
2	Cindy Bridges	No	East	South Central Missouri Community Action Agency
3	Cindy Cowens	No	West	Ozark Action, Inc
4	Jim McFarland	Yes	West	Trillium Trust
5	Joan Wright	Yes	West	AEL, MSU-WP
6	Jody James	No	West	MERS Goodwill
7	Jordan Land	No	West	Juvenile Justice-37th District
8	Karen Crook*	No	East	Butler County Community Resource Council
9	Kathern Harris	No	East	Butler County Community Resource Council
10	Lisa Roark	No	West	Ozark Action, Inc
11	Michael Barrett	No	East	Three Rivers Community College
12	Michelle Shelton	Yes	East	Business-Briggs and Stratton
13	Michelle Shepard	No	East	Division of Youth Services
14	Tammie Watson	No	West	Ozark Action, Inc
15	Vicki Reed	No	East	Division of Youth Services
	Gina Duckett	No	East	AEL Director Poplar Bluff

\*Member represents the required Community Based Organization with a history of successfully serving eligible youth.

**GSG**

# Labor Supply Certification

South Central Missouri WIB Region,  
Missouri



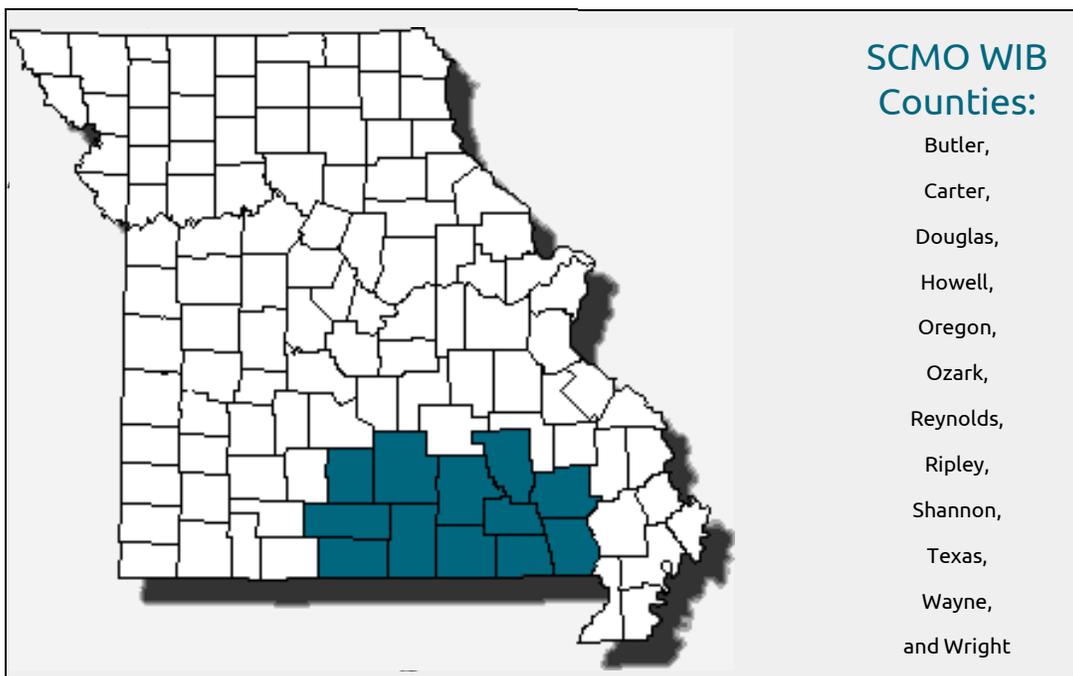
Underemployment

Available Skills

Desired Wages

# South Central Missouri WIB Region Labor Supply Certification

## Partners in Economic Development



## For Opportunity and Growth

May 2016



The questions and the design of the survey instrument are part of the GSG Labor Supply Certification Program, copy-righted and owned by Growth Services Group, LLC. The Growth Services Group is an independent Labor Market Research Consultant. The findings were developed from the data without any outside influence.

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# Executive Summary

## Introduction

The South Central Missouri WIB (SCWIB) region commissioned a Labor Supply Study to measure the amount and quality of potential employees in a 12 county area labor market (ALM). The 12 counties are: Butler, Carter, Douglas, Howell, Oregon, Ozark, Reynolds, Ripley, Shannon, Texas, Wayne, and Wright. The purpose of this report is to assess the available workforce for SCWIB which in aggregate includes all 12 counties as the Area Labor Market. The **total available workforce** represents those who indicate that they are looking for employment or would consider changing their employment for the right job opportunity. However, on occasion, it is advantageous to compare the **total available workforce** with data from all respondents. At that time the terminology used will be Census Population Estimate, Census 18–64 Population Estimate, Census Male Population Estimate, Census Female Population Estimate, and the BLS Labor Force Estimate.

## General Findings, Opportunities, and Challenges

The Labor Supply Certification Study shows that SCWIB provides a stable and productive workforce. The availability, education, and skills add value and competitiveness to the area labor market. The components of this study quantify the strengths and challenges of this laborforce. The methodology of the research process is presented in Appendix B.

A subset of the **total available workforce** of interest to many employers in a large scale hiring mode are those who are identified as **underemployed**. These individuals are currently working and would take a better job if offered. They possess the skills, education, and experience to qualify them to do so. Of the 73,701 persons in the **total available workforce**, 24,992 are considered **underemployed** (see more on page 11).

Total Available  
Workforce  
73,701

Underemployed  
24,992

With the right employment opportunities, the SCWIB ALM is positioned to retain and attract the talent necessary for growth of new and existing businesses representing regional, national, and international markets. SCWIB has several advantages. The region has two major magnet cities, West Plains and Poplar Bluff. Many of Missouri's major highways cross through this region, allowing for easier commuting. Highway 60 and Highway 160 run east/west through the region and Highway 63 and Highway 67 run north/south.

## Workforce Availability Findings

The workforce availability findings reflect the views and perspectives of people between the ages of 18 and 64 who would consider seeking or changing employment. This group represents the supply side of the labor market. The overall findings are as follows:

- About 35 percent (73,701 persons) of the Census Population Estimate in the Overall SCWIB ALM is considered to be the **total available workforce**.
- It is estimated 20,207 non-worker and 53,494 persons in the **worker available** segments of the **total available workforce** are **seeking different employment** or are **willing to change jobs** if the right opportunity arises.
- The **non-worker available** segment of the **total available workforce** is composed of 6,275 homemakers, 4,998 retirees, and 8,933 Non-Employed.

- The primary occupational clusters of the **total available workforce** of the SCWIB ALM include 10.3 percent in management, 13.5 percent in production/repair/installation, 19.1 percent in professional/technical, and 57.1 percent in service occupations with 27.4 percent available in the **non-worker available** in the non-Employed, retired, and homemaker.
- Approximately 34 percent of the **total available workforce** (73,701 individuals) are **underemployed** (24,992).
- Forty-one percent of the **total available workforce** would be interested in employment with a wage up to \$12.99 per hour. The average desired wage rate per hour for the occupational clusters shows that the professional/technical group is seeking \$24.73; production/repair/installation, \$18.05; service sector, \$16.73; and the **non-worker available** group, \$13.72.
- The education level of the **total available workforce** includes 41.7 percent with at least some college education and 81.3 percent with at least a high school diploma.
- The **total available workforce** is willing to commute an average of 26.6 minutes/miles. Currently, the working population commutes an average of about 24.5 minutes/miles. Of the **total available workforce**, 85.0 percent (62,629 people) would travel more than 10 minutes/miles one way for work while 37.2 percent (27,400) would commute more than 30 minutes/miles and 11.4 percent (8,388) would travel more than 50 minutes/miles.
- The overall average age of the **total available workforce** is 45.0. The average age of the **worker available workforce** by occupational cluster is 46.2 for management, 44.1 for production/repair/installation, 44.7 for professional/technical, and 44.8 for service sector.
- The top motivators for changing jobs among those open for the right opportunities are 68.1 percent Health Benefits, 67.8 percent salary, and 40.5 percent retirement.
- A majority, 89.5 percent, of the **worker available workforce** stated they are willing to work outside of their primary field of employment (i.e., those in manufacturing would be willing to work in the service sector, etc.).
- The average years on the job for the Overall ALM is 8.0 years which reflects both a stable and mature workforce.
- Approximately 13 percent (7,088 people) of the **worker available workforce** live inside the SCWIB ALM but work outside of the 12-county ALM.
- The **underemployed** provide the best opportunity for potential applicants. They represent a subset of the **total available workforce** that is normally more experienced, better educated, and more motivated than the **total available workforce** in general

# Overview

## Introduction

The primary purpose of the South Central Missouri WIB (SCWIB) Labor Supply Study is to determine the number of workers available for employers considering expansions and major investments. The **total available workforce** represents respondents who indicate they are either looking for employment or would consider changing jobs for the right employment opportunities. The key advantage of a Labor Supply analysis is that it expands the pool of potential workers by including workers excluded from the civilian labor force (CLF). It also allows researchers to examine those members of the Area Labor Market (ALM) pool who have a propensity to consider a job opportunity given their employment expectations.

The focus of this study is the SCWIB ALM. The ALM, which is also known as a labor shed, for the purpose of this study is defined as the area or region from which the labor shed draws its commuting workers. Therefore, the SCWIB ALM consists of 12 counties which are part of a larger region with a common database and research methodology. This report also includes workers who are commuting out of the designated 12 county ALM to work but would be willing to work closer to home with the right employment opportunities. However, on occasion it is advantageous to compare the **total available workforce** with data from all respondents. At that time the terminology used will be **Census 18–64 Population Estimate** and **Total Available Workforce**. The following table provides an overview of the **total available workforce** including the subset groups from the **worker available** and the **non-worker available** population within the ALM.

The findings from this survey are based on a greater social media area campaign from 17 counties of 1,172 adults with data pertaining to the 12 counties of the SCWIB ALM. The SCWIB contracted with Growth Services Group (GSG) to design and administer the Labor Supply Study. Notionfront of Moberly, MO administered the social media campaign. In 1,172 of these households an adult who is working or non-working between the ages of 18 and 64 agreed to participate in the survey. When all 1,172 respondents are included in the analysis, the survey aggregate results have a margin of error of +/- 5 percent. Subsets of the study group may have a higher error rate. The respondents from the random population of age 18–29 in subsets of the study will have a confidence level of 90 to 95 percent and the rest of the survey within 95 percent. A more detailed description of the survey process and methodology is presented in Appendix B.

### Total Available Workforce (Overview)

Category 18-64	Overall	Percent
<b>Total Available Workforce*</b>	<b>73,701</b>	<b>100.0%</b>
<b>Worker Available (Willing To Change)</b>	<b>53,494</b>	<b>72.6%</b>
Underemployed	24,992	33.9%
Seeking Different Employment	9,465	12.8%
Willing To Change	19,037	25.8%
<b>Non-worker Available (Willing To Work)</b>	<b>20,207</b>	<b>27.4%</b>
Non-Employed	8,933	12.1%
Homemaker	6,275	8.5%
Retired	4,998	6.8%

\*While all those in the worker available workforce are willing to change with the right opportunity, 9,465 are seeking different employment and 24,992 are identified as underemployed and willing to change. The Willing to Change 19,037 are willing to change only for the right opportunity.

In the Non-worker 20,207, all are willing to work with the right opportunity. The Non-Employed (not currently working) includes both unemployed as defined by BLS as those who are seeking employment as well as those that have given up looking but are willing to accept the right opportunity and not covered in the BLS definition.

## Available Workforce

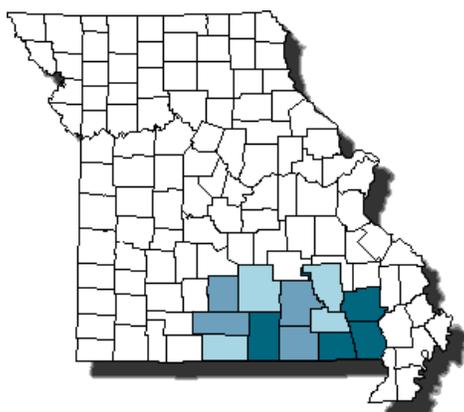
### Total Available Workforce

The following table describes the **total available workforce** in the SCWIB 12-county ALM. The **total available workforce** for SCWIB represents 73,701 people which consists of 53,494 working and 20,207 non-working. This demonstrates the workforce of the region is sufficient in scope and diversity to support most employers considering expansion or location in the magnet cities or counties of the SCWIB ALM.

The map shows how each county in the ALM compares to all the other counties in terms of percent of the **total available workforce** for jobs in the SCWIB 12-county ALM. Each county is grouped into one of three categories specified in the legend, each of which are made up of multiple counties.

The summary table for the SCWIB ALM shows a **total available workforce** of 73,701, 60.0 percent of the estimated total 18–64 population. The table further presents the subsets of the **Total Available Workforce** and **Underemployed** by gender and age groupings. Males make up 49.4 percent and females 50.6 percent of the **total available workforce**. Those in the age 30–54 group consider themselves significantly more underutilized or **underemployed** at 53.2 percent than those in the age 55–64 at 18.8 percent.

**Sources of Available Workforce in SCWIB by County**



Category	Color
Less than 6%	Light Blue
6% to 8%	Medium Blue
Greater than 8%	Dark Blue

### Available Workforce Work Status

Category	Population	Percent
<b>Total Available Workforce</b>	<b>73,701</b>	<b>100.0%</b>
<b>Worker Available</b>	<b>53,494</b>	<b>72.6%</b>
Working Student	2,127	2.9%
Working (withholdings)	44,880	60.9%
Self-employed (no withholdings)	5,956	8.1%
Military	532	0.7%
<b>Non-Worker Available</b>	<b>20,207</b>	<b>27.4%</b>
Non-Employed	8,083	11.0%
Homemaker	6,275	8.5%
Retired	4,998	6.8%
Non-working Student	851	1.2%

### Summary Workforce Results

Characteristics	Overall	Percent
<b>Population and Civilian Labor Force</b>		
Census Population Estimate	210,929	100.0%
Census 18–64 Population Estimate	122,749	100.0%
BLS Labor Force Estimate	84,597	100.0%
Census 18–64 Male Population Estimate	60,865	49.6%
Census 18–64 Female Population Estimate	61,884	50.4%
<b>Available Workforce</b>		
Total Available Workforce	73,701	100.0%
Male	36,387	49.4%
Female	37,314	50.6%
Age 18–29	17,516	23.8%
Age 30–54	40,012	54.3%
Age 55–64	16,173	21.9%
<b>Underemployed</b>		
Underemployed	24,992	100.0%
Male	13,550	54.2%
Female	11,443	45.8%
Age 18–29	7,012	28.1%
Age 30–54	13,285	53.2%
Age 55–64	4,696	18.8%

Sources: Census and Bureau of Labor Statistics (BLS) Population and Labor Force Estimates

### Average Age and Years on the Job

The average age and years on the job for the various occupational clusters indicate a mature, experienced, and diverse available workforce. The higher median age in management and services indicates that the older labor force is less available in the **total available workforce** than younger workers. The **Non-worker Available** tends to have a higher average and median age (45.4 and 48.5) due to a higher proportion of older non-workers available for employment. The average age for the **total available workforce** is 45.4 while the median age is 40.5.

The three oldest occupation groups are: Delivery/Drivers/Courier; Government Office and Clerical; and Professionals: Doctors, Lawyers, Engineers, etc. The three youngest occupation groups are: Computer Technology, Science, etc.; Consumer Services, Retail, Restaurant, etc.; and Other Blue Collar occupations.

The top three occupation groups by most years on the job are: Protective: Police/Fire/Military/ etc.; Professional: Doctors, Lawyers, etc.; and Government Office and Clerical. The top three occupation groups by least years on the job are: Other Blue Collar; Consumer Services Retail, Restaurant, etc.; and Other White Collar occupations

### Average Age by Occupational Clusters

Category	Avg. Age	Med. Age
Management	46.2	47.5
Production/Repair/Installation	44.1	42.5
Professional/Technical	44.7	38.0
Services	44.8	46.0
Non-Worker Available	45.4	48.5

### Available Workforce Average Age and Years on Job

	Average Age	Years on Job
Administrative Support: Shipping/Receiving, Secretaries, Computer Operators, etc.	45.5	7.4
Business Office and Clerical Operations	46.1	8.7
Business Sales: Finance, Insurance, Real Estate, Wholesale, Industrial etc.	46.7	7.4
Computer Technology, Science, Math and Engineering (STEM)	40.0	7.4
Consumer Services Retail, Restaurant, Hotel, Food Services, etc.	40.9	6.9
Delivery/Drivers/Courier	51.1	7.7
Government Office and Clerical Operations	48.6	10.6
Health, Social, Community, Personal Care, and Recreation Services	45.1	8.3
Maintenance, Installations, and Repairs (Mechanic, Carpenter, Plumber, Electrician) etc.	42.8	9.5
Managerial, Executive, Business Owners, Farmers, Supervisory	46.2	7.2
Other Blue Collar: Laborers, Farm Hand, Janitor, Warehouse Workers, etc.	41.0	5.8
Other White Collar Workers	47.6	7.0
Production: Factory Assembly, Fabrication, Construction and Mining	45.2	7.4
Professional: Doctors, Lawyers, Engineers, Accountants, Professors, Consultants, etc.	47.6	11.1
Protective: Police/Fire/ Military/Regulators/investigators and Postal	43.6	12.3
Teachers, Instructors, Trainers, Writers, Researchers, etc.	44.3	9.0

### Current and Previous/Other Work Experience

The following table shows the current work experience, currently underutilized, and previously underutilized of the total **worker available workforce**. The table provides a perspective on the types of workers available for employment in the SCWIB ALM. The first column in the table shows the percentage of workers available employed in the various occupational groups.

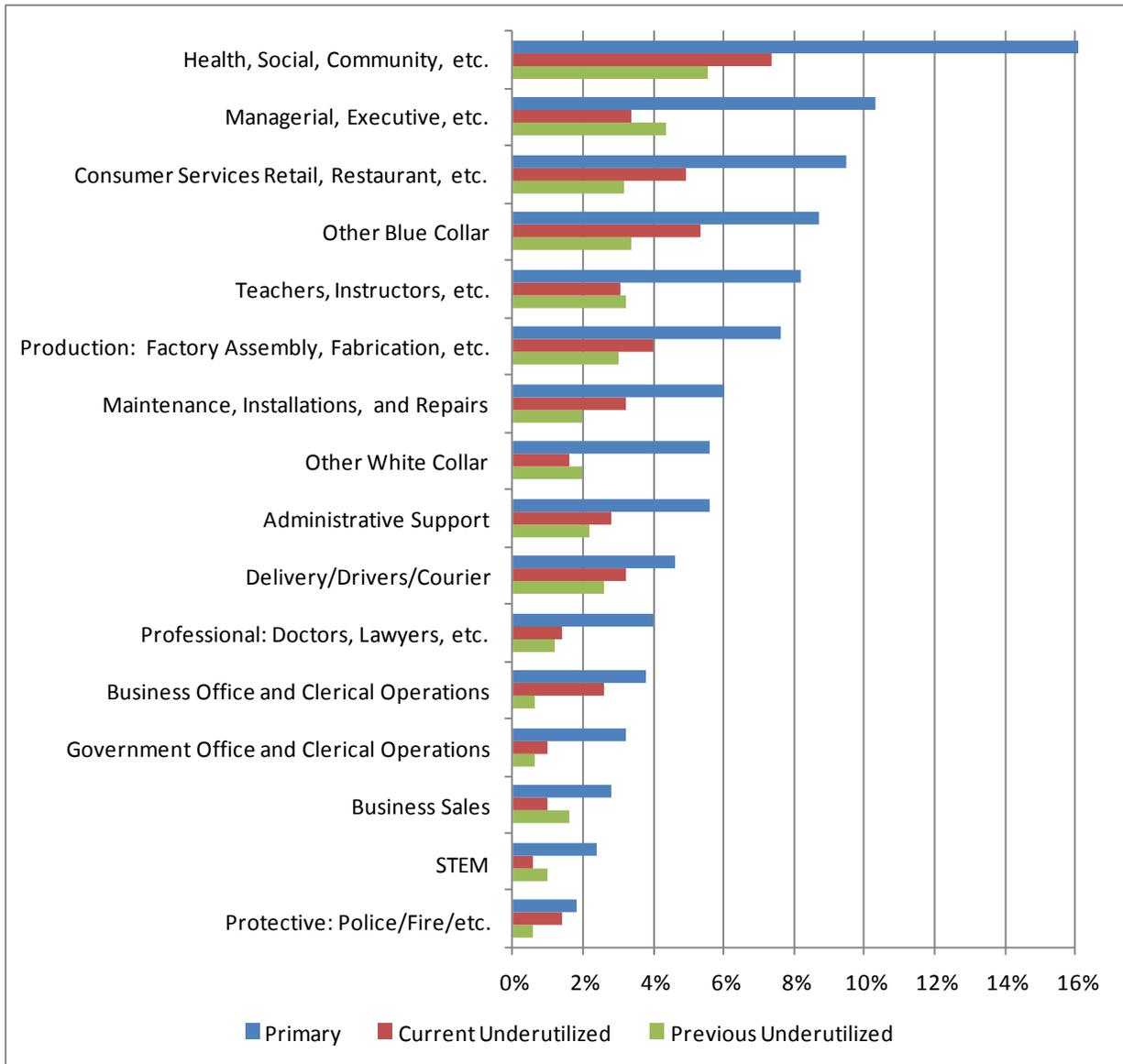
Respondents are indicating a high level of employment availability from the service sector in areas of health, social, and community care; managerial, executive, etc., and in the retail, hospitality, and food service occupations. However, the survey shows a workforce with skills, education, and experience available across the entire occupational classifications if the right employment opportunities are present.

Of those **workers available** and currently employed, 46.8 percent are currently underutilized in their primary job. A relatively high 77.8 percent of protective service occupations identify themselves as underutilized or underemployed. There are another seven occupation groups with over fifty percent identifying themselves as underutilized or **underemployed**. Current underutilized and previous underutilized are all subsets of the worker available.

### Worker Available Work Experience

	Primary	Current Underutilized	Previous Underutilized
Administrative Support: Shipping/Receiving, Secretaries, Computer Operators, etc.	5.6%	50.0%	39.3%
Business Office and Clerical Operations	3.8%	68.4%	16.7%
Business Sales: Finance, Insurance, Real Estate, Wholesale, Industrial etc.	2.8%	35.7%	57.1%
Computer Technology, Science, Math and Engineering (STEM)	2.4%	25.0%	41.7%
Consumer Services Retail, Restaurant, Hotel, Food Services, etc.	9.5%	52.1%	33.3%
Delivery/Drivers/Courier	4.6%	69.6%	56.5%
Government Office and Clerical Operations	3.2%	31.3%	18.8%
Health, Social, Community, Personal Care, and Recreation Services	16.1%	45.7%	34.6%
Maintenance, Installations, and Repairs (Mechanic, Carpenter, Plumber, Electrician) etc.	6.0%	53.3%	33.3%
Managerial, Executive, Business Owners, Farmers, Supervisory	10.3%	32.7%	42.3%
Other Blue Collar: Laborers, Farm Hand, Janitor, Warehouse Workers, etc.	8.7%	61.4%	38.6%
Other White Collar Workers	5.6%	28.6%	35.7%
Production: Factory Assembly, Fabrication, Construction and Mining	7.6%	52.6%	39.5%
Professional: Doctors, Lawyers, Engineers, Accountants, Professors, Consultants, etc.	4.0%	35.0%	30.0%
Protective: Police/Fire/ Military/Regulators/investigators and Postal	1.8%	77.8%	33.3%
Teachers, Instructors, Trainers, Writers, Researchers, etc.	8.2%	37.5%	39.0%
Worker	53,494	46.8%	37.1%
Non-worker	NA	N/A	47.4%

## Worker Available Work Experience



The chart shows occupational clusters in descending order by percent of the worker available workforce with the percentage of those currently underutilized and those previously underutilized. The largest area of available workers is the Health, Social, Community, etc. cluster with the Managerial, Executive, etc. cluster next in size. The Protective: Police, Fire, etc. cluster is the smallest area of available workers.

The largest area of currently underutilized workers is the Health, Social, Community, etc. cluster followed by the Other Blue Collar cluster. The STEM cluster is the smallest area of currently underutilized workers.

The largest area of previously underutilized workers is the Health, Social, Community, etc. cluster followed by the Managerial, Executive, etc. cluster. The Protective: Police, Fire, etc. cluster is the smallest area of previously underutilized workers.

## Student Debt

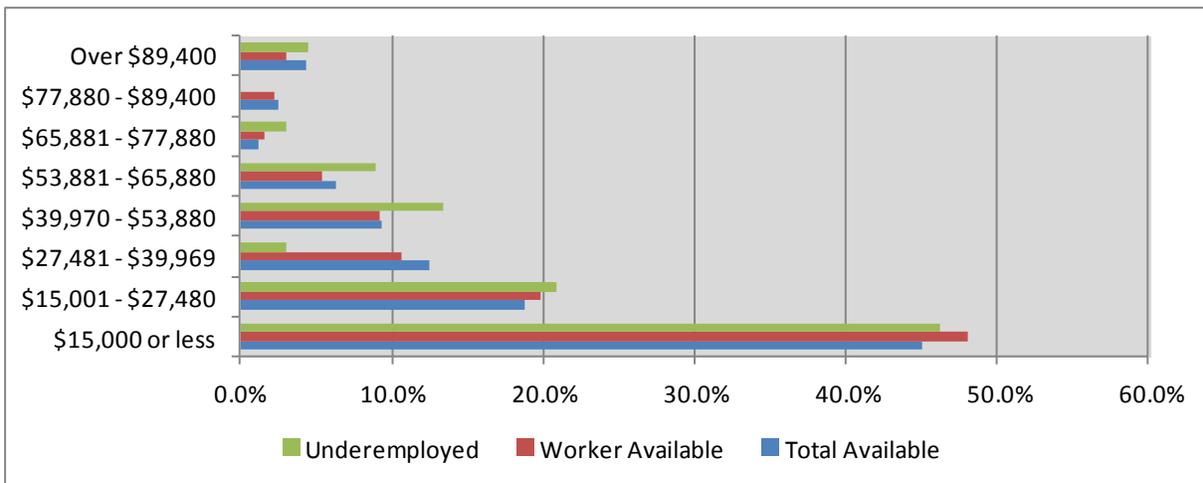
Student debt is a growing concern, and along with a necessary educated workforce is a challenge for our local and national economy. According to the Wall Street Journal 40 million people, roughly 70 percent of recent graduates, have an average debt load of \$33,000. It is for this reason that student debt is addressed in this study.

The data indicates that 31.7 percent of the 18–29 year olds have student debt. This compares to 26.9 percent for the 30–54 year olds and 10.5 percent for the 55–64 year olds. The debt amounts for the younger **available workforce** shows a greater percentage of the 18–29 year olds in the **available workforce** having student debt.

### Student Debt by Age Group

	18 - 29	30 - 54	55 - 64
<b>Have Debt</b>	<b>31.7%</b>	<b>26.9%</b>	<b>10.5%</b>
\$15,000 or less	53.1%	42.9%	52.2%
\$15,001 - \$27,480	21.9%	19.3%	8.7%
\$27,481 - \$39,969	15.6%	10.1%	13.0%
\$39,970 - \$53,880	6.3%	9.2%	13.0%
\$53,881 - \$65,880	3.1%	7.6%	4.3%
\$65,881 - \$77,880	0.0%	2.5%	0.0%
\$77,880 - \$89,400	0.0%	3.4%	4.3%
Over \$89,400	0.0%	5.0%	4.3%
<b>No Debt</b>	<b>66.3%</b>	<b>71.9%</b>	<b>88.3%</b>
<b>No Response</b>	<b>2.9%</b>	<b>1.7%</b>	<b>1.4%</b>

### Student Debt Current and Total Available Workforce



The chart represents the percentage of the various groups of underemployed, workers available, and total available workforce have in debt compared to each other. The worker available group appears well represented in debt categories up to \$65,880 with over 40 percent having debt of \$15,000 or less.

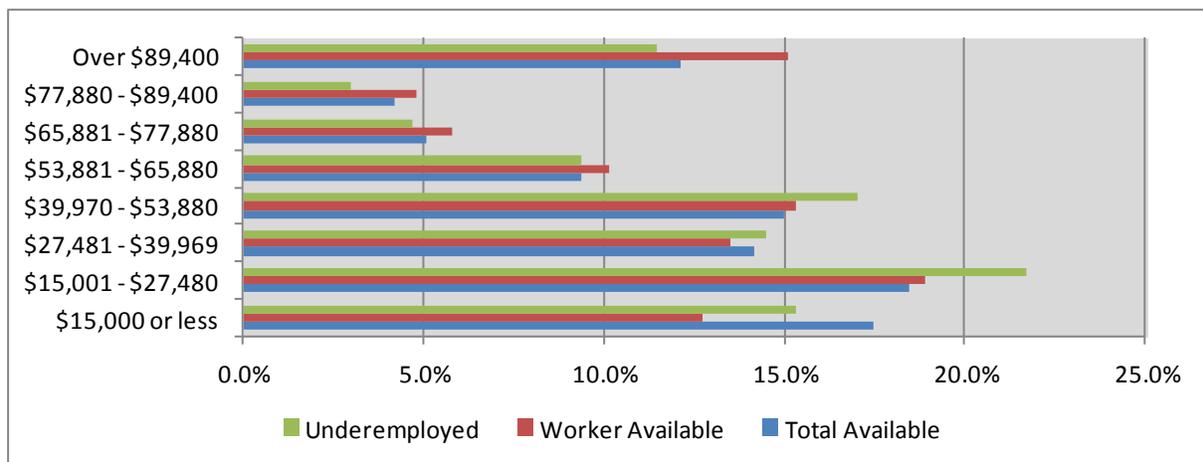
## Household Income

The household income clearly shows the younger 18–29 age group with 30.4 percent having household income of \$15,000 or less compared to 30–54 age group’s 14.2 percent and the 55–64 age group’s 8.2 percent. For the 18–29 age group 3.1 percent have a household income over \$77,880 compared to 9.2 percent of the 30–54 age group and 9.1 percent for the 55–64 age group.

### Household Income by Age Group

	18 - 29	30 - 54	55 - 64
\$15,000 or less	30.4%	14.2%	8.2%
\$15,001 - \$27,480	19.4%	12.5%	13.4%
\$27,481 - \$39,969	13.6%	10.0%	13.8%
\$39,970 - \$53,880	9.9%	12.4%	12.5%
\$53,881 - \$65,880	8.9%	7.9%	10.8%
\$65,881 - \$77,880	4.7%	8.5%	9.1%
\$77,880 - \$89,400	3.1%	9.2%	9.1%
Over \$89,400	5.2%	20.4%	15.9%
No Response	4.7%	4.8%	7.3%

### Household Income Current and Total Available Workforce



The chart represents the percentage of the various groups of underemployed, workers available, and total available workforce have in household income compared to each other. The underemployed appear to be represented in greater numbers in the lower income levels than the all employed and less in the higher income levels above \$65,881.

## Worker Available Workforce

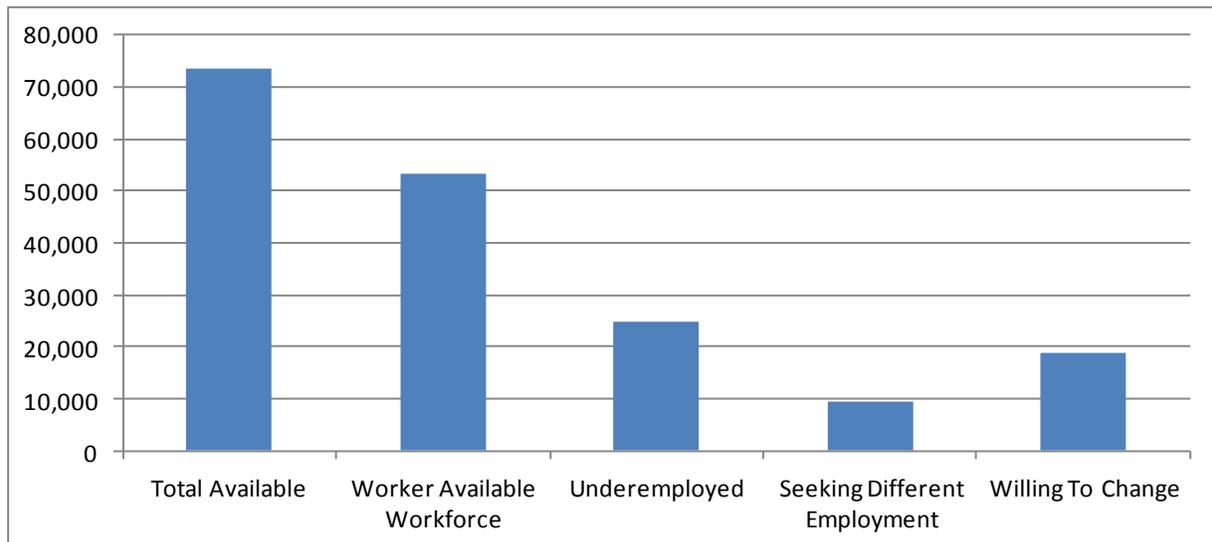
The willingness of the currently employed to change employment with the right opportunity is a key indicator in profiling the characteristics of the **total available workforce** in the Area Labor Market. The employed individuals who are willing or likely to change jobs with an existing or a different employer represent the primary pool of the **total available workforce**. The results of this workforce survey show that 72.6 percent of the respondents that identified themselves as part of the **total available workforce** were **worker available** at the time they were contacted with the other 27.4 percent as **non-worker available**.

### Worker Available Breakout

Category 18-64	Overall	Percent
<b>Total Available</b>	<b>73,701</b>	<b>100.0%</b>
<i>Worker Available Workforce</i>	<b>53,494</b>	<b>72.6%</b>
Underemployed	24,992	33.9%
Seeking Different Employment	9,465	12.8%
Willing To Change	19,037	25.8%

It is important to analyze each segment of respondents to identify and respect the differences and contributions to the ALM. Many factors must be considered when evaluating these workers, such as education, unused skills, wages and benefits desired, past experience, and the distance individuals are willing to travel to work. Within the **worker available workforce** are three subsets: those who classify themselves as **underemployed**, those actively **seeking different employment**, and those **willing to change** with the right opportunity. Respondents of these three subsets are counted only once as part of the **worker available workforce**.

### Worker Available Population



## Underemployed

The subset of underemployment is identified as those who believe they are currently underutilized in their jobs. This group is a primary source of good employees as these individuals are now working but desire a better job and also possess the skills, education, and experience to qualify for better jobs. They claim to have additional education and/or job training; a previous job that required more skill and/or education; or a current job that does not require the level of training and/or education attained. The key to this definition is education, training, or experience. Current pay or part-time status alone is not a qualifying factor for underemployment status in this study.

The 24,992 **underemployed** are included in 53,494 members of the **worker available workforce**. By looking at the tables one can see some similarities and differences between the seeking, willing to change, and underemployed subsets.

### Age and Gender

The mean or average age of this group is 43.8 years of age. The respondents are distributed among all age ranges: 18 to 29 (28.1%), 30 to 54 (53.2%), and 55 to 64 (18.8%). Males and females represent 54 percent and 46 percent respectfully.

### Education and Training

Thirty-two percent of the **underemployed** respondents in the ALM have some college or associate degree and the other 12 percent have bachelor's or advanced degrees. This compares to 41.7 percent of the **total available workforce** with post-high school education.

Nineteen percent (18.7%) of the **underemployed** respondents stated that on-the-job experience, training, and educational opportunities would be important in accepting a new job.

### Work Experience and Environment

To gain perspective on the types of workers available for new or different employment, survey respondents were asked to classify their previous occupations and industry experience as Goods Producing (manufacturing, construction mining or agriculture), Service Providing (retail, healthcare, etc.), or Government/Education. While the occupations may be similar in different industries, the focus of the work and work culture may be quite different in different types of industry. Thirty percent of the **underemployed** are in the Goods Producing sector.

## Underemployed Workforce Characteristics

Underemployed	24,992
Years on Job	7.4
Willing to Commute One Way	28.8
Current Average Wage	\$14.61
Desired Average Wage	\$17.54
Household Income	\$43,659
Average Age	43.8
Male/Female Ratio	54.2/45.8
Working a Second or Part Time Job	19.6%
Only Job Part Time or Temporary	16.6%
Employer Doesn't Provide Health Insurance	37.0%
Has No Health Insurance	25.5%
Has No Retirement Benefits	50.6%

## Underemployed Education Attainment

Less than high school	12.3%
High school or equivalent	43.9%
Some college or associate's degree	31.8%
Bachelor's degree	8.5%
Advanced degree	3.6%
Underemployed	24,992

## Underemployed Primary Industry Sector/Past Employment

Goods Producing	30.2%
Service Providing	53.2%
Government/Education	16.6%
Underemployed	24,992

### Seeking Different Employment

The subset of **seeking different employment** is identified as those who are actively looking to change jobs but are still currently employed. The 9,465 in this group are already included in 53,494 and are not counted twice. By comparing the two different tables **willing to change** and **seeking different employment**, one can see some significant differences. The **seeking different employment** have less years on the job, lower current wages, lower household income, a greater degree of second or part-time jobs, a higher percentage with no health insurance and lower levels of education.

#### Age and Gender

The mean or average age of this group is 45 years of age. The respondents are distributed among all age ranges: 18 to 29 (18.0%), 30 to 54 (66.2%), and 55 to 64 (15.8%). Males represent a larger proportion (54/46) than females of those **seeking different employment**.

#### Education and Training

Thirty-six percent of the subset have post high school education and 7.1 percent have four-year degrees or higher. The **seeking different employment** subset has a lower education attainment level of 36.1 percent with some post-high school education compared to 41.7 percent of the **total available workforce** of 73,701.

Nearly fifteen percent (14.6%) of the **seeking different employment** respondents stated that experience, training, and educational opportunities would be an important consideration in accepting a new job.

#### Work Experience and Environment

To gain perspective on the types of workers available for new or different employment, survey respondents were asked to classify their previous occupations and industry experience as Goods Producing (manufacturing, construction mining or agriculture), Service Providing (retail, healthcare, etc.), or Government/Education. While the occupations may be similar in different industries, the focus of the work and work culture may be quite different in different types of industry. Thirty-seven percent of the **seeking different employment** are in the Goods Producing sector.

### Seeking Workforce Characteristics

Seeking Different Employment	9,465
Years on Job	6.4
Willing to Commute One Way	28.6
Current Average Wage	\$13.12
Desired Average Wage	\$15.91
Household Income	\$40,258
Average Age	44.6
Male/Female Ratio	54.4/45.6
Working a Second or Part Time Job	23.6%
Only Job Part Time or Temporary	23.6%
Employer Doesn't Provide Health Insurance	44.9%
No Health Insurance	32.6%
No Retirement Benefits	60.7%

### Seeking Education Attainment

Less than high school	24.2%
High school or equivalent	39.7%
Some college or associate's degree	28.9%
Bachelor's degree	6.0%
Advanced degree	1.2%
Seeking Different Employment	9,465

### Seeking Primary Industry Sector/Past Employment

Goods Producing	37.1%
Service Providing	48.3%
Government/Education	14.6%
Seeking Different Employment	9,465

### Willing to Change

The **worker available workforce** in the SCWIB ALM is 53,494. Those willing to change number 19,037. See the following table for more characteristics of this group.

#### Age and Gender

The mean or average age of this group is 44 years. The respondents are distributed among all age ranges: 18 to 29 (23.3%), 30 to 54 (52.4%), and 55 to 64 (24.3%). Males and females represent a 50/50 proportion of those willing to accept different employment.

#### Education and Training

Fifty-eight percent of the **willing to change** respondents in the ALM have post high school education and 24.0 percent possess four-year degrees or higher. The **willing to change** subset has a higher education attainment level of 58.1 percent with some post-high school education compared to 41.7 percent of the **total available workforce** of 73,701.

Eighteen percent (18.4%) of the **willing to change** respondents stated that on-the-job experience, training, and educational opportunities would be an important consideration in accepting a new job.

#### Work Experience and Environment

To gain perspective on the types of workers available for new or different employment, survey respondents were asked to classify their previous occupations and industry experience as Goods Producing (manufacturing, construction, mining, or agriculture), Service Providing (retail, healthcare, etc.), or Government/Education. While some occupations may be similar in different industries, the impact of the work and work culture is affected by the type of industry. Twenty-two percent of the **willing to change** segment is in the Goods Producing sector.

### Willing to Change Workforce Characteristics

	Overall
Willing to Change	19,037
Years on Job	9.4
Willing to Commute One Way	26.3
Current Average Wage	\$20.94
Desired Average Wage	\$23.54
Household Income	\$57,405
Average Age	44.1
Male/Female Ratio	50.0/50.0
Working a Second or Part Time Job	12.8%
Only Job Part Time or Temporary	7.8%
No Employer-Provided Health Insurance	24.0%
No Health Insurance	10.6%
No Retirement Benefits	35.2%

### Willing to Change Education Attainment

	Overall
Less than high school	10.4%
High school or equivalent	31.5%
Some college or associate's degree	34.1%
Bachelor's degree	12.3%
Advanced degree	11.7%
Willing to Change	19,037

### Willing to Change Primary Industry Sector/Past Employment

Goods Producing	21.8%
Service Providing	41.9%
Government/Education	36.3%
Willing to Change	19,037

## Non-Worker Available Workforce

Using only the unemployed persons as determined by the Bureau of Labor Statistics (BLS) would overlook sources of potential labor like homemakers and retirees who would be willing to enter or reenter the workforce if the right opportunity arose. GSG uses non-worker as part of its Area Labor Market (ALM) studies which includes three subsets: **non-employed**, **homemaker**, and **retired** in the non-worker segment.

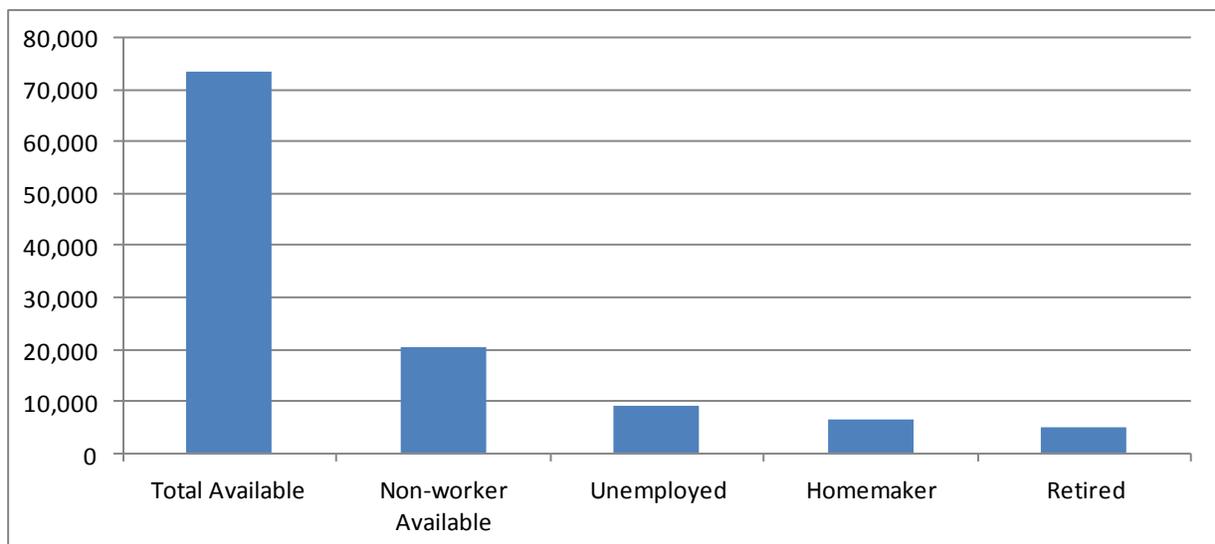
Including these subsets in the analysis provides a more accurate assessment of the potential workforce in the ALM. Of the available workforce, 27.4 percent stated they were non-working. By questioning these respondents about seeking employment or their willingness to accept an employment offer, the survey identified 20,207 in the **non-employed**, **homemaker**, and **retired** who stated they would accept with the right opportunity.

Analyzing the subsets provides unique characteristics for better understanding the available workforce. A further distinction in the non-working group of those actively seeking employment and those not actively seeking employment but willing to work or accept employment with the right opportunity includes wages, benefits, work culture, transportation, childcare, scheduling, etc. The following sections provide a profile of the non-working **non-employed**, **homemakers**, and **retired** respondents.

## Non-Worker Breakout

Category 18-64	Overall	Percent
<b>Total Available*</b>	73,701	100.0%
<i>Non-worker Available (Willing To Work)</i>	<b>20,207</b>	<b>27.4%</b>
Non-Employed	8,933	12.1%
Homemaker	6,275	8.5%
Retired	4,998	6.8%

## Non-worker Available Population



## Non-Employed

The 8,933 non-employed represent both those seeking employment, as those defined by the BLS as unemployed, and those willing with the right opportunity willing to return to work. The following table provides the general characteristics of this subdivision.

### Age and Gender

The average age of this group is 40 years of age. The respondents are distributed among all age ranges: 18 to 29 (41.0%), 30 to 54 (47.1%), and 55 to 64 (11.9%). Men make up 43.8 percent and females 56.2 percent seeking or willing to accept employment.

### Education and Training

Twenty-eight percent of the **Non-Employed** respondents in the ALM have post-high school education. In comparing the **Non-Employed** subset to other subsets shows the **Non-Employed** tend to be less educated with only 28.2 percent having college and compares to the **total available workforce** at 41.7 percent.

### Work Experience and Environment

To gain perspective on the types of skills possessed by the **total available workforce**, especially those in the non-working segment, survey respondents were asked questions about the type of industry where their previous occupations and industry experience were gained. These categories include Goods Producing (manufacturing, construction mining or agriculture), Service Providing (retail, healthcare, etc.), or Government/Education. While the occupations may be similar in different industries, the focus of the work and work culture may be quite different in different types of industry. The overall Non-Employed segment consists of 12.1 percent of the **total available workforce**.

### Reason Non-Employed

Of those who identified themselves as **Non-Employed** (8,933) 31.0 percent stated that it was due to a major layoff or plant closing and another 10.7 percent claim disability. Eighteen percent claim they were fired or released from their jobs. In reality many of those Non-Employed indicating availability would be less acceptable on the demand side of today's labor market than the other categories of the available workforce.

### Reason Can't Find Job

Of those responding about not finding a job, 73.8 percent state job availability while only 3.6 percent state that it is lacking necessary skills. Transportation and child care were stated by 6.0 percent and may be limiting factors for some potential workers.

## Non-Employed Workforce Characteristics

Non-Employed	8,933
Commute One Way	25.7
Desired Average Wage	\$13.08
Average Age	39.9
Male/Female Ratio	43.8/56.2
Household Income	\$31,419

## Non-Employed Education Attainment

Less than high school	24.3%
High school or equivalent	47.5%
Some college or associate's degree	21.6%
Bachelor's degree	4.9%
Advanced degree	1.8%
Non-Employed	8,933

## Reason Non-Employed

Major Layoff or Plant Closing	31.0%
Fired/Released	17.9%
Never Employed	3.6%
Disabled	10.7%
Pension Income	2.4%
Other Income	13.1%
No Response	21.4%
Non-Employed	8,933

## Reason Can't Find Job

Job Availability	73.8%
Lacking Necessary Skills	3.6%
Compatibility/Personality	0.0%
Lack High School Diploma	2.4%
Transportation	0.0%
Child Care	6.0%
Not Interested/Other	4.8%
No Response	9.5%
Non-Employed	8,933

### Homemakers

Of those who responded as **homemakers**, it is estimated that 6,275 are willing to accept employment and will accept only with the right opportunity. The following table provides the general characteristics of this subset.

#### Age and Gender

The mean or average age of this group is 43 years of age compared with 45 years of age in the overall working group. The respondents are distributed among all age ranges: 18 to 29 (23.5%), 30 to 54 (59.2%), and 55 to 64 (17.4%). Men make up 9.0 percent and females 91.0 percent seeking or willing to accept employment.

#### Education and Training

Thirty percent of the **homemaker** respondents in the ALM have post-high school education with 5.9 percent earning four-year degrees or higher. In comparing the **homemaker** subset to the other subsets shows **homemakers** tend to be less educated with thirty percent with some college compared to the **total available workforce** at 41.7 percent.

Experience, training, and educational opportunities would be an important consideration in accepting a new job to 18.6 percent of the **homemaker** respondents.

### Homemaker Workforce Characteristics

Homemaker Workforce Characteristics	
Homemaker	6,275
Commute One Way	20.2
Desired Average Wage	\$11.78
Average Age	43.3
Male/Female Ratio	9.0/91.0
Household Income	\$36,539

### Homemaker Education Attainment

Homemaker Education Attainment	
Less than high school	37.4%
High school or equivalent	32.2%
Some college or associate's degree	24.5%
Bachelor's degree	3.6%
Advanced degree	2.3%
Homemaker	6,275

## Retired

Of those who responded as being **retired**, it is estimated that 4,998 are willing to accept employment and will accept only with the right opportunity. The following table further segments the overall SCWIB ALM into age, gender, and education areas.

### Age and Gender

The mean or average age of this group is 58 years of age. The respondents are distributed in the 45 to 64 age range. Men make up 62 percent and female 38 percent seeking or willing to accept employment.

### Education and Training

Thirty-seven percent of the **retired** respondents in the ALM have post-high school education with 9.8 percent possessing four-year degrees or higher. In comparing retirees to the other subsets shows the retirees have a lower level of education with 37.1 percent having some college compared to the **total available workforce** at 41.7 percent. This group represents a good pool of experienced and educated workers but also higher opportunity costs to get them back in the labor market.

One-quarter (25.5%) of the **retired** respondents stated that experience, training, and educational opportunities would be important in accepting a new job.

## Retired Workforce Characteristics

Retired Workforce Characteristics	
Retired	4,998
Commute One Way	23.1
Desired Average Wage	\$17.55
Average Age	58.0
Male/Female Ratio	61.8/38.2
Household Income	\$41,099

## Retired Education Attainment

Retired Education Attainment	
Less than high school	23.4%
High school or equivalent	39.6%
Some college or associate's degree	27.2%
Bachelor's degree	4.2%
Advanced degree	5.7%
Retired	4,998

# Desired Wages and Benefits

Wages and benefits rank high among workers and non-workers in the **total available workforce** when making an opportunity assessment for potential employment. While wage and benefit costs are important for employers when assessing a workforce market, of equal or greater importance is the quality and availability of the necessary skills and talent of the labor force. The greater the quality and availability of the skills and talent for increased productivity, the more likely higher wages and benefits will follow. Competitiveness in the global economy means producing goods and services competitive in price and quality in the market place.

## Desired Benefits

Salary and wages appear to be a top motivator for changing jobs, with health care, retirement, and flexible hours. Salary and wages rated higher for the **worker available** than the **non-worker available** while a job closer to home and flexible hours rated higher for the **non-worker available**.

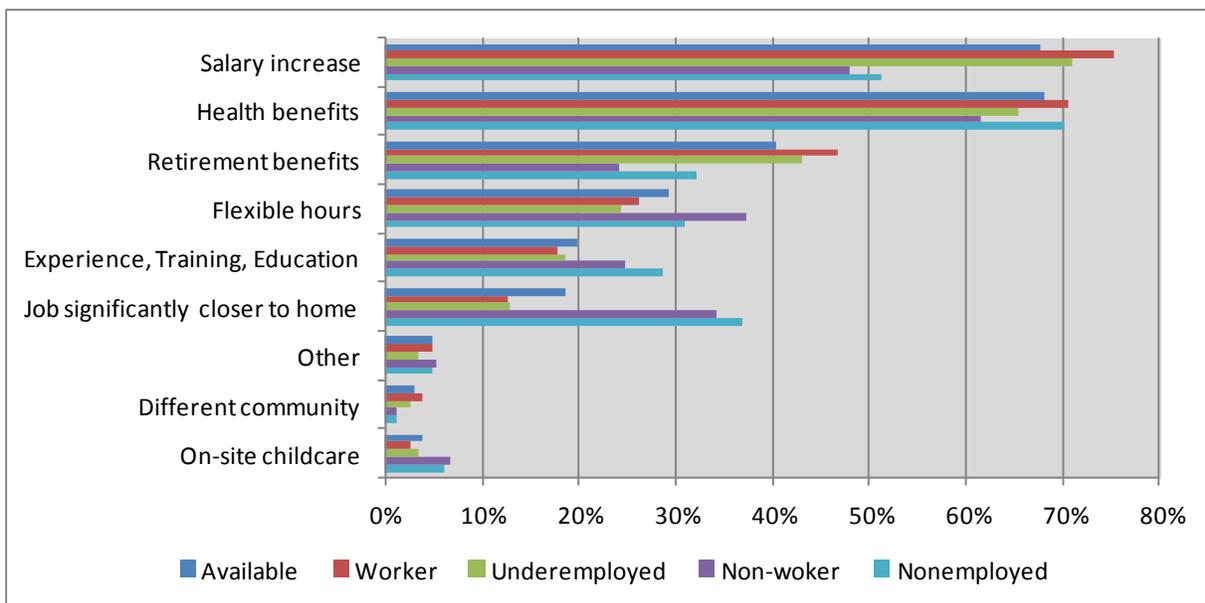
**Desired Benefits by Group**

Category	Available	Worker	Under-employed	Non-worker	Non-employed
Health benefits	68.1%	70.6%	65.5%	61.6%	70.2%
Experience, Training, Education	19.8%	17.9%	18.7%	24.7%	28.6%
Salary increase	67.8%	75.3%	71.1%	47.9%	51.2%
Retirement benefits	40.5%	46.7%	43.0%	24.2%	32.1%
On-site childcare	3.8%	2.6%	3.4%	6.8%	6.0%
Flexible hours	29.3%	26.2%	24.3%	37.4%	31.0%
Different community	3.0%	3.8%	2.6%	1.1%	1.2%
Job significantly closer to home	18.6%	12.7%	12.8%	34.2%	36.9%
Other	4.9%	4.8%	3.4%	5.3%	4.8%

The **non-worker available workforce** has a higher preference for flexible hours and jobs closer to home than the **worker available** group. Of the three **worker available workforce** segments, the **underemployed** has a higher percentage of interest to change jobs than the other two segments. Flexible hours is a major consideration for available non-workers compared to available workers and all available workers.

Multi-select options, percentages will not total to 100%

**Available Workforce Desired Benefits**



## Desired Wage Rate Ranges

All wage and salary requirements expressed by respondents are presented in hourly rates. Appendix A presents an easy conversion table to annual, monthly, or weekly rates. Forty-one percent of the **total available workforce** would be interested in employment with a wage of up to \$12.99 per hour. It is estimated that 49,011 people or 66.5 percent of the **total available workforce** would be interested in a new or different employment with a wage of up to \$20.00. Nine percent would require \$31.00 or more for a new job opportunity. Those that currently hold jobs would require a higher desired wage than the non-worker in the available workforce.

## Available Workforce Desired Wage Rate Ranges

\$9.99 or Less	\$10.00 - \$10.99	\$11.00 - \$11.99	\$12.00 - \$12.99
11.9%	16.2%	3.5%	9.9%
\$13.00 - \$13.99	\$14.00 - \$15.99	\$16.00 - \$17.99	\$18.00 - \$19.99
1.8%	17.3%	2.6%	3.3%
\$20.00 - \$21.99	\$22.00 - \$24.99	\$25.00 - \$27.99	\$28.00 - \$30.99
11.1%	2.4%	7.5%	3.6%
\$31.00 - \$33.99	\$34.00 - \$36.99	\$37.00 - \$39.99	\$40.00 or More
0.4%	2.6%	0.0%	6.0%

By comparing the wage rate ranges by area labor market location and by **worker and non-worker available workforce** groups, the various preferences are more focused.

## Desired Wage Rate by Available Workforce Group

Category	Overall		Worker		Non-Worker		Underemployed	
	Available Workforce	Percent						
\$9.99 or Less	8,742	11.9%	4,115	7.7%	4,476	22.2%	2,387	9.6%
\$10.00 - \$14.99	25,015	33.9%	16,048	30.0%	8,824	43.7%	8,986	36.0%
\$15.00 - \$19.99	15,197	20.6%	11,796	22.1%	3,453	17.1%	4,493	18.0%
\$20.00 - \$24.99	9,952	13.5%	8,230	15.4%	1,790	8.9%	4,212	16.9%
\$25.00 - \$29.99	5,649	7.7%	4,664	8.7%	1,023	5.1%	2,668	10.7%
\$30.00 - \$34.99	2,824	3.8%	2,606	4.9%	256	1.3%	702	2.8%
Over \$35.00	6,321	8.6%	6,035	11.3%	384	1.9%	1,544	6.2%
Total:	73,701	100.0%	53,494	100.0%	20,207	100.0%	24,992	100.0%

## Desired Wage Rate By Industry and Occupation

The Goods Producing industry sector has a desired wage of \$19.47 with the Service Providing industry sector at \$17.92. The management occupation group has the highest desired wage at \$27.50 and those currently non-working have the lowest at \$13.72.

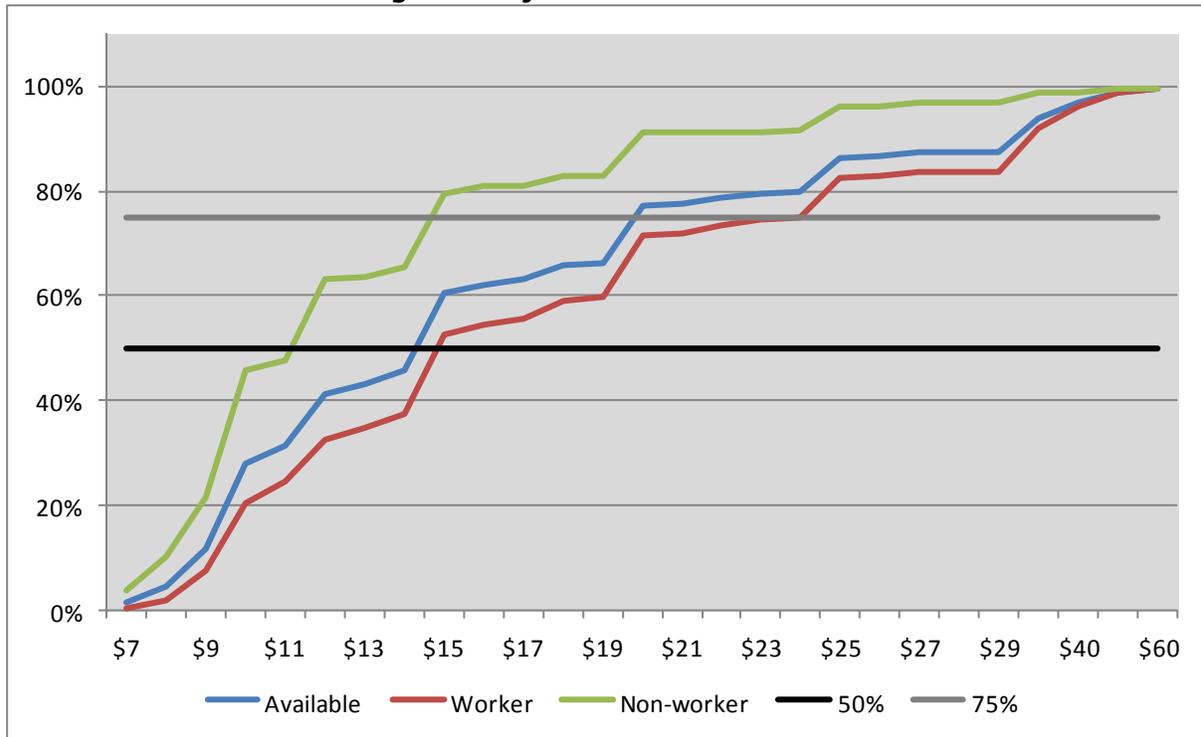
**Desired Wage Rate by Industry**

Category	
Goods Producing	\$19.47
Service Providing	\$17.92
Government / Education	\$22.30

**Desired Wage Rate by Occupation**

Management	\$27.50
Production/Repair/Installation	\$18.05
Professional/Technical	\$24.73
Services	\$16.73
Non-Working Available	\$13.72

**Desired Wage Rate by Percent of Available Workforce**



The higher the level of desired wage, the higher the percentage of the population that would take that wage. About 50 percent of **total available** would be satisfied with \$14.50 an hour or less and about 75% of the **total available** would be satisfied with \$19.50 an hour or less. To reach 50 percent of the **worker available** would require 15.00 an hour or less and \$24.00 an hour or less for 75 percent.

## Occupation Actual and Desired Wages

The following table provides a detailed analysis of the **total available workforce** by occupation, average actual wage, and average desired wage. Comparing the actual average wage with the desired wage shows the expectations of the **worker available workforce** in accepting a new job. All four of the major occupation categories have desired wages higher than actual wages range from 10.0 to 25.0 percent higher. Professional/Technical occupation group desire the highest percentage increase in wages by 23.7 percent.

The Professionals: Doctors, Lawyers, etc. occupation sub-group has the highest actual average wage of \$31.07 with an average desired wage of \$35.77. This may indicate a higher demand and lower supply for those occupations.

### Occupation Actual and Desired Wages

	Available Workforce	Average Actual Wage	Average Desired Wage
<b>Management</b>	<b>10.3%</b>	<b>\$24.92</b>	<b>\$27.50</b>
Managerial, Executive, Business Owners, Farmers, Supervisory	10.3%	\$24.92	\$27.50
<b>Production/Repair/Installation</b>	<b>13.5%</b>	<b>\$15.05</b>	<b>\$18.05</b>
Maintenance, Installations, and Repairs, etc.	6.0%	\$16.74	\$21.45
Production: Factory Assembly, Fabrication, Construction, and Mining	7.6%	\$13.90	\$15.78
<b>Professional/Technical</b>	<b>19.1%</b>	<b>\$19.99</b>	<b>\$24.73</b>
Business Sales: Finance, Insurance, Real Estate, Wholesale, Industrial, etc.	2.8%	\$19.84	\$21.30
Professionals: Doctors, Lawyers, Engineers, Accountants, Professors, etc.	4.0%	\$31.07	\$35.77
Computer Technology, Science, Math, and Engineering	2.4%	\$23.62	\$34.09
Protective: Police/Fire/Military/Regulators/Investigators and Postal	1.8%	\$16.41	\$20.00
Teachers, Instructors, Trainers, Writers, Researchers, etc.	8.2%	\$14.38	\$18.71
<b>Services</b>	<b>57.1%</b>	<b>\$14.21</b>	<b>\$16.73</b>
Administrative Support: Shipping/Receiving, Secretaries, Computer Operators, etc.	5.6%	\$15.45	\$16.77
Business Office and Clerical Operations	3.8%	\$11.50	\$14.15
Consumer Services, Retail, Restaurant, Hotel, Food Services, etc.	9.5%	\$10.54	\$12.40
Delivery/Drivers/Couriers	4.6%	\$13.33	\$18.31
Government Office and Clerical Operations	3.2%	\$15.70	\$18.86
Health, Social, Community, Personal Care, and Recreation Services	16.1%	\$16.16	\$18.17
Other Blue Collar: Laborers, Farm Hand, Janitor, Warehouse Workers, etc.	8.7%	\$12.23	\$15.84
Other White Collar Workers	5.6%	\$18.27	\$21.83
<b>Non-Worker Available</b>	<b>27.4%</b>	<b>N/A</b>	<b>\$13.72</b>
Homemaker	31.1%	N/A	\$11.78
Retired	24.7%	N/A	\$17.55
Non-Employed	44.2%	N/A	\$13.08

Adjustments have been made to reflect anomalies in the survey data

All occupation groups have higher desired wages than actual wages. Employers may find it a bit more challenging in recruiting a competitive, experienced, and educated workforce. The lower expectations of non-worker for desired wages of \$13.72 is particularly note worthy compared to those available and employed.

## Commuting Patterns and Preferences

The preferred commute of the **worker available workforce** in the 12-county Area Labor Market ALM is 27.8 minutes/miles or less one way. The overall commute preference of the **total available workforce** is 26.6 minutes/miles one way. The **total available workforce** indicates it is open to commuting for the right employment opportunity. The table shows 62,629 people or 85.0 percent of the **total available workforce** would commute more than 10 minutes/miles, one way, for work. It also shows that 27,400 people or 37.2 percent of the **total available workforce** are willing to travel more than 30 minutes/miles and 8,388 people 11.4 percent will commute more than 50 minutes/miles.

### Willingness To Commute By Available Workforce Groups

Where individuals live within the ALM will influence their desire to commute in time and distance to work. The transportation routes and options to employment centers also have a big influence where people work. The community/city may be the largest economic center for many of the smaller communities in the area.

The following table illustrates the different commuting preferences of those who are employed and those who are non-employed. Those employed show relative similarity of about 27 to 29 minutes/miles one way to work compared to those **non-workers** of 20 to 26 minutes/miles.

The three groups in the non-working group show a considerable difference in that **non-employed** are willing to travel more and are more open in their employment options than **homemakers** and the **retired**. The non-working **homemakers** and **retirees** desire shorter commutes and also are more open to part-time and more flexible work arrangements. The average distance that the **homemaker** in the ALM is willing to travel is 20.2 minutes/miles one way. In general, **retired** people are not as willing to commute long distances to work; however, those in the 12-county ALM are willing to travel 23.1 minutes/miles one way for employment opportunities.

Roughly eighty-seven percent of the resident available workforce works within SCWIB and 13.3 percent commute to work outside SCWIB. The **willing to change** subset has the highest percentage of those working outside of SCWIB at 15.0 percent with 5.6 percent working outside of Missouri. Those commuting into SCWIB for employment would require another methodology.

#### Preferred Distance/Travel Time

Distance/Travel Time	Count
Less than 10 miles	11,072
10 - 30 miles	35,229
31 - 50 miles	19,012
51+ miles	8,388
Total Available Workforce	73,701

#### Available Workforce Group Preferred Distance/Travel Time

Available Workforce Group	Preferred Distance/Travel Time (minutes/miles)
Total Available Workforce	26.6
Worker Available Workforce	27.8
Underemployed	28.8
Seeking Different Employment	28.6
Willing To Change	26.3
Non-Worker Available Workforce	23.3
Non-Employed	25.7
Homemaker	20.2
Retired	23.1

#### SCWIB Outgoing Workers

Group	Overall	Work outside SCWIB within	Work outside of	Work inside of SCWIB
Worker Available	53,494	9.5%	4.4%	86.7%
Underemployed	24,992	10.8%	3.8%	86.5%
Seeking Different Employment	9,465	5.7%	3.4%	90.8%
Willing to Change	19,037	9.8%	5.6%	85.0%

## Willingness to Commute By Occupation and Industry

It is usually easier to change from one major industry group to another than it is from one primary occupation field to another. While skills and occupation may be similar in the different industry groups, personal attitudinal characteristics, aka soft skills, may be more important to workers and employers where focus is to people and customer service vs. systems and process. There may also be differences in wages, benefits and other work-related characteristics.

There are three broad categories of interest when working: people, data, and things. Most people have preference for one, but many are adaptable to all three. A primary interest in one of the three may be an indicator of success in certain occupations. A stronger interest in people may lead to occupations in management and services. An interest in working with things may point to occupations in Production. Professional/Technical may require a stronger interest in data and analytical skills. The survey results for SCWIB showed interest in People with 54.3 percent, Data with 18.3 percent, and Things with 27.4 percent.

### Commuting by Occupation Group

	Minutes/ Miles
Management	27.1
Production/Repair/Installation	33.3
Professional/Technical	25.3
Services	27.5
Non-Working Available Workforce	23.3
Overall Average	26.6

### Commuting by Industry Type

	Minutes/ Miles
Goods Producing	31.5
Service Providing	26.4
Government/Education	26.1

## Changing Primary Employment Field

Changing jobs from one field to a different type of position is one way commuting patterns can change over time. For many individuals changing jobs to another employment field may not be something they are willing to do. The adaptability and flexibility of the workforce is important in the creation of new jobs and may require job training and other type of programs where jobs disappear because of competition and technology. If a large percentage of those employed and non-employed are unwilling to change their occupations or job positions, it could limit the type of employer who can enter the area labor market.

The following table shows the percentage of those in the various available workforce groups willing to change their primary employment field.

### Willing To Change Primary Occupation

	Available Workforce	Willing To Change	Percent
Worker Available	53,494	47,313	88.4%
Underemployed	24,992	23,557	94.3%
Seeking Different Employment	9,465	8,508	89.9%
Willing To Change	19,037	15,401	80.9%
Non-Worker Available	20,207	17,764	87.9%
Non-Employed	8,933	8,161	91.4%
Homemaker	6,275	5,174	82.5%
Retired	4,998	4,430	88.6%

### Willing To Change Primary Industry Group

	Available Workforce	Willing To Change	Percent
Worker Available	53,494	47,851	89.5%
Underemployed	24,992	23,791	95.2%
Seeking Different Employment	9,465	8,721	92.1%
Willing To Change	19,037	15,488	81.4%
Non-Worker Available	20,207	17,446	86.3%
Non-Employed	8,933	8,062	90.2%
Homemaker	6,275	5,064	80.7%
Retired	4,998	4,317	86.4%

# Training Programs for Career Advancement

## Interest in Training Programs for Career Advancement

The results to the question “In order to advance your career, which of the following would you be interested in?” shows a high interest in career advancement training. In response to the question, a total of 133 (21.0%) respondents provided contact information and showed an interest in one of the three training categories: Short-Term Training, Long-Term Training, or Apprenticeship program. The tables below reflect worker status by availability, age group, and county location.

The contact information of the 133 respondents will be provided in a separate report for local use.

### Interest in Training Programs by Available Workforce

Worker Status	Short-Term Training	Long-Term Training	Apprentice-ship	No contact or No Interest
<b>Total Available</b>	<b>13.2%</b>	<b>3.8%</b>	<b>4.0%</b>	<b>79.0%</b>
<b>Worker Available</b>	<b>9.6%</b>	<b>3.4%</b>	<b>4.6%</b>	<b>82.3%</b>
Underemployed	11.3%	3.9%	4.9%	79.9%
Seeking Different Employment	11.0%	6.8%	13.7%	68.5%
Willing to Change	6.9%	1.3%	0.0%	91.8%
<b>Non-Worker Available</b>	<b>22.4%</b>	<b>4.7%</b>	<b>2.4%</b>	<b>70.6%</b>
Non-Employed	22.4%	7.9%	2.6%	67.1%
Homemaker	24.1%	1.9%	0.0%	74.1%
Retired	20.0%	2.5%	5.0%	72.5%

### Interest in Training by Age Group

Worker Status	Short-Term Training	Long-Term Training	Apprentice-ship	No contact or No Interest
18 - 29	15.1%	5.8%	2.3%	76.7%
30 - 54	11.8%	3.9%	4.4%	79.9%
55 - 64	15.3%	2.5%	3.8%	78.3%

### Interest in Training by County

Worker Status	Short-Term Training	Long-Term Training	Apprentice-ship	No contact or No Interest
Butler, MO	7.8%	4.4%	2.2%	85.6%
Carter, MO	21.9%	0.0%	0.0%	78.1%
Douglas, MO	6.3%	0.0%	2.1%	91.7%
Howell, MO	8.7%	5.8%	4.9%	80.6%
Oregon, MO	14.0%	6.0%	4.0%	76.0%
Ozark, MO	14.7%	5.9%	5.9%	73.5%
Reynolds, MO	30.8%	3.8%	3.8%	61.5%
Ripley, MO	19.4%	3.2%	8.1%	69.4%
Shannon, MO	12.8%	2.6%	2.6%	82.1%
Texas, MO	19.2%	3.8%	11.5%	65.4%
Wayne, MO	14.0%	4.0%	4.0%	78.0%
Wright, MO	10.9%	2.2%	0.0%	87.0%

## Conclusion

This study assesses the supply side of labor and provides information for the SCWIB Area Labor Market about commuting patterns, current and desired wages, worker occupation and industry, experience, and education. The **total available workforce** is determined from the workers and non-workers perspective and provides information for the supply side of labor markets. The demand side is determined from the employer's perspective and provides information about the skills, quality, and availability of the laborforce.

While considerable information about workforce issues is available at the national and state level, less information is available at the local and regional level, making it difficult to make objective decisions. While employers are concerned about over-employment and workers with deficient skills and who are under-qualified, the worker and community are concerned about underemployment and workers who have excess skills who are over-qualified for those jobs and presents opportunities for expansion and new investments. Although the dynamics of the workplace will not change dramatically, employers will continue to recruit the best employees with the best skills for the best value and workers will continue to seek the best jobs with the best compensation package and work environment. The balance for a competitive workforce is critical with the employer, community, education, and workers all having a major stake in developing skills and enhancing productivity with a goal of a just-in-time skill and talent pool labor supply to meet employer demand.

With increasing workforce challenges for the future anticipated from the demographic changes in an aging population, the question of a more active approach to increasing the labor pool with productive workers is crucial. Weighing the cost for education and other programs with the social and economic benefits will be key in remaining competitive in a global economy.

## Appendices

## Appendix A—Wage and Salary Conversion Rates

The following data represents pay rates in four different ways. All wage and salary rates reported in the interviews are presented in this report in hourly rates. Selected conversions may add perspective to the hourly rates. Figures presented below are rounded and based on a 40-hour workweek.

Wage and Salary Conversion Chart			
Hourly	Weekly	Monthly	Annually
\$8.00	\$320.00	\$1,387.00	\$16,640.00
\$9.00	\$360.00	\$1,560.00	\$18,720.00
\$10.00	\$400.00	\$1,733.00	\$20,800.00
\$11.00	\$440.00	\$1,907.00	\$22,880.00
\$12.00	\$480.00	\$2,080.00	\$24,960.00
\$13.00	\$520.00	\$2,253.00	\$27,040.00
\$14.00	\$560.00	\$2,427.00	\$29,120.00
\$15.00	\$600.00	\$2,600.00	\$31,200.00
\$16.00	\$640.00	\$2,773.00	\$33,280.00
\$17.00	\$680.00	\$2,947.00	\$35,360.00
\$18.00	\$720.00	\$3,120.00	\$37,440.00
\$19.00	\$760.00	\$3,293.00	\$39,520.00
\$20.00	\$800.00	\$3,467.00	\$41,600.00
\$21.00	\$840.00	\$3,640.00	\$43,680.00
\$22.00	\$880.00	\$3,813.00	\$45,760.00
\$23.00	\$920.00	\$3,987.00	\$47,840.00
\$24.00	\$960.00	\$4,160.00	\$49,920.00
\$25.00	\$1,000.00	\$4,333.00	\$52,000.00
\$26.00	\$1,040.00	\$4,507.00	\$54,080.00
\$27.00	\$1,080.00	\$4,680.00	\$56,160.00
\$28.00	\$1,120.00	\$4,853.00	\$58,240.00
\$29.00	\$1,160.00	\$5,027.00	\$60,320.00
\$30.00	\$1,200.00	\$5,200.00	\$62,400.00
\$31.00	\$1,240.00	\$5,373.00	\$64,480.00
\$32.00	\$1,280.00	\$5,547.00	\$66,560.00
\$33.00	\$1,320.00	\$5,720.00	\$68,640.00
\$34.00	\$1,360.00	\$5,893.00	\$70,720.00
\$35.00	\$1,400.00	\$6,067.00	\$72,800.00
\$36.00	\$1,440.00	\$6,240.00	\$74,880.00
\$37.00	\$1,480.00	\$6,413.00	\$76,960.00
\$38.00	\$1,520.00	\$6,587.00	\$79,040.00
\$39.00	\$1,560.00	\$6,760.00	\$81,120.00
\$40.00	\$1,600.00	\$6,933.00	\$83,200.00
\$41.00	\$1,640.00	\$7,107.00	\$85,280.00
\$42.00	\$1,680.00	\$7,280.00	\$87,360.00

## Appendix B—Methodology

A primary goal of any Area Labor Market (ALM) or labor shed analysis is to estimate the potential availability of workers and determine how well the surrounding geographical areas are able to provide a stable supply of workers to the central focused core of the ALM or labor shed.

**A key source of good employees is the category of the underemployed, those individuals who are now working but desire a better job and who possess the skills, education, and experience to qualify for better jobs.** Underemployment or underutilization of skills or experience is a significant issue in many communities and is an important element for employers assessing a community for location or expansion. The availability of highly skilled and experienced labor is among the top three important location factors for businesses considering expansions or relocations (Area Development Annual Surveys).

The key advantage of an Area Labor Market (ALM) analysis is that it expands the pool of potential workers by including workers excluded from the Civilian Labor force (CLF). It also allows researchers to examine those individual members of the ALM pool who have a propensity to consider a job opportunity given their employment expectations. Employers' evaluating the labor component are also more likely interested in the population age segment 18-64 than in the CLF representing *the civilian non-institutional population, 16 years of age and over classified as employed or Non-Employed*. Even with those restrictions, employers should note that, in practice, not all members of the *available labor* would apply for a new job opportunity. The reader is further cautioned that, while the number of workers identified as available with their skills, experience, education, and costs as accurate, all of those individuals may not be acceptable candidates for an employer. Their previous work records, stability, integrity, intelligence, appearance, and other factors are not considered in this report.

Published government statistics report wages and employment for the entire labor force of an area, from age 16 and older even though much of that labor has no interest in changing jobs. The report, prepared by Growth Services, includes data on those people in the area ***who desire to change jobs and who would be potential workers of employers with the right opportunity***. Whereas, the BLS reports average wages, this report provides the number of available workers for an employer in various desired wage ranges. It includes the Non-Employed who are actively looking for work as well as those who would enter the labor under the right conditions or opportunities including homemakers, and retirees.

The labor analysis will start with a focus or identification on a central zip code, community, county, or multi-county area to determine the boundaries for the area to be assessed. It can also decide to quantify those outside the central Core *willing to change jobs* and to commute and work in the central core area.

A random household telephone survey and targeted social media surveys have been ways for collecting data within the Area Labor Market. The survey is designed by Growth Services and

conducted by call center or social media research firms. The overall goal of the process is to collect a sufficient number of valid phone surveys completed by respondents 18 to 64 years of age. Validity of a sufficient number of survey results to a confidence of +/-5 percent is necessary with query or drill down validity of +/-10-15 percent. To ensure that an even distribution of respondents is achieved, a proportional number of completions are conducted by county population, age segments, and gender. It is important to note that the projected results are based on relatively small sample size

The survey is designed and developed by The Growth Services Group (GSG) and approved by the client, employers, or Economic Development organization.

Survey interviewers pose questions to determine the respondents' gender, age, education level, place of residence, and current employment status. Employed respondents also identified the location of their employer (not name), place of work, employer type by industry, occupation, years of employment in their occupation, employment status, current salary or wage, number of jobs currently held, and distance traveled to work. Employed respondents are then asked how likely they are to change employers or employment, how far they would be willing to travel for employment, the wage desired for them to change employment, and the benefits required for new employment. *Underemployment* is determined by examining those employees who stated they possessed experience and additional education/skills that are not utilized in their current position.

Respondents in the 18-64 year age range self-identifying themselves as working, Non-Employed, homemaker, retired, military or student are asked a series of questions to determine what job characteristics and benefits were most important for them when considering employment, the reasons for unemployment, and how far they would be willing to travel to accept employment. Information on previous employers and skills was also gathered for these sectors. The employer type grouped employers into three main categories by *Goods Producing*, *Service Providing*, and *Government/Education*. This allows employers evaluating the labor to view occupations from a work culture perspective as well as skills and experience. Once completed, the results of the survey are compiled and queried or cross-tabulated to determine the relationship between the variables of key interest areas, various internal geographic areas or labor sheds, and the entire surveyed ALM. Documenting and analyzing the ALM survey results by area and characteristics, provides new insight into the area's *available labor* that is currently unavailable in any other form.

A final note, prior to data processing, the GSG applies a proprietary process to the analysis of the data to correct for invalid responses. An individual indicating they would take a new job but also indicating the desire for increased or decreased pay that is unreasonable is not counted in the results. Further the process considers that to be counted as *underemployed* an individual must be currently employed and willing to take another job at a pay rate commensurate with personal skills, education and experience.

Our propriety data applications allow for large multi-county partnerships for cost reductions. Our largest single Labor Availability study consisted of five partners and 27 counties, with each partner receiving its own labor shed breakout report from the same database, making the project more cost effective for all partners. All survey data is retained and available for further analysis on specific areas of interest (pricing may vary). The individual partner report results are proprietary and for your use only and are not shared with other partners. Only the database is common and by a programming application, separate labor shed reports can be developed. The survey questionnaire has to be uniform across the entire project area.



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

**Local Policy 04-2016**

**Approved: October 25, 2016**

**Effective: October 25, 2016**

**Subject: Adult Priority of Service Policy**

1. Purpose: This policy is written to provide direction to the one-stop operators with regard to making determinations related to priority.
2. Background: Sec. 134(c)(3)(E) Priority.--With respect to funds allocated to a local area for adult employment and training activities under paragraph (2)(A) or (3) of section 133(b), priority shall be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient for receipt of career services described in paragraph (2)(A)(xii) and training services. The local board and the Governor shall direct the one-stop operators in the local area with regard to making determinations related to such priority.
3. Substance:
  - 1<sup>st</sup> priority shall be given to recipients of public assistance.
  - 2<sup>nd</sup> priority shall be given to low income individuals as defined in State Issuance 01-2015.
  - 3<sup>rd</sup> priority shall be given to individuals who are basic skills deficient.
  - Individuals can be served from all 3 priority levels on a first come first serve basis until Adults funds that have been allocated for clients is at least 80% obligated. When client funds have been obligated at or above 80% only the first two priority levels may be served.
  - Once client funds have been obligated at or above 90% only individuals from the first priority may be served.
4. Action: This policy is effective October 25, 2016. Please distribute to appropriate individuals.
5. Contact: Please direct comments or questions regarding this policy to Valarie Haring, Compliance Manager at 417-257-2630 or email [vharing@scwib.org](mailto:vharing@scwib.org).
6. Reference: Workforce Innovation and Opportunity Act of 2015, Department of Labor Proposed Rules, DWD Issuance 01-2015.
7. Revisions: None
8. Attachments: None

Partner of  **americanjobcenter** network

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

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Garland Barton, Chair

Partner of  **americanjobcenter** network

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Auxiliary aids and services are available upon request to individuals with disabilities.

Department of Labor's Veterans' Employment and Training Service, contact the nearest VETS office listed in the United States Government in your local phone book. You may also find resources and contact information by visiting VETS' website at [www.dol.gov/vets](http://www.dol.gov/vets).

For One-Stop Career Centers in your State contact the nearest State Workforce Agency office listed in the State Government pages of your local phone book under Labor Department. You may also find resources and contact information by visiting the One-Stop website at [www.servicelocator.org](http://www.servicelocator.org).

For jobs in the Federal government contact the Federal agency with whom you want to work or find Federal job listings and requirements by visiting [www.usajobs.gov](http://www.usajobs.gov).

### For More Information

regarding the Employment Services for Veterans and VETS' other programs and services, visit our website at: [www.dol.gov/vets](http://www.dol.gov/vets)

### Veterans' Employment and Training Service

U.S. Department of Labor  
200 Constitution Avenue, NW, Room S-1325  
Washington, DC 20210



To request more copies of this brochure, call us at 202.693.4700  
Reference this code: **ESV01**

# Employment Services for Veterans

## U.S. Department of Labor GOOD JOBS FOR VETS

*"On the battlefield, our soldiers pledge to leave no fellow soldier behind. Our pledge is... and must always be... to leave no Veteran behind."*

Hilda L. Solis  
U.S. Secretary of Labor



U.S. Department of Labor



Veterans' Employment and Training Service

## **Employment Services for Veterans**

As a Veteran of the Armed Services, you are a valued member of the civilian workforce, with the skills, training, and character to meet the toughest challenges faced by today's employers. The Veterans' Employment and Training Service, or VETS, strives to ensure that all Veterans and Transitioning Service Members have access to the tools needed to find good jobs with good wages and career pathways. VETS accomplishes its mission through a variety of programs, including the services provided by dedicated individuals who work in One-Stop Career Centers in local communities nationwide.

### **What kinds of services are available to Veterans?**

Veterans and eligible spouses receive access, on a priority of service basis, to the full range of public employment and training services, including job search assistance workshops, resume assistance, labor market information, career counseling, job referral, and referral to other supportive and training resources.

### **What does priority of service mean?**

Federal law and regulations require all workforce programs funded by the Department of Labor to provide priority of service to:

- 1) Veterans who served in the active military, naval, or air service and who were discharged under conditions other than dishonorable; and,
- 2) eligible spouses of those Veterans who have total service-connected disabilities or who died as a result of service-connected disabilities.

Priority of service means that those Veterans and eligible spouses, who meet all the eligibility

requirements for a program or service, are to receive access to that program or service either earlier in time or instead of persons who are not eligible for priority of service.

One-Stop Career Centers must ensure that Veterans and eligible spouses are made aware of:

- a) their entitlement to priority of service;
- b) the full array of programs and services that are available to them; and, c) the eligibility requirements for those programs and/or services.

Veterans and eligible spouses must be identified at the point of entry to physical locations, such as One-Stop Career Centers, as well as web sites and other virtual service delivery points, so they can take full advantage of priority of service.

### **What is a One-Stop Career Center and what can it do for me?**

One-Stop Career Centers provide job seekers with a full range of assistance under one roof. They operate in all 50 states, Washington, DC, Guam, Puerto Rico and the Virgin Islands to offer training referrals, career counseling, job listings, and similar employment services.

Many One-Stops include specialized staff who serve eligible Veterans and other eligible persons exclusively. These specialized staff are known as Disabled Veterans' Outreach Program (DVOP) specialists and Local Veterans' Employment Representatives or LVERs.

### **What is the difference between a DVOP specialist and an LVER?**

DVOP specialists provide intensive employment assistance to eligible Veterans who have special

employment and training needs, in order to assist them to overcome barriers that prevent them from obtaining meaningful employment. DVOP specialists apply a case management approach and access a broad network of providers and resources to assist eligible Veterans to achieve their employment goals.

LVER staff develop hiring opportunities within the local workforce by promoting the benefits of hiring eligible Veterans. They directly contact businesses, Federal agencies and contractors and employer associations to encourage the hiring and advancement of qualified eligible Veterans. LVER staff also provide direct employment related services to eligible Veterans.

### **Can I access any of these services over the Internet or by telephone?**

Key to Career Success connects Veterans and transitioning service members with high quality resources available at local One-Stop Career Centers. The CareerOneStop Web site provides valuable information to help you at: <http://www.careeronestop.org/militarytransition>

Use America's Service Locator (ASL) to find the location and contact information for your nearest One-Stop Career Center. ASL contains information on more than 20,000 local resources and offices around the country. You can access ASL at: <http://www.servicelocator.org>

The Toll-Free Help Line provides a full range of information about workforce programs and services for Veteran job seekers, including locations of One-Stop Career Centers and unemployment insurance offices.  
1-877-US2-JOBS (1-877-872-5627)  
TTY: 1-877-889-5627

# LANGUAGE ACCESS PLAN

South Central Region

June 2015



# LIMITED ENGLISH PROFICIENCY PLAN (LEP PLAN)

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## **I. Introduction**

The South Central Workforce Investment Board Inc. (SCWIB) has prepared this Limited English Proficiency Plan (LEP Plan), outlining the efforts SCWIB has taken up to the present to provide language services to Limited English Proficiency (LEP) customers. This Plan also defines the actions SCWIB and the Career Centers (West Plains and Poplar Bluff) in the South Central Region will take to ensure meaningful access to programs, services, and activities for all customers with limited English proficiency.

This LEP Plan is established in accordance with Missouri Division of Workforce Development Issuance 06-2014, "Access to Meaningful Services for Individuals with Limited English Proficiency (LEP) Policy." (Attachment I)

## **II. Background**

Executive Order 13166, "Improving Access to Services for Persons with Limited English Proficiency," was issued on August 11, 2000 (65FR 50121). The Order requires Federal agencies to develop and implement a plan to provide services to persons with Limited English Proficiency (LEP), ensuring meaningful access to the programs and activities conducted by those agencies.

In addition to Executive Order 13166, the Department of Justice issued a Policy Guidance Document entitled "Enforcement of Title VI of the Civil Rights Act of 1964- National Origin Discrimination Against Persons With Limited English Proficiency" reprinted at 65 FR 50123 (August 16, 2000).

Most activities performed by the Workforce Investment Board and its subcontractors may fall within the scope of federally conducted programs and activities. Aside from employment, there are two major categories of federally conducted programs and activities covered by this LEP Plan: those involving contact with the general public and those directly administered by SCWIB for program beneficiaries and participants.

## **III. Purpose**

The purpose of this plan is to ensure customers of SCWIB/Career Centers receive meaningful access to services, programs and activities, despite their limited English language proficiency.

SCWIB is committed to making its services available to LEP persons as part of its mission "to ensure equal access to all SCWIB programs, services, and activities." Based on this commitment, SCWIB makes every attempt to assist LEP customers in accessing all programs and services. SCWIB serves a diverse population of all ages and linguistic origins.

Consistent with DWD Issuance 06-2014, (Attachment I) a Limited English Proficiency (LEP) person is someone who is not able to speak, read, write, or understand the English language at a level that allows him/her to interact effectively with SCWIB/Career Center staff.

This LEP Plan does not create new services, but strives to eliminate barriers for LEP customers accessing SCWIB services. SCWIB shall provide quality language assistance services to LEP customers in a fair and timely manner, ensuring meaningful access to programs, services, and activities.

In the event that the individual requires assistance to learn English as a Second Language, they will be referred to the nearest ESL/AEL service provider. Job Center staff will contact the ESL/AEL provider to inform them of the need for English language learning services for the individual and arrange an appointment to meet with ESL/AEL staff as soon as possible. Staff will use the language line interruptive services to assure that the client understands where, when and whom their appointment is with at the ESL/AEL center.

#### **IV. Policy**

It is SCWIB policy to provide meaningful access to its programs and services to persons who, as a result of national origin, are limited in English proficiency.

It is SCWIB policy to provide LEP training as part of the orientation for new employees (SCWIB office and Career Centers). All employees in public contact positions will be properly trained and provided with additional resources.

SCWIB will review and update the LEP Plan biennially to ensure continued responsiveness to community needs and compliance with Title VI.

## V. Identifying LEP Individuals Who Need Language Assistance

### Language Makeup of Client Population

The top three non-English languages spoken at home in the South Central Region are English, Spanish and German according to the American Community Survey File 2006-2010. A summary of the top three languages by county are displayed below:

COUNTY	1st Language	2nd Language	Estimate Number	3rd Language	Estimate Number	Total County Population
Butler	English	Spanish	586	Thai	93	39,764
Carter	English	Spanish	21	German	15	5,743
Douglas	English	Spanish	126	German	45	12,883
Howell	English	Spanish	590	Russian	363	37,317
Oregon	English	Spanish	82	French	18	10,197
Ozark	English	Spanish	44	French	17	9,193
Reynolds	English	Spanish	31	German	26	6,288
Ripley	English	Spanish	39	German	33	13,241
Shannon	English	Vietnamese	79	Spanish Native American	31	7,906
Texas	English	Spanish	209	American	70	24,114
Wayne	English	Spanish	39	None listed	0	12,755
Wright	English	Spanish	187	German	57	17,423
Total Region Population:						196,824

Total Spanish Speakers in the region: 1,985  
 Total Russian Speakers in the region: 363  
 Total German Speakers in the Region: 176  
 Total Thai Speakers in the Region: 93  
 Total Vietnamese Speakers in the Region: 79  
 Total French Speakers in the Region: 35  
 Total Native American Speakers in the Region: 70

The State Division of Workforce Development recently provided a report which indicated languages spoken by current active job seekers in Missouri Career Centers in the South Central Region. This report was generated through the state’s online job database which reflected self-attesting LEP client’s preferred language.

**1. Self-attesting Job Seekers as of March 1 – March 30, 2015**  
**By Career Center location:**

Career Center	Language	Count
Poplar Bluff	African-Other	1
Poplar Bluff	English	26
Poplar Bluff	Not Identified	1
		Total 28
West Plains	African-Other	1
West Plains	English	18
West Plains	Not Identified	4
		Total 23

## How to Use Interactive Voice Response (IVR)

**Step 1:** Call 1 888-338-7394

**Step 2:** Enter Account Number **20702**, followed by # sign

**Step 3:** Select 1 to be connected directly to your Spanish interpreter, *or*  
Select 2 to be connected directly to your Russian Interpreter, *or*  
Select 3 to be connected directly to your Vietnamese interpreter,  
*or*  
Select 4 to be connected directly to your Somali Interpreter, *or*  
Select 9 for all other languages

**\*If you require a 3<sup>rd</sup> party call, press 9 to reach a Customer Service Representative**

**Step 4:** Enter Location Code, followed by # sign

### IVR FAQs:

#### What if I do not know my Account number?

You do need this information in order to reach the interpreter directly. If you are unsure of your account number, wait and the system will direct you to a live operator who will look up your account.

#### What is IVR?

IVR stands for Interactive Voice Response. CTS LanguageLink's IVR system allows a customer to quickly select the language desired for interpretation and be connected immediately to an interpreter without interaction with a live attendant. The benefit of this is an even faster connect time to your interpreter and better service to your limited English proficient (LEP) client.

#### What is a third party call?

A third party call is when you need CTS LanguageLink to call the LEP client and then bridge the call together with you and the interpreter.

#### How do I make a third party call with CTS LanguageLink?

If you need a third party call, **press 9** (*even for Spanish*) to reach a Customer Service Representative (CSR) and let the operator know you need a third party call. We are happy to assist you with this at no additional charge. Our ***interpreters are not able to make the third party call*** directly.

#### I need another language other than the ones listed. How do I get my interpreter on the line?

**Press 9** for other languages and let the CSR know which language you require and they will connect you. If the language is unknown, you may reference the "Point to your Language" visual for help with most requested languages or ask a representative for assistance.

Please contact our Client Relations Team if you have any further questions:

Email: [clientrelations@ctslanguagelink.com](mailto:clientrelations@ctslanguagelink.com)

Toll Free: 1 (855) 579-2704

## Sign Language Interpreter Desk Aid & Checklist

*For use by all Career Centers and Cooperative Procurement Program members.*

***\*\*\*A sign language interpreter should be provided in response to all requests, generally within 2-3 days, when requested by a customer who is Deaf, or because of a speech disability. Only a licensed interpreter can be used to provide sign language interpreting services per RSMo 209.321.1.***

***\*\*\*A customer is never responsible for providing his or her own disability accommodation or interpreter. For example, a customer should not be asked to bring or use a family member or friend who can provide sign language or other language interpreting to access Career Center services.***

The Career Centers' procedure for obtaining a licensed American Sign Language (ASL) interpreter or other sign language interpreting for any customer who needs or requests an interpreter is below. If you have any questions, please contact Kristin Funk, DWD Disability Coordinator, 573-751-1098 or [kristin.funk@ded.mo.gov](mailto:kristin.funk@ded.mo.gov).

Go to:

<http://archive.oea.mo.gov/purch/contracts/>

Scroll down to **4. Search by Contract Type**, Select the radio button for **“Statewide Professional Service Contracts”**, Select **“Communication and Support Services”** and click Submit

Scroll down to **“Interpreting Services for People with Hearing Loss”** and click the **“Contract number” hyperlink** to the right of the title (any hyperlink will go to the contract).

Select PDF or Word Format

Find your county on the alphabetical list of counties where the interpreter is needed (pages 21-42). Advanced and Comprehensive Level interpreter rates are listed on pages 43-88. You will not need these advanced levels unless you have a specialized project that requires this (see 1.4.1.a. #1 on page 7).

Note: The interpreter agency may send an Advanced or Comprehensive Level interpreter, but your contracted rate is based on the level of interpreter you request—“Intermediate Level”.

Identify the low-cost, hourly rate, Vendor for your county.

Match the vendor to the list of vendors and their contact info on pages 1-3.

Call and inform this interpreter agency (vendor) that you are using the State Contract to obtain services. Request a “Level 3, Intermediate Level Interpreter” to be provided on a given date and time that has been jointly arranged with the customer and staff.

Confirm the contracted hourly rate and that there are no additional charges. (The contracted hourly rates listed are a flat hourly rate. No additional charges for travel, travel time or mileage are allowed (see 1.7.9 on page 10) unless no contracted vendor is available (1.7.7 on page 10).

The contractor/interpreter will be paid for a minimum of 2 hours even if their services are required for less than 2 hours or if the state agency cancels with less than 24-hour notice. It is important to let the customer know when the interpreter has been confirmed and exactly what timeframe to expect. (1.7.3.c. on page 9)

When the interpreter arrives, ask to see their Missouri State Sign Language Interpreter’s license in order to make a copy for your records. The copy can be kept in order to document the interpreter’s credentials. (1.3.4.a. on page 7)

Track the amount of time that the interpreter is there (1.7.3.a. on page 9) and ask to make a copy of the interpreter’s license to keep on file. This is proof that a Missouri licensed interpreter was used. You can also search <https://renew.pr.mo.gov/licensee-search.asp> to check the list of Missouri licensed sign language interpreters.

Remember that **you are communicating with your customer, not the interpreter. Look at your customer, rather than the interpreter.** Be certain to address your customer directly when you speak, for example, **don’t** say “tell him” or “tell her”. **Speak directly to your customer** in your usual manner; there is no need to speak slowly or loudly. Make the most of your time and **use facial expression and body language to help convey your message.** You will need to provide a clear line of vision for your customer, the interpreter and yourself. A conference table or office with adequate space may work best.

(July 2013)

## Sign Language Interpreter Checklist (Confidential)

(Complete the following to ensure that effective services are provided to anyone requesting a sign language interpreter.)

Customer Name \_\_\_\_\_

Customer's Contact Information (email/phone/text) \_\_\_\_\_

Day(s) & Timeframe(s) customer is available for appointment:

(Example: Tuesday, March 11 at 8am - 4pm; Wed & Thursday 10-2pm)

Contact Interpreter Agency (Instructions are on pages 1 - 2 of the Desk Aid)

Low cost Agency's Name \_\_\_\_\_

Phone # \_\_\_\_\_

Agency's office contact person \_\_\_\_\_

Interpreter's Name & Cell phone #: \_\_\_\_\_

Agency available? ( Y / N ), (If not available, record reason and contact next agency to ensure 2-3 day turnaround)

Confirm the state contract's cost per hour (x2-hour min) \$ \_\_\_\_\_

Request a written confirmation of appt date/time & location using state contract

Email the interpreter the Career Center's address, phone #, directions & contact person

Date and Timeframe of appointment (Interpreter confirmed) \_\_\_\_ / \_\_\_\_ / \_\_\_\_ : \_\_\_\_ - \_\_\_\_ : \_\_\_\_

Date and Timeframe Confirmed with Customer by:  Email,  Phone,  In Person

Office Use:

Date \_\_\_\_\_ Staff Name \_\_\_\_\_

Notified Functional Leader or Designee by: email / phone / in-person/ \_\_\_\_\_

Planned Meeting's Attendees and Staff \_\_\_\_\_

Planned Services Welcome / Skills / Jobs / EUC / Workshop / Resume/Other:

(Forward this form to the Functional Leader)

Day of Meeting:

Interpreter's Name \_\_\_\_\_ Copy of Interpreter License (Y / N)

Time Started / Completed \_\_\_\_\_

Applicant ID/Future Appointment date \_\_\_\_\_

**\*\*Form should be maintained according to DWD Confidentiality Policy 01-2008, Change 2. Keep this form in a locked cabinet, separate from the job seeker file.**

## **Oral Interpretation Protocol**

1. LEP individuals must be advised of availability of competent, confidential language interpretation services. (interpreter does not need to be certified, but helpful)
2. The language interpretation services notification and the LEP individual's election must be documented in any individual record, written or electronic, generated with respect to the LEP individual.
3. Staff should not rely on family or friends unless LEP individual insists after being informed of rights:
  - a. Competence/accuracy
  - b. Confidentiality
  - c. Bias/conflict of interest
4. Staff should not use minors for interpreting services.
5. A language poster must be displayed in all career centers in the region.
6. Staff should encourage LEP individuals to document through self-attestation at the registration area of [www.job.mo.gov](http://www.job.mo.gov) their own limited English proficiency and their preferred non-English language. (Staff members at the career center may assist individuals with this process.)

## **Vital Documents Translation**

**Translation** is the rendering of a written text from the source languages into the target language.

SCWIB is in the process of translating and making available vital documents for individuals with Limited English Proficiency.

The South Central Region conforms to the same Language Assistance Procedure Manual as Missouri DWD. (Attachment I)

**Language Identification Flashcard.** (Attachment II) The card states “I speak” in 38 languages and can be used to identify the language spoken by LEP customers accessing services provided by the Career Center staff. (Sample provided).

 	
LANGUAGE IDENTIFICATION FLASHCARD	
<input type="checkbox"/> املأ هذا المربع إذا كنت تقرأ أو تتحدث العربية.	Arabic
<input type="checkbox"/> Մտրկում ենք նշում կատարել այս բառակառուցում, եթե խոսում կամ կարդում եք հայերեն:	Armenian
<input type="checkbox"/> যদি আপনি বাংলা পড়েন বা বলেন তা হলে এই বাক্সে দাগ দিন।	Bengali
<input type="checkbox"/> សូមបញ្ជាក់ក្នុងប្រអប់នេះ បើអ្នកអាន ឬនិយាយភាសា ខ្មែរ ។	Cambodian
<input type="checkbox"/> Matka i kahhon komu un taitai pat un sang i Chamorro.	Chamorro
<input type="checkbox"/> 如果您具有中文閱讀和會話能力，請在本空格內標上X記號。	Chinese
<input type="checkbox"/> Make kazye sa a si ou li oswa ou pale kreyòl ayisyen.	Creole
<input type="checkbox"/> Označite ovaj kvadratić ako čitate ili govorite hrvatski jezik.	Croatian (Serbo-Croatian)
<input type="checkbox"/> Zaškrtněte tuto kolonku, pokud čtete a hovoříte česky.	Czech
<input type="checkbox"/> Kruis dit vakje aan als u Nederlands kunt lezen of spreken.	Dutch
<input type="checkbox"/> Mark this box if you read or speak English.	English
<input type="checkbox"/> اگر خواندن و نوشتن فارسی بدرهستین، این مربع را علامت بگذارید.	Farsi

D-3309

## Other Language Resources Available through SCWIB/Career Centers

1. Translated EEO Notices
2. Translated Complaint and Grievance Notices and Procedures
3. "I speak" cards in 38 languages posted internally
4. Notice of translation services via posted signs
5. Bilingual staff (when available)
6. ESL Classes (where available)

## Points of Contact between Career Centers and Client Population

### Career Centers

In addition to job search assistance, the One-Stop Career Centers listed below also provide use of computers for unemployment insurance claimants.

**NOTE:** Language Services are available in all of the Career Centers upon customer request

Region	Career Center Name/ City/Town	Phone	Walk-In Hours	Languages Spoken by staff
<b>South Central Region</b>				
<b>West Plains</b>		417-256-3158	Monday thru Friday: 8:00 am – 4:30 pm Wednesday: 9:00 am-4:30 pm	English
	3417 Division Drive, Suite 1		West Plains, MO 65775	
<b>Poplar Bluff</b>		573-840-9595	Monday thru Friday: 8:00 am – 4:30 pm Wednesday: 9:00 am – 4:30 pm	English
	1903 Northwood Drive, Suite 2		Poplar Bluff, MO 63901	

## **VI. Training Staff**

The Language Access Plan will be:

1. Posted on SCWIB website [www.scwib.org](http://www.scwib.org)
2. Part of the orientation for new Career Center employees.
3. Presented to supervisors so they are fully aware of and understand the LAP, in order to reinforce the plan's importance and ensure its implementation by staff.
4. Presented to staff having contact with the public, so such staff is trained to work effectively with LEP customers and telephone interpreters.

## **VII. Complaints**

### **Language Access Complaint Procedure**

A complaint can be filed with the region's EO Officer if a client believes they have been denied the benefits of this Plan. The written complaint must be filed within 6 months of the alleged denial. Submit the written complaint to:

Valarie Haring  
EO Officer/Compliance Manager  
South Central Workforce Investment Board  
416 Washintong Avenue  
West Plains, MO 65775  
E-mail: [vharing@centurytel.net](mailto:vharing@centurytel.net)

To file a complaint with the State EO Officer, please submit the written complaint to the attention of:

Danielle Smith,  
State WIA Equal Opportunity Officer/  
Complaint and Grievance Officer  
Department of Economic Development  
Division of Workforce Development  
421 East Dunklin Street  
Jefferson City, MO 65101  
E-mail: [danielle.smith@ded.mo.gov](mailto:danielle.smith@ded.mo.gov)

## **VIII. Providing Notice to LEP Persons**

Providing meaningful access to LEP persons to SCWIB and Career Centers programs, services, and activities is an important effort that will help enable SCWIB to achieve its mission “to ensure equal access to a wide range of programs and resources to **all** its customers.” As we work together to improve access, LEP persons will gain access to the many valuable workforce development programs, services, and activities that will increase their ability to pursue and achieve their educational and professional goals.

Notices and signs will be posted and provided in the “Welcome” area and other points of entry that LEP services are provided free of charge.

Outreach materials will include a statement that language services are available free of charge.

## **IX. Monitoring and Updating the LEP Plan**

SCWIB will review and update the LEP Plan biennially to ensure continued responsiveness to community needs and compliance with Title VI. The review will assess:

- a. Whether there have been any significant changes in the composition or language needs of the program population served by the South Central Region;
- b. Whether staff know and understand how to apply the LAP plan within the Career Center;
- c. A review to determine if additional vital documents require translation;
- d. A review of any issues or problems related to serving LEP persons which may have emerged during the past two years; and,
- e. Identification of any recommended actions to provide more responsive and effective language services (for example, adding documents to be translated, creating or expanding partnerships with community organizations, or changing staffing priorities).
- f. Whether alliances were formed with faith and community-based organizations that serve the regions various language communities.

## X. Appendix

### Guidance for Career Centers on the Language Access Plan (LAP)

In view of the nature and purpose of One-Stop Career Centers' interaction with Limited English Proficiency (LEP) persons, this Plan provides guidance to Career Center staff as to language services for communicating with LEP persons.

#### 1. Department of Justice Guidance

Section 2 of Executive Order 13166 requires each federal agency to "prepare a plan to improve access to its federally conducted programs and activities by eligible LEP persons." These plans must be consistent with the standards set forth in a general guidance document concurrently issued by the Department of Justice (DOJ LEP Guidance). In that guidance document, the DOJ provided federal agencies with general principles to apply when developing guidelines for their recipients of federal financial assistance. It was later supplemented by an October 26, 2001 clarifying memorandum from Ralph F. Boyd, Jr., Assistant Attorney General for the DOJ's Civil Rights Division. On June 12, 2002, the DOJ issued a final guidance for recipients of federal financial assistance.

In applying the DOJ LEP Guidance to federally conducted programs and activities, the agency must "take reasonable steps to ensure 'meaningful' access [to LEP individuals] to the information and services [it] provide[s]." The DOJ LEP Guidance explains, "What constitutes reasonable steps to ensure meaningful access will be contingent on a number of factors." **Those factors are:**

- a) ***The number or proportion of LEP persons served or encountered in the eligible service population.*** Due to the fact that US Census 2000 data (page 8) may not adequately measure current LEP needs in the One-Stop Career Center service area, Career Centers are strongly encouraged to record customer primary language data in the Toolbox 2 system. A factor in determining the reasonableness of an agency's efforts is the number or proportion of LEP individuals from a particular language group served or encountered in the eligible service population. Even those agencies that serve very few LEP individuals on an infrequent basis are subject to the requirement to take reasonable steps to provide meaningful access. After balancing these four factors, each Career Center must determine whether reasonable steps are possible and to have a plan for what to do if an LEP individual seeks programs or services from the Career Center. The plan can be as simple as having access to a commercially available language line (Attachment II).
- b) ***The frequency with which LEP individuals come in contact with the Career Center.*** The Career Center has a greater obligation to ensure reasonable access to its programs and services if contact with LEP persons is more frequent than infrequent. The Career Center should take into account local and regional conditions when determining the frequency of contact of the LEP population with its programs and services.

- c) **The nature and importance of the program, activity, or service provided.** The nature and importance of the program, activity, or service affects the determination of what reasonable steps are required to ensure meaningful access. Also, the Career Center must assess a program’s short and long-term importance.
- d) **The resources available.** The resources available may affect the nature of the steps that the Career Center must take. “Reasonable Steps” may no longer be reasonable where the costs imposed substantially exceed the benefits.

In considering the resources available, Executive Order 13166 also notes that the system developed to provide LEP persons meaningful access to an agency’s services should be consistent with the agency’s fundamental mission, without unduly burdening that mission.

Each One-Stop Career Center is encouraged to assess its local service population. For instance, a One-Stop Career Center in a largely Hispanic area may need immediate oral interpreters available and should request to hire some bilingual staff.

The data below **should** be used by Career Center staff to assess the number or proportion of LEP persons served and the frequency in each Career Center.

Currently the “LEP” indicator field on Core Enroll tab is not required. It **should** be a required field.

This data is recorded in the Toolbox2 database.

The screenshot shows a software interface titled "Seeker Screen - SARA M KARNOWSKI(###-##-4248) | No Primary Counselor Assigned". The "Core Enroll" tab is selected. The "Demographic Information" section includes fields for Citizen (Y), Undocumented Alien (N), Alien Reg # A, LEP (N), and various ethnicity checkboxes (American Indian or Alaska Native, Asian, Black or African American, Native Hawaiian or other Pacific Islander, White, Not Declared). The "Other Information" section includes Disabled (N), Disability Category, Current School Status (Not Attending - G...), Elementary/HS Years Completed (High School ...), and Are you attending college or have a college degree or certificate? (Bachelors). The "Verify Information" section includes fields for DOB Verified, Low Income, Receiving TANF, Receiving GA/RCA/SSDI, Vrfy Rcvd TANF, Vrfy Rcvd GA/RCA/FS/SSDI/SSI, and Veteran Verification. There are "Save" and "Cancel" buttons at the bottom right.

LEP Question on Membership Registration Screen at [www.jobs.mo.gov](http://www.jobs.mo.gov) website

**Demographic Information**

★ Are you currently employed?:  Yes  No

★ If employed, have you been told you are going to be laid off?:  Yes  No

★ Current school status:

★ Years of elementary/high school grades completed:

★ Are you attending college or have a college degree or certificate?

★ Do you have limited/no ability in speaking, reading, writing or understanding English language or is your native language other than English?

★ In the last year have you earned 1/2 of your income from farmwork?

★ Worked at least 25 days or parts of days in farmwork?

★ If you worked for one employer last year, did you have a break (lay off) of employment during this time?

★ Do you have a disability?:  Yes  No  Not Self-Identified

## 2. Translation and Interpretation Principles

Based on the One-Stop Career Center (CC) services, programs and activities offered, prioritize and describe the steps the CC will take to ensure such services, programs and activities provide meaningful access to the LEP populations whose meeting or exceeding the **5% threshold**. In addition to the four factors set forth in the DOJ LEP Guidance, WDB adopts the translation and interpretation assistance principles provided below:

- Career Center staff shall take reasonable steps to ensure high-quality translation and interpretation services through the established Language Assistance Guidelines provided to them.
- Some translated documents explain the legal rights and obligations of individuals or convey important information upon which an LEP individual may rely to his or her benefit or detriment.

- Each One-Stop Career Center manager shall endeavor to expand the range or nature of translation and interpretation assistance when experience, changes in target or service population demographics, or new program-specific data indicate that the failure to do so may result in the denial of substantially equal and meaningfully effective services to the LEP populations served by the agencies, particularly with those populations with which an office has substantial and consistent contact.

## **A. What Documents Should be Translated?**

It is important to ensure that written materials routinely provided in English also are provided in regularly encountered languages other than English. It is particularly important to ensure that vital documents are translated into the non-English language of each regularly encountered LEP group eligible to be served or likely to be affected by the program or activity. A document will be considered vital if it contains information that is critical for obtaining federal services and/or benefits, or is required by law. Vital documents include, for example: applications, consent and complaint forms; notices of rights and disciplinary action; notices advising LEP persons of the availability of free language assistance; written tests that do not assess English language competency, but rather competency for a particular license, job, or skill for which English competency is not required; and letters or notices that require a response from the beneficiary or client. For instance, if a complaint form is necessary in order to file a claim with an agency, that complaint form would be vital. Non-vital information includes documents that are not critical to access such benefits and services.

Vital documents must be translated when a significant number or percentage of the population eligible to be served, or likely to be directly affected by the program/activity, needs services or information in a language other than English to communicate effectively. For many larger documents, translation of vital information contained within the document will suffice and the documents need not be translated in their entirety.

It may sometimes be difficult to draw a distinction between vital and non-vital documents, particularly when considering outreach or other documents designed to raise awareness of rights or services. Though meaningful access to a program requires an awareness of the program's existence, we recognize that it would be impossible, from a practical and cost-based perspective, to translate every piece of outreach material into every language. Title VI does not require this of recipients of federal financial assistance, and EO 13166 does not require it of federal agencies. Nevertheless, because in some circumstances lack of awareness of the existence of a particular program may effectively deny LEP individuals meaningful access, it is important for federal agencies to continually survey/assess the needs of eligible service populations in order to determine whether certain critical outreach materials should be translated into other languages.

In the Career Center setting written vital documents might include:

- Applications to participate in a recipient's program or activity or to receive benefits or services;
- Letters containing important information regarding participation in a program or activity;
- Notices advising LEP persons of the availability of free language assistance and other outreach materials;
- Consent and complaint forms;

- List of One-Stop Career Centers and services provided;
- Notices pertaining to the reduction, denial or termination of services or benefits and of the right to appeal such actions;
- Notices that require a response from beneficiaries;
- Information on the right to file complaints of discrimination;
- Information on the provision of services to individuals with disabilities;
- Written tests that do not assess English language competency, but test competency for a particular license, job, or skill for which English language proficiency is not required.

Whether or not a document (or the information provided and/or solicited) is “vital,” may depend upon the importance of the program, information, encounter, or service involved, and the consequence to the LEP person if the information in question is not provided accurately or in a timely manner.

For instance, a description of books contained in the resource room of a One-Stop Career Center would not generally be considered vital, whereas the Adult/Dislocated Worker Applicant Statement or Supportive Services forms could be vital. Where appropriate, recipients are encouraged to create a plan for consistently determining, over time and various activities, what documents are “**vital**” to the meaningful access of the LEP populations.

Classifying a document as vital or non-vital is sometimes difficult, especially in the case of outreach materials like brochures or other information on rights and services. *Awareness of rights or services is an important part of “meaningful access.”* Lack of awareness that a particular program, right, or service exists may effectively deny LEP individuals meaningful access. Thus, where a recipient is engaged in community outreach activities in furtherance of its programs or services, it should regularly assess the needs of the populations frequently encountered or affected by the program or service to determine whether certain critical outreach materials should be translated.

Community organizations may be helpful in determining what outreach materials may be most helpful to translate. Additionally, the recipient should consider whether translations of outreach material may be more effective when done in tandem with other outreach methods, including utilizing the media, schools, faith-based, and other community organizations to spread the message.

Sometimes a document includes both vital and non-vital information. This may be the case when the document is very large. It may also be the case when the title and a phone number for obtaining more information on the contents of the document in frequently-encountered languages other than English is critical, but the document is sent out to the general public and cannot reasonably be translated into many languages. Thus, vital information may include, for instance, the provision of information in appropriate languages other than English regarding where a LEP person might obtain an interpretation or translation of the document.

## **B. Languages for Document Translation**

**Into which languages should documents be translated?** The languages spoken by the LEP individuals with whom the Career Center has contact will determine the languages into which vital documents should be translated. A distinction should be made, however, between languages that are frequently encountered by the Career Center and less commonly-encountered languages.

For instance, signs in One-Stop Career Centers could state that free language assistance is available. The signs should be translated into the most common languages encountered. They should explain how to obtain the language help.



**Missouri Division of Workforce Development**  
**DWD Issuance 06-2014**

**Issued: December 12, 2014**  
**Effective: December 12, 2014**

**Subject: Access to Meaningful Services for Individuals with Limited English Proficiency (LEP) Policy**

**1. Purpose:** This Issuance is written to provide policy guidance specific to the Division of Workforce Development's (DWD) obligation to ensure LEP individuals have meaningful access to all programs and services; and are able to participate effectively regardless of their ability to speak, read, write, or understand English.

This policy guidance aligns with DWD's position by ensuring statewide consistency in language service delivery; and further assures quality language services are available for LEP individuals, enabling effective communication with workforce system staff.

**2. Background:** Identifying language barriers and developing strategies to overcome those barriers are essential for state agencies to comply with federal requirements. These requirements are within several guidance documents, including the following:

Title VI of the Civil Rights Act of 1964 prohibits recipients of federal financial assistance from discriminating based on national origin by, for example, failing to provide meaningful access to individuals who are LEP.

Executive Order 13166 signed by the President in August 2000 and titled "Improving Access to Services for Persons with Limited English Proficiency" contains two major initiatives. The first initiative aims to better enforce and implement Title VI of the Civil Rights Act of 1964 by requiring federal agencies that provide federal financial assistance to develop guidance to clarify obligations for recipients of such assistance. The second initiative requires all federal agencies to meet the same standards as federal financial assistance recipients in providing meaningful access for LEP individuals to federally conducted programs.

Section 188 of the Workforce Investment Act (WIA) and its implementing regulations provides that no person shall be subjected to discrimination based on national origin under any program or activity that receives federal financial assistance.

Federal policy guidance is intended to clarify the responsibilities of recipients of federal financial assistance from the U.S. Department of Labor or other entities that participate in the Missouri workforce system. This guidance is intended to assist recipients in fulfilling their responsibilities to LEP individuals, pursuant to these federal laws and implementing regulations.

3. Substance:

As recipients of federal financial assistance, local Workforce Investment Boards (LWIB), One-Stop operators, and other service providers have a responsibility to ensure non-discrimination in service delivery to LEP individuals. Guiding principles for situations in which an LEP individual is seeking to “access and participate” in public workforce services, programs, and activities include:

LEP individuals must be advised of availability of competent, confidential language interpretation services. The provision of this notice and the LEP individual's election must be documented in any individual record, written or electronic, generated with respect to the LEP individual.

Recipients will take reasonable steps, appropriate to the circumstances, to ensure interpretative services are provided that demonstrate the level of fluency, comprehension, and confidentiality warranted by the nature, type, and purpose of the information at issue.

Recipients will expand the range or nature of language assistance strategies whenever (1) experience, (2) changes in target or service population demographics, or (3) new program-specific data indicates that the failure to do so may result in a denial of substantially equal and meaningful, effective services to a significant LEP population.

LEP, in and of itself, shall not act as a barrier to limit access to vital information, available in English, regarding when, where, or how to obtain benefits or services provided through the workforce system.

4. Action:

Effective March 11, 2010, all LWIBs, program operators, training providers, etc., were required to comply with this guidance as it supports compliance with Section 2 of Executive Order 13166 and the U. S. Department of Labor, Civil Rights Center, Directive No. 2006-03. Please distribute this Issuance to appropriate individuals.

DWD has developed a uniform language-assistance plan (**ATTACHMENT 1**) with clear goals for ensuring non-discrimination, management accountability, and opportunities for community input. All workforce entities (recipients of federal financial assistance as listed above) will take the following actions:

- **Oral Information:** Interpretation is the act of listening to something in one language (source language) and orally translating it into another language (target language). Where interpretation is needed and is reasonable, recipients should consider some or all of the options discussed below for providing competent interpreters in a timely manner.

Competence of Interpreters: When providing oral assistance, recipients should ensure competency of the language service providers, no matter which of the following strategies are used. Competency requires more than self-identification as bilingual. Some bilingual staff and community volunteers, for instance, may be able to communicate effectively in a language other than English when communicating information directly in that language, but **may not** be competent to interpret in and out of English. Likewise, they **may not** be able to do written translations.

Each Career Center location accessible to the public at which vital information is made available (reception desk or areas, resource areas, telephone communication lines, building entries, etc.), will have language assistance resources capable of providing, within a reasonable period of time, information and/or instruction in appropriate languages other than English. A language identification poster or “I Speak Card” (**ATTACHMENT 2**) should be located at each Career Center welcome/reception area for each LEP customer to identify their language.

At points of public contact, appropriate translations of commonly requested information and procedures for access to telephonic interpretive services are required to be in place. Further, procedures for accessing telephonic language assistance resources will be readily available at every point of public contact, and distributed to all workforce staff that routinely have contact with members of the public. All workforce staff who have volunteered to provide language assistance services (in case of an emergency, when telephonic assistance is deemed less timely) will be identified by name, location, business telephone number, work hours, language, and level of fluency; and a region-specific list of these volunteers shall be submitted to each local Equal Opportunity Officer (LEOO).

- **Electronic Information:** Translation is the replacement of a written text from one language (source language) into an equivalent written text in another language (target language).

What Documents Should be Translated? After applying the four-factor analysis, a recipient may determine that an effective LEP plan for its particular program or activity includes the translation of vital written materials into the language of each frequently encountered LEP group eligible to be served and/or likely to be affected by the recipient’s program. Such written materials could include:

- Applications to participate in a recipient's program or activity or to receive recipient benefits or services;
- Written tests that do not assess English language competency, but test competency for a particular license, job, or skill for which English language proficiency is not required;
- Consent and complaint forms;
- List of partners at a One-Stop Career Center and services provided;
- Letters containing important information regarding participation in a program or activity;
- Notices pertaining to the reduction, denial or termination of services or benefits and of the right to appeal such actions;
- Notices that require a response from beneficiaries;
- Information on the right to file complaints of discrimination;
- Information on the provision of services to individuals with disabilities;
- State wage and hour and safety and health enforcement and information materials;
- Notices advising LEP persons of the availability of free language assistance; and
- Other outreach materials.

Where workforce locations maintain a web page accessible to members of the general public, information on the availability of language assistance shall be included. Where vital documents in English are placed on or are accessible through the web page, information on their availability shall be included in the appropriate languages on the web home page or other initial point of access.

- **Signage:** Where signage is maintained and/or posted in English, it shall also be provided, at a minimum, in the two most common non-English languages spoken in the region and served by a specific location. Signage in fewer languages is warranted where current demographic data establishes that the population potentially served by the region, does not include more than one minority (language) group.

The LWIBs will:

- Conduct an annual assessment of the language needs of the population to be served throughout the workforce regions beginning with the 2010 census data;
- Develop and implement a comprehensive, written policy that will ensure meaningful access and communication for LEP individuals;
- Take steps necessary to ensure state and local partner staff understand the policy and are capable of implementing the policy;
- Conduct regular oversight of the language assistance program to ensure effective, meaningful access to all workforce programs and services, in a consistent manner.

DWD currently makes available a number of vital documents and outreach materials in Spanish, with the goal to develop updated outreach products in additional languages, other than English.

DWD has re-vended for oral interpretation services through a telephone language assistance service and updated instructions were made available to all LWIBs, Division Supervisors, Regional Coordinators, and LEOOs October 18, 2013.

5. Contact: Direct questions or comments regarding this Issuance, to the State WIA Equal Opportunity Officer, Danielle Smith, at (573) 751-2428 or [danielle.smith@ded.mo.gov](mailto:danielle.smith@ded.mo.gov), or to Julie Gibson, DWD Director, at (573) 751-3349.
6. Reference: Title VI of the Civil Rights Act of 1964  
<http://www.dol.gov/oasam/regs/statutes/titlevi.htm>  
  
Executive Order 13166 [www.lep.gov/13166/eo13166.html](http://www.lep.gov/13166/eo13166.html)  
  
Facts about National Origin Discrimination  
<http://www.eeoc.gov/facts/fs-nator.html>  
  
29 CFR Part 37, specifically 29 CFR Part 37.35;  
[http://www.dol.gov/oasam/regs/cfr/29cfr37\(2001\).htm](http://www.dol.gov/oasam/regs/cfr/29cfr37(2001).htm)  
  
CTS LanguageLink: <http://www.ctslanguageink.com/>  
  
DWD Issuance 01-2014, Change 1: Equal Opportunity and Complaint Grievance, Notice and Dissemination  
[https://worksmart.ded.mo.gov/includes/secure\\_file.cfm?ID=3114&menuID=6](https://worksmart.ded.mo.gov/includes/secure_file.cfm?ID=3114&menuID=6)
7. Rescissions: This Issuance supersedes and replaces DWD Issuance 23-2009 dated March 11, 2010.
8. Attachments: 1)—Language Assistance Procedure Manual Customer Service for Individuals with Limited English Proficiency (LEP).  
2) – U.S. Department of Commerce, Bureau of the Census, Language Identification Flashcard.

The Missouri Division of Workforce Development is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. Missouri TTY Users can call (800) 735-2966 or dial 7-1-1.



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Julie Gibson  
Director  
Missouri Division of Workforce Development



## **Missouri Division of Workforce Development**

### **LANGUAGE ASSISTANCE PROCEDURE MANUAL**

#### **Customer Service** **for Individuals with Limited English Proficiency (LEP)**

##### **General Policy**

Each year the state and local Equal Opportunity Officers will review existing policy and procedures to determine updates in populations serviced in specific regions and recommend changes to the LEP policy. The development, maintenance, and implementation of a periodically updated plan for use by the Division of Workforce Development (DWD) and partner staff when delivering services to the general public, will be the most appropriate and cost effective means of documenting compliance and providing a model for the provision of timely and reasonable language assistance. The Language Assistance Planning Self-Assessment Tool for Recipients of Federal Financial Assistance provides the framework for organizations to develop a comprehensive plan that supports Executive Order 13166, "Improving Access to Services for Persons with Limited English Proficiency (LEP)." While there is considerable flexibility for recipients in development of a comprehensive Language Assistance Plan, the ultimate goal is to provide meaningful access to LEP individuals.

##### **Assessment**

The state Workforce Investment Act (WIA) agency, as requested by the U.S. Department of Labor/Civil Rights Center, completed the Language Assistance Planning and Self-Assessment Tool to facilitate planning efforts, and has adopted its use for all future language assistance assessments conducted by DWD. This Self Assessment Tool document is intended to assist recipients in planning for the provision of language assistance to the LEP individuals they serve or encounter and to assist in assessing existing, other than English, language service capabilities.

Missouri Division of Workforce Development  
DWD Issuance 06-2014

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**ATTACHMENT 1**

Assessment involves identification of the languages that are likely to be encountered in the provider's service area, estimating the number of LEP individuals that are eligible to receive services or benefits who are directly affected by the provider's program or activity. It is required that the following four factors are considered to determine the nature of language assistance provided and to ensure the most effective, meaningful access for LEP individuals, participating in or seeking benefits from, the program or activity:

1. The number or proportion of LEP individuals served or encountered in the eligible service population or likely to be *directly or significantly* affected by program or activity;
2. The frequency with which LEP individuals come in contact with the program or activity;
3. The nature and importance of the program, activity, or service provided by the recipient; and
4. The resources available to the recipient and costs in carrying out the program or activity.

In cases where language barriers may have impeded access (i.e., LEP individuals did not know of the rights and/or the availability of free language assistance), statistics on past participation will not capture the true need. The proportion of LEP individuals in the overall program service population should correlate with the proportion of LEP individuals participating in or seeking benefits from the program or activity using the Four-Factor Analysis (i.e., Civil Rights Center; Enforcement of the Title VI of the Civil Rights Act of 1964; Policy Guidance to Federal Financial Assistance Recipients Regarding the Title VI Prohibition Against National Origin Discrimination Affecting LEP Persons; Pages 32294-32295)..

### **Provision of Language Interpretation/Translation Services**

DWD has contracted with CTS Language Link to provide telephone language interpretation services for the workforce system. Designated Career Center locations and Central Office have been provided individual accounts and instructions for use to ensure effective telephone communication between staff and LEP individuals. These instructions include tips for working with interpreters when initiating language assistance calls.

At a minimum, intake or Welcome Team staff, with whom the LEP individual has initial contact, will record the language of the LEP individual in his/her file (including files maintained electronically) so that all subsequent interaction will be conducted in the

appropriate language. Whenever the interpreter service is used, a brief description of how that service was used will be recorded in the LEP individual's file.

The use of "I Speak" cards is required by intake workers and other staff, who have direct contact with LEP individuals. This language identification aid will assist staff to record the LEP individual's language and be able to obtain appropriate interpreter services.

A system to receive incoming telephone calls from LEP individuals via the agency's existing 888-728-JOBS (5627) line has been developed. The system to receive calls from LEP individuals will be coordinated by the State WIA Equal Opportunity (EO) Officer, utilizing CTS Language Link and the agency's current telephone provider. A three-way response to the LEP individual will be initiated by the State WIA EO Officer directing the caller to the nearest Career Center location.

All LEP individuals will be notified that upon request, they will receive language assistance at no cost, and that vital documents (i.e., documents developed with the purpose of describing a LEP individual's rights, responsibilities, or benefits; requesting information or a response from LEP individuals; notifying LEP individuals of an action that may adversely affect them; requiring the LEP individual's informed consent or acknowledgement; and notifying LEP individuals of the opportunity for free language assistance) will be translated at no cost.

Essentially, translation of applications to participate in a program or activity or to receive benefits or services; consent and complaint forms; list(s) of partners at the One-Stop Career Center and the services provided; other outreach materials; and other informational and instructional documents into languages other than English, is required for LEP individuals after applying the four-factor analysis. The standard "menu" of services will support the identification of vital documents for the workforce system. To the extent reasonable, DWD will support translating vital documents into languages other than English.

#### Use of Family, Friends or Others as Interpreters

Use of family members, friends, or other informal interpreters present ethical and other privacy complications and is not supported nor recommended. It is our obligation to provide qualified interpreters to all individuals who need and/or request oral language assistance.

Use of family, friends, or others as interpreters may expose the recipient to liability under Title VI of the Civil Rights Act of 1964 and Section 188 of the WIA. Do not require, suggest, or encourage the use of friends, family members (including minor children), and other non-professionals as interpreters. Use of such persons could result in a breach of confidentiality or a reluctance of an LEP individual to disclose personal

information critical to the LEP individual's situation. Although the LEP individual's decision to use his or her own interpreter should be respected, there are concerns of confidentiality, conflict of interest, or a minor child's competency in communication to provide interpretation.

When staff inform the LEP individual of the right to free interpreter services and the individual declines (wanting to use a family member or friend as an interpreter), the staff may use the LEP individual's designated person as an interpreter while taking steps to document the LEP individual's choice is strictly voluntary and the offer of free interpreter services was declined. Staff should document all offers for language services that are declined; in the LEP individual's file, including those files maintained electronically.

#### Outreach/Training/Monitoring

Outreach efforts, ensuring awareness among workforce system (i.e., jobseekers, businesses, and workforce professionals) entities, will include the implementation of the language access policy. LEP individuals in need of language assistance services will receive "reasonable" notice of the availability of such services. The availability of free language assistance will be promoted/advertised as a part of regional outreach. Signage and other notices in lobbies, waiting areas, intake desks, etc. should be available in the two or three primary languages identified by region. Postings should inform individuals of their right to free interpreter services and invite them to identify themselves as individuals needing language assistance.

All staff should be knowledgeable regarding:

1. The nature and scope of language assistance services and resources available, and
2. The procedures to access language services for their LEP individuals.

A successful language access plan aligns with the overall obligation to ensure programs and services are provided in a non-discriminatory and equal manner. Access to services and programs has to be as effective for LEP individuals as the general public. It is unlawful to discriminate due to national origin; and through this plan; we affirm consistent, effective LEP access and compliance for all federally assisted programs and services operated within the Missouri workforce system.

#### Intake Procedures for LEP Individuals

1. When a walk-in LEP individual for services indicates the language of choice using the "I Speak" card, the intake personnel (i.e., welcome team member) will contact the Language Link contractor by telephone for language interpretation

services. At that time, the intake personnel will conduct the standard steps, with the assistance of the interpreter, to serve the LEP individual.

2. The LEP individual will be served in a location suitable to allow confidentiality, such as a conference room with speaker phone or other suitable arrangement.
3. During intake, the LEP individual will be provided a language identification card ("I Speak" card) listing the language of their choice. The LEP individual may keep this language identification card in their possession to display to staff as they are processed through the Career Center. Accepting and/or maintaining this language identification card is voluntary and will not impede the delivery of services.
4. In the event the intake personnel are unable to determine the LEP individual's language choice (after using the "I Speak" cards or any other readily available method, i.e., bilingual/multilingual staff), the intake staff will immediately contact the language interpretation service to attempt to determine the appropriate language to use with the LEP individual.
5. Each step of the initial assessment for services, including and up to service delivery, will include the language interpretation service.

United States  
**Census  
2000**

U.S. Department of Commerce  
Bureau of the Census



**LANGUAGE IDENTIFICATION FLASHCARD**

<input type="checkbox"/> املا هذا المربع اذا كنت تقرأ أو تتحدث العربية.	Arabic
<input type="checkbox"/> Խնդրում ենք նշում կատարել այս քառակուսում, եթե խոսում կամ կարդում եք հայերեն:	Armenian
<input type="checkbox"/> যদি আপনি বাংলা পড়েন বা বলেন তা হলে এই বাক্সে দাগ দিন।	Bengali
<input type="checkbox"/> សូមបញ្ជាក់ក្នុងប្រអប់នេះ បើអ្នកនិយាយ ឬអានភាសាខ្មែរ ។	Cambodian
<input type="checkbox"/> Matka i kahhon komu un taitai pat un sang i Chamorro.	Chamorro
<input type="checkbox"/> 如果您具有中文閱讀和會話能力，請在本空格內標上X記號。	Chinese
<input type="checkbox"/> Make kazyè sa a si ou li oswa ou pale kreyòl ayisyen.	Creole
<input type="checkbox"/> Označite ovaj kvadratić ako čitate ili govorite hrvatski jezik.	Croatian (Serbo-Croatian)
<input type="checkbox"/> Zaškrtněte tuto kolonku, pokud čtete a hovoříte česky.	Czech
<input type="checkbox"/> Kruis dit vakje aan als u Nederlands kunt lezen of spreken.	Dutch
<input type="checkbox"/> Mark this box if you read or speak English.	English
<input type="checkbox"/> اگر خواندن و نوشتن فارسی بدرهستین، این مربع را علامت بگذارید.	Farsi

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<input type="checkbox"/> Cocher ici si vous lisez ou parlez le français.	French
<input type="checkbox"/> Kreuzen Sie dieses Kästchen an, wenn Sie Deutsch lesen oder sprechen.	German
<input type="checkbox"/> Σημειώστε αυτό το πλαίσιο αν διαβάζετε ή μιλάτε Ελληνικά.	Greek
<input type="checkbox"/> अगर आप हिन्दी बोलते या पढ़ सकते हैं तो इस गोले पर चिह्न लगाएँ।	Hindi
<input type="checkbox"/> Kos lub voj no yog koj paub twm thiab hais lus Hmoob.	Hmong
<input type="checkbox"/> Jelölje meg ezt a kockát, ha megérti vagy beszél a magyar nyelvet.	Hungarian
<input type="checkbox"/> Markaam daytoy nga kahon no makabasa wenno makasaoka iti Ilocano.	Ilocano
<input type="checkbox"/> Marchi questa casella se legge o parla italiano.	Italian
<input type="checkbox"/> 日本語を読んだり、話せる場合はここに印を付けてください。	Japanese
<input type="checkbox"/> 한국어를 읽거나 말할 수 있으면 이 칸에 표시하십시오.	Korean
<input type="checkbox"/> ໄປສາມາດເຂົ້າເຮັດ ຫຼື ກ່າວພາສາລາວ.	Laotian
<input type="checkbox"/> Zaznacz tę kratkę jeżeli czyta Pan/Pani lub mówi po polsku.	Polish
<input type="checkbox"/> Assinale este quadrado se voce lê ou fala Português.	Portuguese

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<input type="checkbox"/> Însemnați această căsuță dacă citiți sau vorbiți Românește.	Romanian
<input type="checkbox"/> Поставьте этот квадратик, если вы читаете или говорите по-русски.	Russian
<input type="checkbox"/> Maka pe fa'ailoga le pusa lea pe afai e te faitau pe tusitusi i le gagana Samoa.	Samoa
<input type="checkbox"/> Обележите овај квадратик уколико читате или говорите српски језик.	Serbian (Serbo-Croatian)
<input type="checkbox"/> Označte tento štvorček, ak viete čítať alebo hovoriť po slovensky.	Slovak
<input type="checkbox"/> Marque esta casilla si lee o habla español.	Spanish
<input type="checkbox"/> Markahan ang kahon na ito kung ikaw ay nagsasalita o nagbabasa ng Tagalog.	Tagalog
<input type="checkbox"/> ให้ทำเครื่องหมายลงในช่องสำหรับอ่านหรือพูดภาษาไทย.	Thai
<input type="checkbox"/> Faka'ilonga'i 'ae puha ko'eni kapau 'oku te lau pe lea 'ae lea fakatonga.	Tongan
<input type="checkbox"/> Відмітьте цю клітинку, якщо ви читаете або говорите українською мовою.	Ukrainian
<input type="checkbox"/> اگر آپ اردو پڑھتے یا بولتے ہیں تو اس خانہ میں نشان لگائیں.	Urdu
<input type="checkbox"/> Xin đánh dấu vào ô này nếu quý biết đọc và nói được Việt Ngữ.	Vietnamese
<input type="checkbox"/> צייכנט דעם קעסטל אויב איר שרייבט אדער ליינט אידיש.	Yiddish

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## South Central Region Reasonable Accommodation Plan

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

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

The South Central region will process requests for reasonable accommodation and will provide reasonable accommodations where appropriate, in a prompt and efficient manner in accordance with the time frames set forth in this Plan.

### A. Requesting Reasonable Accommodation

Generally, a program applicant or participant must let the Job Center know that he needs an adjustment or change concerning some aspect of the application process, the participation in, or a benefit of services for a reason related to a medical condition. A request does not have to include any special words, such as “reasonable accommodation,” “disability,” “medical condition” or “Rehabilitation Act”. A request is any communication in which an individual asks or states that she needs the Job Center to provide or to change something because of a need. Staff do not need to be told what the medical condition is or get proof of that condition before providing a no-cost accommodation. A **program applicant or participant** may request a reasonable accommodation at any time, **orally or in writing**. An individual may request a reasonable accommodation to any staff member in the Job Center. *If the requested accommodation does not cost money to provide, is provided through a statewide contract, or will not disrupt the services at the job center, all staff have the ability to grant the request as soon as it is made.*

For reasonable accommodations that will be provided with local funds, Job Center staff must let the EO Officer know within two business days of the request. The program applicant/participant with the assistance of the Job Center staff, if needed, will complete the SCWIB Accommodation Request Form (Attachment 1)



## B. Processing the Request

The South Central region Equal Opportunity Officer (EO) is responsible for processing requests for reasonable accommodation. The SCWIB Executive Director will designate another SCWIB staff member or board member to act as a back-up for the EO to process requests when the EO is unavailable for any length of time (e.g., the EO is on vacation or out on extended leave). While the EO has responsibility for processing requests for reasonable accommodation, the EO may work closely with Job Center staff and the SCWIB Board of Directors when responding to the request, particularly those involving participation in training programs outside of the Job Center. The EO will need to consult with a program applicant's/participant's case manager/WE supervisor/instructor to gather relevant information necessary to respond to a request and to assess whether a particular accommodation will be effective. No reasonable accommodation involving participation in an intensive or training activity will be provided without first informing the participant's supervisor or instructor, as appropriate.

## C. The Interactive Process

### 1. Generally

After a request for accommodation has been made, the next step is for the parties to begin the interactive process to determine what, if any, accommodation should be provided. This means that the individual requesting the accommodation and the EO must communicate with each other about the request, the precise nature of the problem that is generating the request, how a disability is prompting a need for an accommodation, and alternative accommodations that may be effective in meeting an individual's needs.

**The EO will contact the program applicant or participant within 10 business days after the request is made** (even if the request is initially made to someone else) to begin discussing the accommodation request. In some instances, the EO may need to get information to determine if an individual's impairment is a "disability" under the Rehabilitation Act or to determine what would be an effective accommodation. Such information may not be necessary if an effective accommodation is obvious, if the disability is obvious (e.g., the requestor is blind or has paraplegia) or if the disability is already known to the Job Center (e.g., the requestor previously asked for an accommodation and information submitted at that time showed a disability existed and that there would be no change in the individual's medical condition).

**Communication is a priority throughout the entire process**, but particularly where the specific limitation, problem, or barrier is unclear; where an effective accommodation is not obvious; or where the parties are considering different forms



of reasonable accommodation. Both the individual making the request and the decision maker should work together to identify effective accommodations. When a third party, (e.g., an individual's doctor or another program staff person) requests accommodation on behalf of a program applicant or participant, the EO should, if possible, confirm with the program applicant or participant that he wants a reasonable accommodation before proceeding. Where this is not possible, the EO will process the third party's request if it seems appropriate and will consult directly with the individual needing the accommodation as soon as practicable.

#### D. Requests for Medical Information

**If a requestor's disability and/or need for accommodation are not obvious or already known, the South Central region (specifically the EO) is entitled to ask for and receive medical information showing that the requestor has a covered disability that requires accommodation.** A disability is obvious or already known when it is clearly visible or the individual previously provided medical information showing that the condition met the Rehabilitation Act definition. It is the responsibility of the program applicant/participant to provide appropriate medical information requested by the region where the disability and/or need for accommodation are not obvious or already known.

**Only the EO may determine whether medical information is needed and, if so, may request such information from the requestor and/or the appropriate health professional.** Even if medical information is needed to process a request, the EO does not necessarily have to request medical documentation from a health care provider; in many instances the requestor may be able to provide sufficient information that can substantiate the existence of a "disability" and/or need for a reasonable accommodation. If an individual has already submitted medical documentation in connection with a previous request for accommodation, the individual should immediately inform the EO of this fact. The EO will then determine whether additional medical information is needed to process the current request.

If the initial information provided by the health professional or volunteered by the requestor is insufficient to enable the EO to determine whether the individual has a "disability" and/or that an accommodation is needed, the EO will explain what additional information is needed. If necessary, the individual should then ask his/her health care provider or other appropriate professional to provide the missing information. The EO may also give the individual a list of questions to give to the health care provider or other appropriate professional to answer. If sufficient medical information is not provided by the individual after several attempts, the EO may ask the individual requesting accommodation to sign a limited release permitting the EO to contact the provider for additional information. The EO may



have the medical information reviewed by a doctor of the agency's choosing, at the agency's expense.

In determining whether documentation is necessary to support a request for reasonable accommodation and whether a program applicant or participant has a disability within the meaning of the Rehabilitation Act, the EO will be guided by principles set forth in the ADA Amendments Act of 2008. Specifically, the ADA Amendments Act directs that the definition of "disability" be construed broadly and that the determination of whether an individual has a "disability" generally should not require extensive analysis. Notwithstanding, the EO may require medical information in order to design an appropriate and effective accommodation.

A case manager, WE supervisor or instructor who believes that a participant may no longer need a reasonable accommodation should contact the EO. The EO will decide if there is a reason to contact the participant to discuss whether s/he has a continuing need for reasonable accommodation.

## E. Confidentiality Requirements

**Under the Rehabilitation Act, medical information obtained in connection with the reasonable accommodation process must be kept confidential.** This means that all medical information that the South Central region obtains in connection with a request for reasonable accommodation must be kept in files separate from the individual's program file. This includes the fact that an accommodation has been requested or approved and information about functional limitations. It also means that any region employee who obtains or receives such information is strictly bound by these confidentiality requirements.

The EO may share certain information with a participant's WE supervisor or instructor(s) as necessary to make appropriate determinations on a reasonable accommodation request. Under these circumstances, the EO will inform the recipients about these confidentiality requirements. The information disclosed will be no more than is necessary to process the request. In certain situations, the EO will not necessarily need to reveal the name of the requestor and/or the office in which the requestor receives service, or even the name of the disability.

### EXAMPLE

*The IT department generally will be consulted in connection with requests for assistive technology for computers. While IT needs to know the participant's functional limitations, it typically has no need to know the participant's specific disability.*

In addition to disclosures of information needed to process a request for accommodation, other disclosures of medical information are permitted as follows:



- case managers/WE supervisors/instructors are entitled to whatever information is necessary to implement restrictions on the work or duties of the participant or to provide a reasonable accommodation;
- first aid and safety personnel may be informed, when appropriate, *if* the disability might require emergency treatment or assistance in evacuation; and
- government officials may be given information necessary to investigate the region's compliance with the Rehabilitation Act.

## F. Time Frame for Processing Requests and Providing Reasonable Accommodations

### 1 Generally

The time frame for processing a request (including providing accommodation, if approved) is as soon as possible but no later than **30 business days from the date the request is made**. This 30-day period includes the 10-day time frame in which the EO must contact the requestor after a request for reasonable accommodation is made.

**South Central region will process requests and, where appropriate, provide accommodations in as short a period as reasonably possible.** The time frame above indicates the maximum amount of time it should generally take to process a request and provide a reasonable accommodation. The EO will strive to process the request and provide an accommodation sooner, if possible. Unnecessary delays can result in a violation of the Rehabilitation Act.

The time frame begins when an oral or written request for reasonable accommodation is made, and not necessarily when it is received by the EO **Therefore, everyone involved in processing a request should respond as quickly as possible.** This includes referring a request to the EO, contacting a doctor if medical information or documentation is needed, and providing technical assistance to the EO regarding issues raised by a request (e.g., information from a WE supervisor regarding the essential functions of an employee's position, information from IT regarding compatibility of certain adaptive equipment with the region's technology).

**If the EO must request medical information or documentation from a requestor's doctor, the time frame will stop on the day that the EO makes a request to the individual to obtain medical information or sends out a request for information/documentation, and will resume on the day that the information/documentation is received by the EO.**

If the disability is obvious or already known to the EO, if it is clear why reasonable accommodation is needed, and if an accommodation can be provided quickly, then the EO should not require the full 30 business days to process the request.



## 2. Expedited Processing of a Request

In certain circumstances, a request for reasonable accommodation requires an expedited review and decision. This includes where a reasonable accommodation is needed:

- **to enable an applicant to apply for a the program or a job.** Depending on the timetable for receiving applications, conducting interviews, taking tests, and making hiring decisions, there may be a need to expedite a request for reasonable accommodation to ensure that an applicant with a disability has an equal opportunity to apply for a job or program services.
- **to enable a participant to attend a meeting/class scheduled to occur soon.** For example, a participant may need a sign language interpreter for a meeting/class scheduled to take place in 5 days.

## 3. Extenuating Circumstances

These are circumstances that **could not reasonably have been anticipated or avoided in advance** of the request for accommodation, **or that are beyond the region's ability to control**. When extenuating circumstances are present, the time for processing a request for reasonable accommodation and providing the accommodation will be extended as reasonably necessary. Extensions will be limited to circumstances where they are absolutely necessary and only for as long as required to deal with the extenuating circumstance.

## G. Resolution of the Reasonable Accommodation Request

All decisions regarding a request for reasonable accommodation will be communicated to a program applicant or participant by use of email, regular mail, or phone, as well as orally.

1. If region **grants a request for accommodation**, the EO will give a letter to the requestor, and discuss implementation of the accommodation. The letter will be completed even if the region is granting the request without determining whether the requestor has a "disability" and regardless of what type of change or modification is approved
  - A decision to provide an accommodation other than the one specifically requested will be considered a decision to grant an accommodation. The letter will explain both the reasons for the denial of the individual's specific requested accommodation and why the region believes that the chosen accommodation will be effective.
  - If the request is approved but the accommodation cannot be provided immediately, the EO will inform the individual in writing of the projected time frame for providing the accommodation.



2. If the region **denies a request for accommodation**, the EO will provide a letter to the requestor and discuss the reason(s) for the denial. When completing the letter, the explanation for the denial will clearly state the specific reason(s) for the denial. This means that the region cannot simply state that a requested accommodation is denied because of “undue hardship” or because it would be “ineffective.” Rather, the letter will state and the EO will explain specifically **why** the accommodation would result in undue hardship or why it would be ineffective.
  - If there is a legitimate reason to deny the specific reasonable accommodation requested (e.g., the accommodation poses an undue hardship or is not required by the Rehabilitation Act), the EO will explore with the individual whether another accommodation would be possible. The fact that one accommodation proves ineffective or would cause undue hardship does not necessarily mean that this would be true of another accommodation. Similarly, if a program applicant/participant requests removal of an essential program element or some other action that is not required by law, the EO will explore whether there is a reasonable accommodation that will meet the individual’s needs.
  - If the EO offers an accommodation other than the one requested, but the alternative accommodation is not accepted, the EO will record the individual’s rejection of the alternative accommodation in the confidential record.

## H. Informal Dispute Resolution

An individual dissatisfied with the resolution of a reasonable accommodation request can ask the Chairman of the SCWIB Board of Directors to reconsider that decision. An individual must request reconsideration within **10 business days** of receiving the letter from the EO.

## I. Information Tracking and Reporting

In order for the region to ensure compliance with these Procedures and the Rehabilitation Act, the EO will maintain a “Reasonable Accommodation Information Reporting” excel spreadsheet.

This document will be the basis of an annual report to be issued to the SCWIB Board of Directors that will provide a qualitative assessment of the region’s reasonable accommodation program, including any recommendations for improvement of the region’s reasonable accommodation policies and these Procedures. This annual report **will not contain confidential information about specific requests for reasonable accommodations, such as the names of individuals that requested accommodations or the**



**accommodations requested by specific individuals.** Rather, this report will provide only general information, such as the total number of requests for accommodations, the types of accommodations requested, and the length of time taken to process requests.

## J. INQUIRIES AND DISTRIBUTION

Any Job Center employee wanting further information concerning this Plan may contact the Equal Opportunity Officer (EO) via e-mail at [vharing@scwib.org](mailto:vharing@scwib.org) . Program Applicants may contact the EO at the email: [vharing@scwib.org](mailto:vharing@scwib.org) or by calling 417-257-2630 or MO Relay 711. This Plan shall be distributed to all Job Center staff upon issuance, and annually thereafter. They also will be posted on SCWIB website [www.scwib.org](http://www.scwib.org),. This Plan will be provided in alternative formats when requested from the EO by, or on behalf of, any program applicant or participant.