Southwest Missouri Workforce Development Area

WIOA Operations Plan 2016-2020

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Local Plan Portal online at www.workforcezone.net/plan

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1	Comprehensive One-Stop Centers and Affiliate Sites
2	Local Supportive Services (and ITA) Policy
3	Memorandums of Understanding
4	Cost-Sharing Agreement
5	WDB Membership List
6	WDB Bylaws and Attestation
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16	Status of Incumbent Worker Policy
A	MERIC Data Sourcing
B	Summary of Public Comments and Revisions Received
C	Job Center Product Box
D	Summary of Technical Assistance Revisions Required by DWD

Strategic Elements
Section 1.0: 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 mission of the WIB:
Enrich the region's economy by preparing businesses and the workforce for global competitiveness

Guiding principles that support the mission are **engagement, innovation, leadership, accountability,** and **focus**.

Local Alignment with Governor's WIOA Vision: ***Missouri's WIOA partners will build an integrated demand-driven workforce system that leads to self-sufficiency***	
1 Overcome employment barriers	• **SectorReady™** career pathway system with no-wrong-door approach and clear points of entry for individuals with specific barriers • New shorter-term training options through **SectorReady™** that align with shorter deadlines available for various public assistance programs; promotes quick job placement • Well-integrated local system of partnerships that utilize team-based case management, when allowable to remove barriers
2 Maximize efficiency and access to services	• Innovations that expand access to services for residents not easily able to visit Missouri Job Center • Relocation of Joplin Job Center to lesson regulatory burdens and bring more partners in-house • Improved online collaboration tools and new meeting structure for Regional Workforce Partners and Business Services Roundtable • Dual-enrollment tactics to leverage funding and performance across multiple programs
3 Develop career pathways	• Developed *6 P's of Career Pathways* concept to introduce and train partners for **SectorReady™** • Implementing dynamic online navigator system for **SectorReady™** pathways to expand tools and reach to all transitioning adults and youth served by any workforce or education provider
4 Place a strong emphasis on employment retention	• **SectorReady™** pathways include career progression tools for employers to directly invest in retention to provide competitive career advancement • Planning tools within **SectorReady™** enable participants to set longer-term career goals
5 Engage employers to meet their needs	• Regional Business Services Roundtable integrates all WIOA partners in monthly meetings for project management and lead-sharing • WIOA partners providing employer services all share common branding and co-broker services through a team-based single point of contact

Section 2.0: 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.

WIB's Mission as Expressed in Vision (Goal) Statements

Goal A - Business Development: Businesses/employers can utilize a ready and available workforce with skills to succeed

Goal B - Talent Development: The region's workforce has the skills needed to enter and advance in career sectors

Goal C - Regional Development: The Southwest/Joplin Region is economically vibrant and globally competitive

Strategies and Objectives

A1 - Business Workforce Growth: Recruitment, assessment, training, and retention of skilled workers

- A1a: Deliver high quality services to business/employer customers through Job Center system
- A1b: **SectorReady™** recruitment and implementation for employer partnerships
- A1c: Sustain efforts of Regional Business Services Roundtable and the JOBS Network (workforce system partners) to strive for efficiency and effectiveness in delivering employer services

A2 - Business Diagnostics/Troubleshooting: Layoff aversion and job loss prevention

- A2a: Utilize JOBS Network and economic development partners to identify employers in need of workforce assistance
- A2b: Assess employer needs and deliver relevant services
- A2c: Deploy Employment Transition Team to assist those affected by layoffs and closures

A3 - Business Workforce Market Research: Decision support and analysis of regional labor market

- A3a: Conduct routine surveys of employer satisfaction and potential barriers/issues
- A3b: Sustain and deploy value-added labor market resources that guide investments and strategies for employers and community leaders
- A3c: Generate content to inform customers, stakeholders, and news media of workforce market trends and relevant products/services

B1 - Skill Development: Assessment, training, and advancement for the three categories of the workforce: emerging (students), current (under-employed workers), and transitioning workers

- B1a: Identify and deploy Industry Recognized Credentials and related assessments of technical skills to validate workforce quality and career readiness (above and beyond National Career Readiness Certificate)
- B1b: Design and launch **SectorReady™** Principles series of Job Center workshops (in partnership with employers and workforce system partners) that aid in real-time employment and entry into career pathway sectors
- B1c: Construct and launch **SectorReady™** Career Pathways system to inform workforce customers of job and training opportunities to enter and advance sector-driven careers
- B1d: Collaborate with employers and educators on the design and deployment of short-term and long-term training programs
- B1e: Advocate with education partners on credit for prior learning initiatives to help **SectorReady™** pathway workers achieve college degree goals

B2 - Talent Recruitment: Positioning of Southwest/Joplin Region as ideal market for employees seeking to balance quality of life and career advancement potential

- B2a: Represent workforce system with coalitions of business and community leaders to identify and promote regional assets that aid in recruitment of new resident workers (FUEL partnership launched in 2016 with Innovative Objects with much more under development)

B3 - Talent Gardening: Engagement of disenfranchised populations with severe barriers to education and employment goals

- B3a: Sustain partnerships with pubic and civic agencies to co-broker solutions to common barriers
- B3b: Arrange and promote resources for ease of use by customers and workforce system partners through **SectorReady™** Career Pathways and Job Centers
- B3c: Host a summit on employment and training issues for those with disabilities targeted to stakeholders that advocate and serve the disabled

Proposed Indicators of Performance to Support Regional Economic Growth and Self-Sufficiency

The Logic Model in Section 3.0 (next page) provides significant detail on the proposed impact metrics and their linkages to needs determination. These are differentiated as Initial Outcomes and End Goals.

WIB OF SW MO LOGIC MODEL:
SECTOR-READY® CAREER PATHWAYS & SECTOR PARTNERSHIPS

CHALLENGES	ACTIVITIES	INPUTS	OUTPUTS	INITIAL OUTCOMES	END-GOALS
The unmet needs (& root causes) in our region that our activity will address:	*In order to address the root cause(s) of our problem, we will produce the following deliverables:*	*In order to accomplish our activity we will need the following:*	*We expect that once completed or underway, this activity will produce the following evidence or deliverable(s):*	*We expect that, if completed or sustained, this activity will lead to the following intermediate changes:*	*If accomplished, we expect that this activity will lead to the following long-term outcomes and/or resolution:*
Job reductions from skill gaps that cause employers to re-invest elsewhere to meet skill demands	**Engagement of employers** to identify credentials to meet skill needs at all stages of a sector career	• **Connectivity, time & insights** of employers & providers of potential solutions • **Coordination of R&D, project, event & proposal functions** (WIB & partners) • **Virtual Clearinghouse** for wide-scale engagement & adoption of customers (students & job seekers) as well as stakeholders (employers & partners via **SectorReady**) • **Partnership participation** to re-align resources & logistics • **Employer Buy-In** to use solutions & help fund resource costs • **Customer Engagement** from partners to promote usage of tools	**Sector partnerships convened or engaged** with input & satisfaction tracked for each employer stakeholder	**Company retention, layoff aversion** as verified by economic development stakeholders	**Growth of jobs and investment** in the region's targeted sectors
Shrinking workforce pipeline due to low awareness or negative perceptions of career opportunities regionally	**Well-defined, localized maps** that help students & job seekers set career goals clarifying expectations & rewards		**SectorReady** online with verified usage analytics	**Increases in enrollment & completion** of credentials to enter targeted occupations	**Increased share of credentialed job candidates** referred to and hired by employers (as compared to non-credentialed applicants) **Increase in advanced credentials** attained along stages of pathway
Failure to meet skill demands through training & employment programs due to inadequate resources, options, or access	**Re-engineered workforce solutions & re-aligned resources** to be sector-driven, high-impact, high-volume, low-cost, & scaleable		**New solutions launched** & linked to **SectorReady** tools	**Improved employer metrics** such as hire-time cycle, retention, productivity, etc. **Usage & Customer Satisfaction** gains as expressed by participants as well as online analytics	
Frustration of training & employment programs (student loan debt, job outcomes unmet, etc.)	**Career Pathway decision tools** that help set realistic career goals & training investments at key entry/exit points for students & job seekers		**Promotional efforts launched** to attract new customers and re-engage previous users customers; introduce new pathway options & solutions; **SectorReady** usage verified by analytics		**Economic Impact & ROI** for stakeholders and their customers' gains in the labor market
Underemployment of individuals possessing some skill, but not in the right category or level needed by employers				**Increase in earnings** related to advancements in Career Pathway	**Reduction of poverty** & dependence on public assistance programs; resources re-invested for sustainability & innovation
High poverty linked to unemployment in populations affected by criminal record, substance abuse, dropout, limited English proficiency, etc.	**Multiple customized points of pathway entry** to address diverse customer needs **Identified & aligned support systems** that alleviate barriers		**Promotional efforts targeted** to engage populations affected by specific work-related barriers	**Increases in Entered Employment, Retention & Earnings** for targeted populations affected by work-related barriers	

Section 3.0: Local Workforce Development Board's Priorities

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

The WIB constructed a logic model (see previous page) to clarify which conditions could be resolved through the **SectorReady**™ framework. The local model approach helps assure alignment of the various elements for cohesion and effectiveness in determining needs and appropriate priorities.

Along with the board-level logic model, the WIB used a wide array tactics for regional needs determination:

- **SectorReady**™ Phase One Survey in preparation for the Fall 2015 Heartland Regional Workforce Summit
- **SectorReady**™ Phase Two Interview/Survey Hybrid (December 2015 through April 2016)
- Analysis of employer recipients for MissouriWorks (Customized) training grants
- Analysis of job openings and employer preferences for experience levels, specific skills, and credentials (GeoSol and EMSI)
- Planning meetings for the Regional Workforce Partners and Business Services Roundtable (committees through the WIB)
- Meetings and strategic planning through the Joplin Regional Partnership and Market Street Services

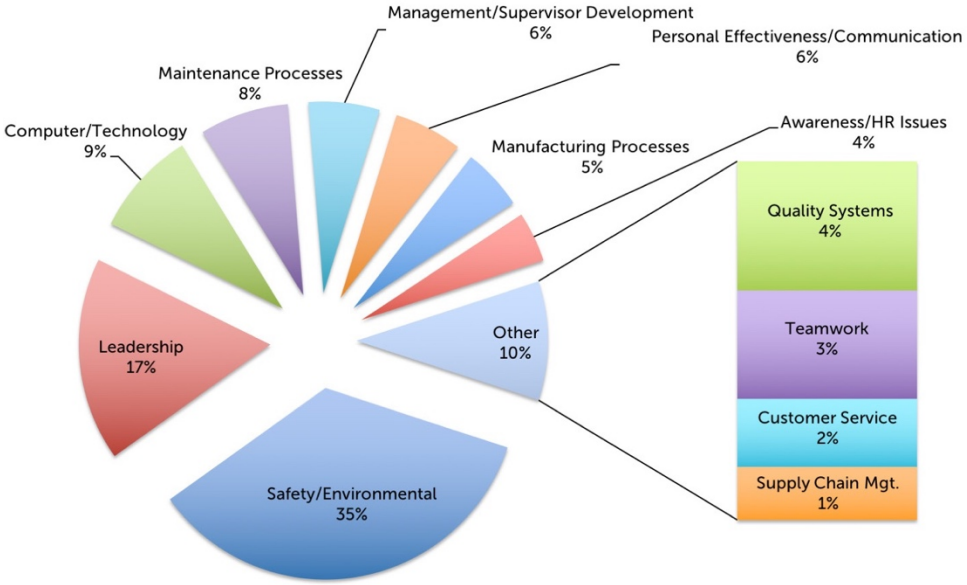
Section 4.0: Economic, Labor Market, and Workforce Analysis

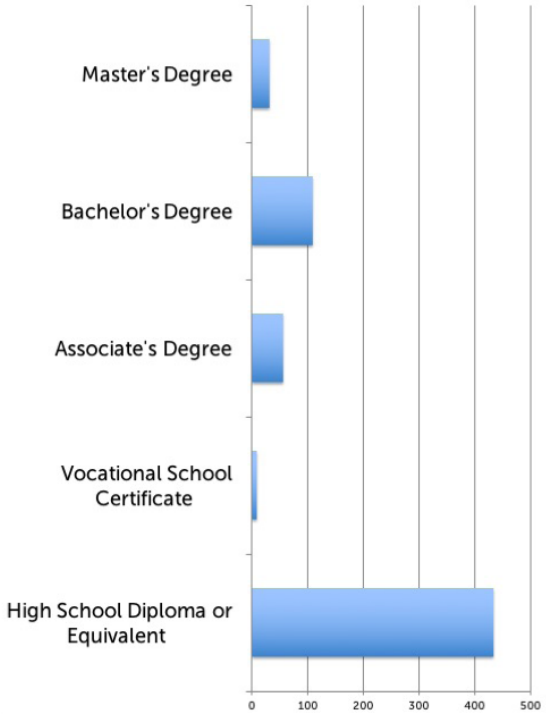
Local content provided by WIB through Economic Modeling Specialists, Inc. and GeoSol

Additional content Missouri Economic Research Information Center per DWD instructions

Workforce Development, Education, and Training Activities Analysis

The Training and Development Solutions (TDS) center at Crowder College tracks the requests that employers make for specific training in Crowder's nine-county service area. The diagram (right) indicates the categories of training needed for nearly six thousand trainees represented in base of TDS customers for Crowder. The demand includes both soft skills and technical skills.





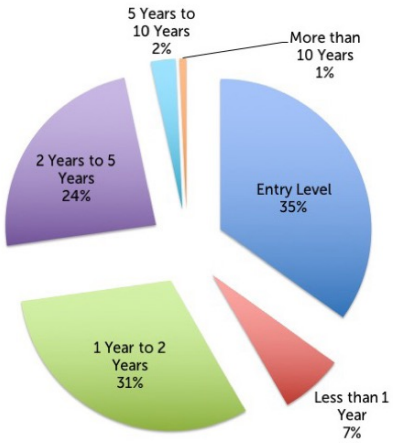
Analysis of Job Openings for SectorReady™ Skill Standards

As the premiere labor market resource for the region, the WIB utilizes a suite of tools through Economic Modeling Specialists, Inc. (EMSI) along with Geographic Solutions (GeoSol). The EMSI package provides the WIB and stakeholders with sector projections, demographic detail, impact analysis, and characteristics of job postings. The GeoSol resource also aggregates job postings data for detailed levels of education, certifications, work experience, and a wide array of skill standards.

The Education chart (left) indicates a heavy preference for a high school diploma or equivalency (HSE) as the minimum for more than two-thirds of the 600+ job openings advertised in this snapshot of the WIB's seven-county Southwest Missouri area. The wide gaps above high school levels, but below degree levels, could indicate a prime opportunity to improve training and hiring through intermediate SectorReady™ credentials.

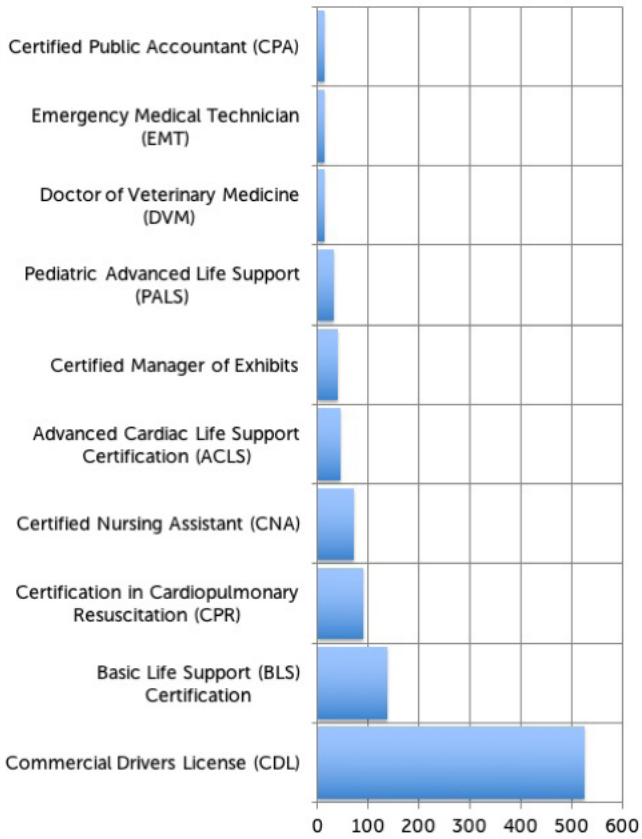
Experience Desired

More than two-thirds of jobs in the job listing snapshot only require two years or less experience (below). Many of these occupations are well-suited to entry-level and intermediate credentials in the proposed **SectorReady™** framework to enhance the shorter periods of experience.



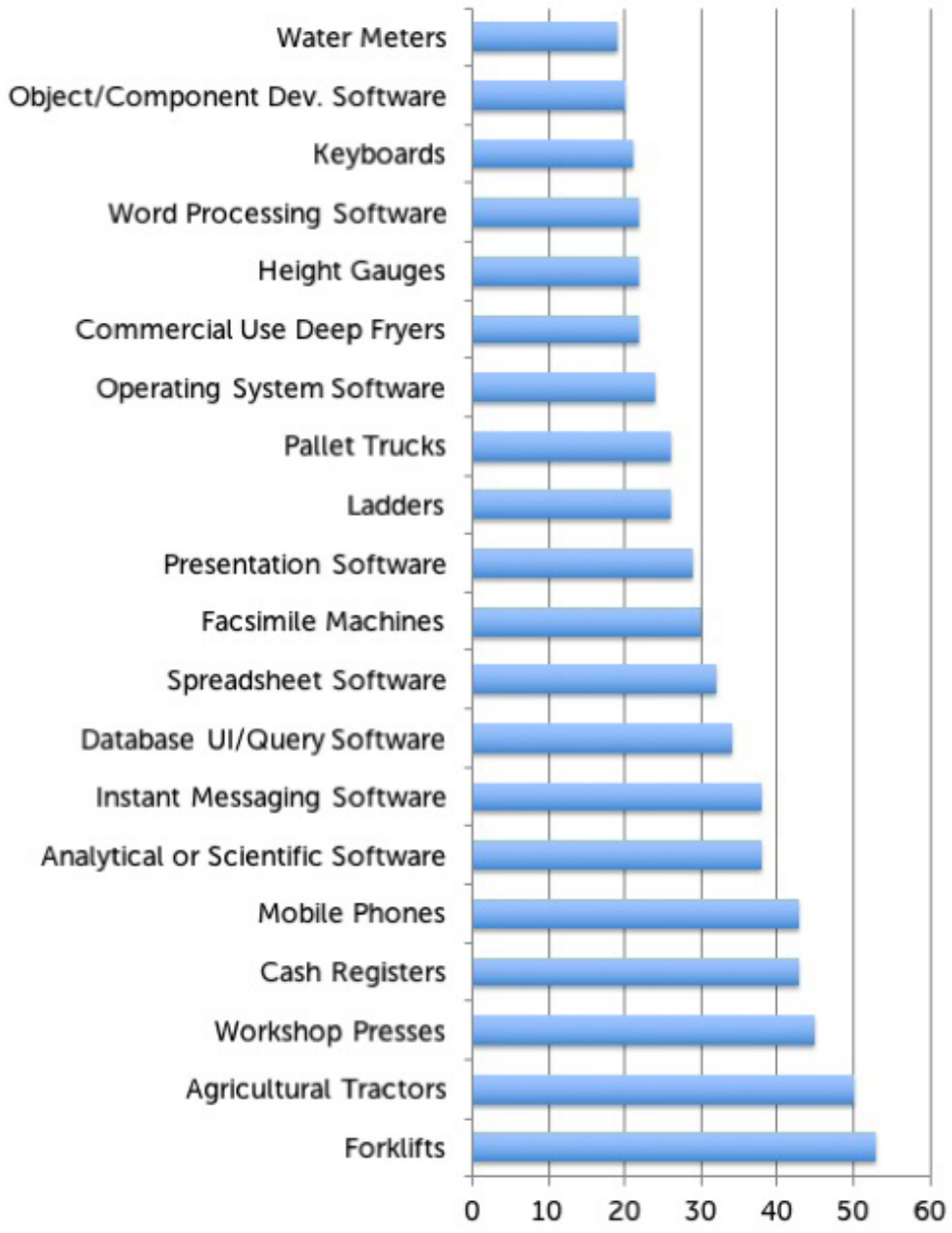
Top Ten Desired Certifications

A snapshot of more than 600 job openings in Southwest Missouri yielded a top-ten list of certifications desired by employers (below). Other than accounting, exhibits, and the commercial drivers license, the top certifications were centered on healthcare. Notable here is the absence of intermediate credentials for other employer categories. The lack of identifiable credentials and standardized skill levels can contribute to a higher occurrence of skill mismatch.



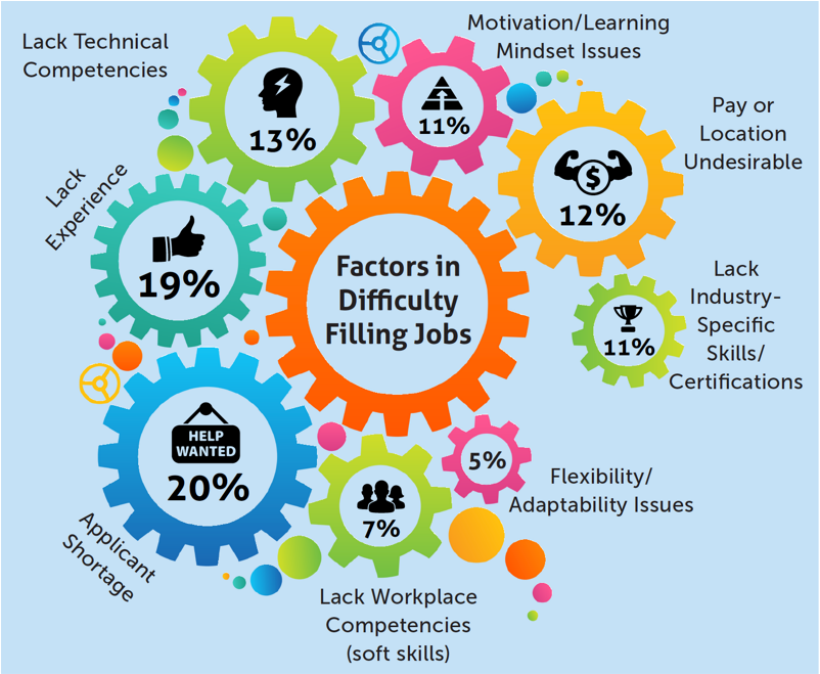
Top Twenty Desired Categories of Tools and Technology Used

Employers provided specific listings of tools and technologies used for job openings in the snapshot. This data can help workforce developers and training providers adjust their content accordingly.

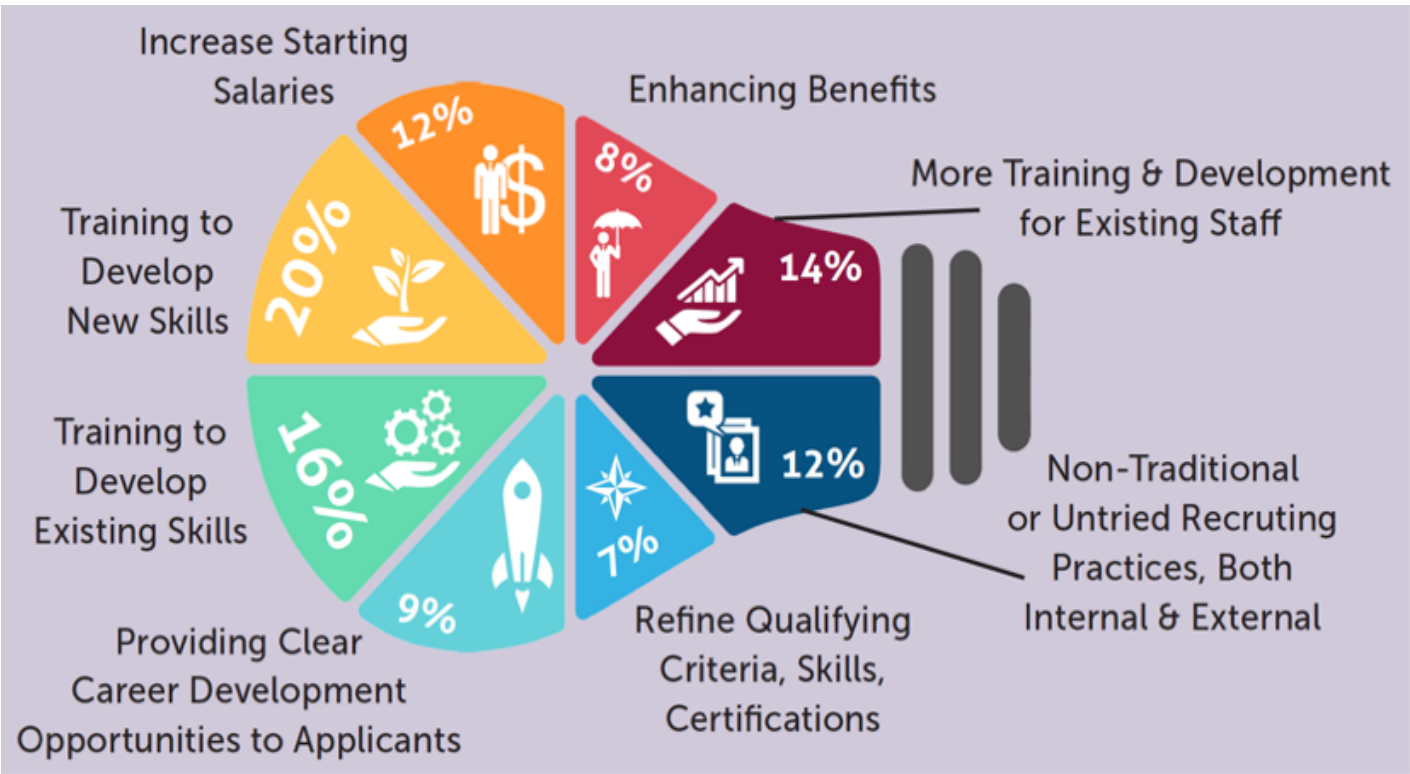


Impact on Local Employers

The phase one **SectorReady™** survey sought insights from local employers on the specific factors that cause difficultly in filling jobs. As noted above (right), three of the factors relate to categories of skill gaps. Competitiveness at the employer level for pay or location accounted for 11% of the difficulty share. The remaining categories focused on characteristics of the applicant.



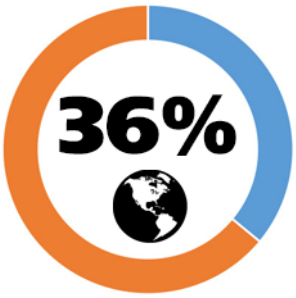
The phase one study also probed deeper on the tactics employers planned to use to deal with short shortages. The infographic (below) indicates three solutions related to training, two on competitiveness (salary and benefits) and two efforts to provide clarity to workers through career development and qualification refinement.



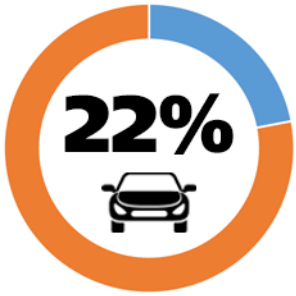
Following the Heartland Workforce Summit, stakeholders through the WIB and the Joplin Regional Partnership (JRP) met with schools and employers throughout the region. The Phase Two survey/interview hybrid portion was constructed in collaboration with JRP's Business Retention/Expansion initiative. Workforce elements of this study align with broader categories in the Synchronist™ system for tracking economic development rakings of regional employers. The research method is a mix of on-site interviews with employers and direct surveys of employers unable to participate in an interview at the time of the study. Pictured below, local employers ranked the availability, quality, stability, and productivity of the local workforce. Phase 2 also netted insights on employment needs, unfilled positions, changes anticipated, and the dynamics on importing workers.

Employment Needs Increasing

Increase in Unfilled Positions



Significant Changes Anticipated in Makeup of the Workforce



Employers Needing to Import Workers Outside Normal Commuting Range

Income and Poverty

Area	All in Poverty, 2014								
	Estimate			90% confidence interval					
				lower bound			upper bound		
	#	Total Population	%	#	Total Population	%	#	Total Population	%
Barry	7,101	35,153	20.2%	5,801	35,158	16.5%	8,401	35,151	23.9%
Barton	2,280	11,937	19.1%	1,861	11,929	15.6%	2,699	11,942	22.6%
Dade	1,387	7,497	18.5%	1,110	7,500	14.8%	1,664	7,495	22.2%
Jasper	22,445	114,515	19.6%	19,697	114,517	17.2%	25,193	114,514	22.0%
Lawrence	6,938	37,301	18.6%	5,723	37,405	15.3%	8,153	37,228	21.9%
McDonald	4,922	22,171	22.2%	4,062	22,442	18.1%	5,922	22,517	26.3%
Newton	8,198	57,329	14.3%	6,654	57,362	11.6%	9,742	57,306	17.0%
Cherokee	3,573	20,534	17.4%	2,807	20,489	13.7%	4,339	20,564	21.1%
Crawford	7,764	37,327	20.8%	6,624	37,213	17.8%	8,904	37,412	23.8%
Labette	3,754	20,514	18.3%	3,058	20,523	14.9%	4,450	20,507	21.7%
Ottawa	6,863	31,054	22.1%	6,091	31,077	19.6%	7,635	31,037	24.6%
SW MO	53,271	285,904	18.6%	44,908	286,314	15.7%	61,774	286,154	21.6%
Joplin MSA	30,643	171,844	17.8%	26,351	171,880	15.3%	34,935	171,820	20.3%
ESC Scv Area	37,845	205,952	18.4%	32,274	206,251	15.6%	43,556	206,279	21.1%
JRP	54,877	293,211	18.7%	46,792	293,112	16.0%	62,962	293,281	21.5%
SW+JRP	75,225	395,334	19.0%	63,488	395,616	16.0%	87,102	395,673	22.0%
Missouri	908,394	5,860,606	15.5%	890,929	5,861,375	15.2%	925,859	5,859,867	15.8%
Kansas	381,506	2,825,970	13.5%	371,806	2,816,712	13.2%	391,206	2,834,826	13.8%
Oklahoma	623,162	3,753,988	16.6%	611,984	3,754,503	16.3%	634,340	3,753,491	16.9%

Area	Aged 0-17 in Poverty, 2014								
	Estimate			90% confidence interval					
				lower bound			upper bound		
	#	Total Population	%	#	Total Population	%	#	Total Population	%
Barry	2,625	8,028	32.7%	2,114	8,038	26.3%	3,136	8,020	39.1%
Barton	827	2,943	28.1%	651	2,946	22.1%	1,003	2,941	34.1%
Dade	425	1,568	27.1%	323	1,568	20.6%	527	1,568	33.6%
Jasper	7,330	29,087	25.2%	6,038	29,029	20.8%	8,622	29,128	29.6%
Lawrence	2,566	9,434	27.2%	1,997	9,420	21.2%	3,135	9,443	33.2%
McDonald	1,888	5,845	32.3%	1,448	5,839	24.8%	2,328	5,849	39.8%
Newton	2,853	13,985	20.4%	2,118	14,026	15.1%	3,588	13,961	25.7%
Cherokee	1,361	4,967	27.4%	1,044	4,971	21.0%	1,678	4,964	33.8%
Crawford	2,096	8,384	25.0%	1,616	8,373	19.3%	2,576	8,391	30.7%
Labette	1,313	4,827	27.2%	1,021	4,816	21.2%	1,605	4,834	33.2%
Ottawa	2,569	7,809	32.9%	2,166	7,819	27.7%	2,972	7,801	38.1%
SW MO	18,514	70,890	26.1%	14,689	70,866	20.7%	22,339	70,912	31.5%
Joplin MSA	10,183	43,073	23.6%	8,156	43,055	18.9%	12,210	43,089	28.3%
ESC Scv Area	12,898	51,861	24.9%	10,255	51,840	19.8%	15,541	51,880	30.0%
JRP	18,349	72,003	25.5%	14,654	71,981	20.4%	22,044	72,021	30.6%
SW+JRP	25,853	96,877	26.7%	20,536	96,846	21.2%	31,170	96,902	32.2%
Missouri	289,287	1,358,155	21.3%	279,932	1,358,893	20.6%	298,642	1,357,464	22.0%
Kansas	125,562	713,420	17.6%	120,243	711,497	16.9%	130,881	715,197	18.3%
Oklahoma	209,022	933,134	22.4%	202,988	931,138	21.8%	215,056	935,026	23.0%

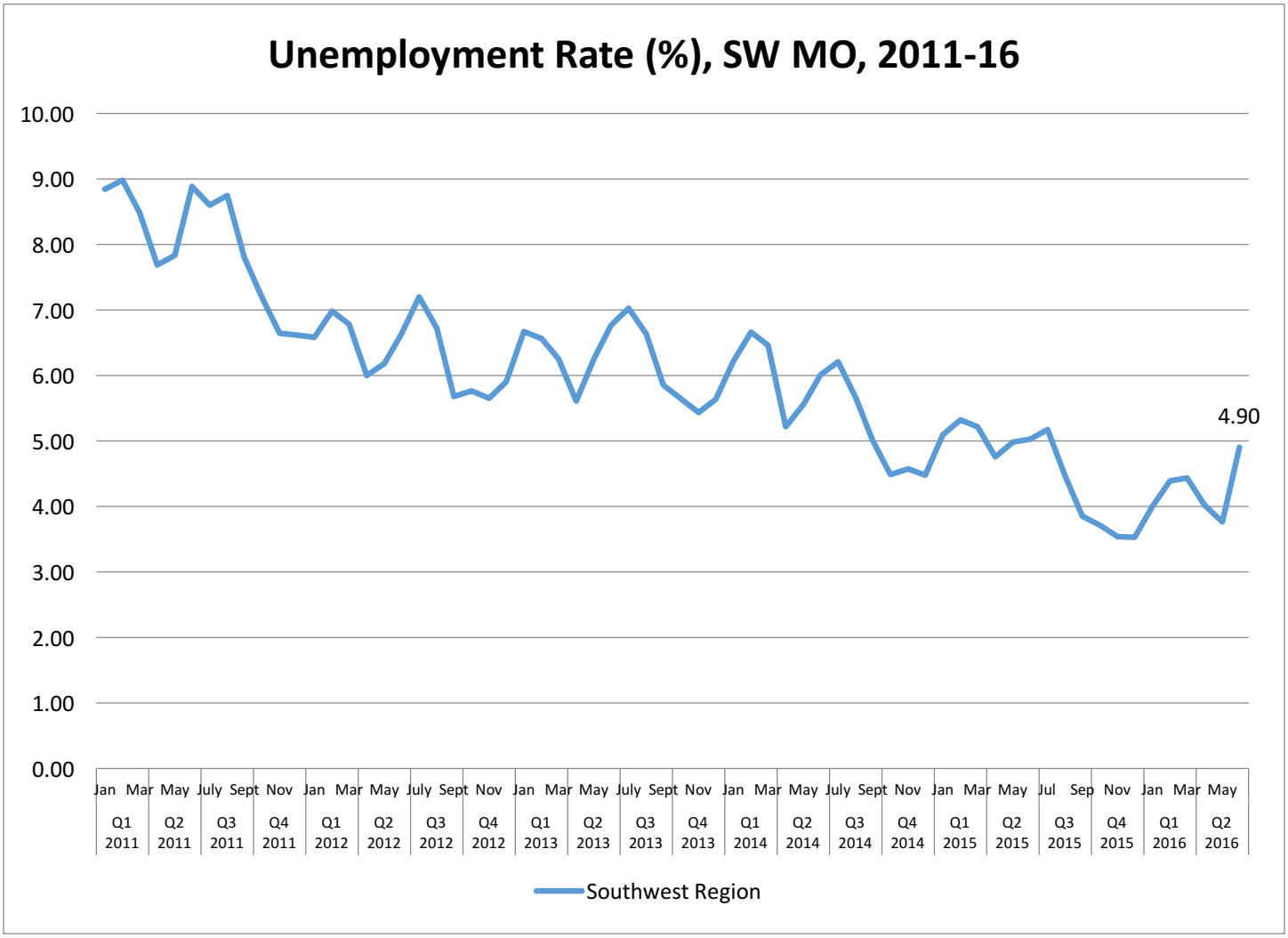
Source: USDA Eonomic Research Service; population and regional figures inferred

2014 U.S. Census Bureau Poverty			
Region	Population for whom Poverty Status is Determined	Below Poverty Level	Poverty Rate
Barry	35,104	7,021	20.00%
Barton	12,160	2,702	22.20%
Dade	7,536	1,663	22.10%
Jasper	113,862	20,309	17.80%
Lawrence	37,544	6,915	18.40%
McDonald	22,574	4,901	21.70%
Newton	57,651	8,541	14.80%
WIB	**286,431**	**52,052**	**18.20%**
Cherokee	20,860	3,724	17.90%
Crawford	37,392	8,102	21.70%
Labette	20,723	3,382	16.30%
Ottawa	30,930	6,959	22.50%
JRP	**293,578**	**53,719**	**18.30%**
WIB+JRP	**396,336**	**74,219**	**18.70%**

	Population 2015	Total Personal Income, 2014	Per Capita Income
Barry County	35,829	$1,188,590,000	$33,329
Barton County	11,880	$431,602,000	$35,797
Dade County	7,595	$251,026,000	$32,908
Jasper County	118,596	$4,032,470,000	$34,306
Lawrence County	38,180	$1,151,979,000	$30,297
Mcdonald County	22,643	$609,518,000	$26,733
Newton County	58,615	$2,026,823,000	$34,589
Southwest Region Summary	293,338	$9,692,008,000	$33,156

Source: MERIC

Unemployment



	Q1 2011			Q2 2011		
	Jan	*Feb*	*Mar*	*Apr*	*May*	*Jun*
Barry, MO	10.06	10.16	9.06	8.15	8.42	8.99
Barton, MO	9.83	9.94	9.39	8.89	8.57	9.17
Dade, MO	10.75	10.46	9.71	8.78	8.66	9.83
Jasper, MO	8.14	8.30	7.99	7.25	7.44	8.78
Lawrence, MO	9.49	9.71	9.13	7.94	7.95	8.47
McDonald, MO	9.10	9.48	8.73	8.13	8.29	9.22
Newton, MO	8.71	8.76	8.37	7.63	7.85	9.02
Southwest Region	8.84	8.98	8.48	7.68	7.84	8.89

	Q3 2011			Q4 2011		
	July	*Aug*	*Sept*	*Oct*	*Nov*	*Dec*
Barry, MO	8.93	9.24	8.44	7.86	7.37	7.42
Barton, MO	8.77	9.89	8.36	7.63	7.21	8.18
Dade, MO	9.46	9.91	8.79	8.76	8.57	7.70
Jasper, MO	8.23	8.36	7.51	6.83	6.23	6.13
Lawrence, MO	8.43	8.94	7.87	7.30	6.82	6.95
McDonald, MO	9.18	8.83	8.03	7.50	6.93	6.81
Newton, MO	8.93	8.74	7.67	7.09	6.53	6.45
Southwest Region	8.60	8.74	7.79	7.19	6.64	6.61

	Q1 2012			Q2 2012		
	Jan	*Feb*	*Mar*	*Apr*	*May*	*Jun*
Barry, MO	7.57	7.96	7.36	6.38	6.64	7.12
Barton, MO	7.97	8.37	7.68	6.97	7.97	8.21
Dade, MO	7.40	7.84	7.25	6.61	7.18	7.47
Jasper, MO	6.03	6.40	6.36	5.75	5.92	6.26
Lawrence, MO	7.07	7.55	7.00	5.94	6.03	6.57
McDonald, MO	6.95	7.44	7.34	6.49	6.50	7.21
Newton, MO	6.37	6.74	6.76	5.91	5.99	6.59
Southwest Region	6.58	6.98	6.78	6.00	6.18	6.64

	Q3 2012			Q4 2012		
	July	*Aug*	*Sept*	*Oct*	*Nov*	*Dec*
Barry, MO	7.70	7.57	6.37	6.35	6.55	6.80
Barton, MO	8.29	7.72	6.59	6.86	6.77	7.59
Dade, MO	9.18	8.74	6.78	7.09	7.25	7.37
Jasper, MO	6.66	6.34	5.41	5.44	5.25	5.41
Lawrence, MO	7.31	6.84	5.87	5.90	5.93	6.50
McDonald, MO	7.78	6.74	5.78	6.08	6.00	6.08
Newton, MO	7.32	6.57	5.43	5.53	5.31	5.56
Southwest Region	7.20	6.72	5.68	5.76	5.65	5.91

	Q1 2013			Q2 2013		
	Jan	*Feb*	*Mar*	*Apr*	*May*	*Jun*
Barry, MO	7.69	7.57	7.09	6.41	6.71	7.43
Barton, MO	8.04	7.61	7.15	6.40	7.09	7.78
Dade, MO	8.21	7.70	7.46	6.45	6.65	6.66
Jasper, MO	6.06	5.96	5.71	5.15	5.99	6.38
Lawrence, MO	7.40	7.36	6.93	6.06	6.30	6.93
McDonald, MO	6.75	6.74	6.64	5.91	6.60	7.27
Newton, MO	6.43	6.37	6.07	5.48	6.16	6.75
Southwest Region	6.66	6.56	6.25	5.61	6.25	6.77

	Q3 2013			Q4 2013		
	July	*Aug*	*Sept*	*Oct*	*Nov*	*Dec*
Barry, MO	7.45	6.94	6.12	5.94	5.79	6.27
Barton, MO	7.99	7.97	7.16	6.79	6.94	6.96
Dade, MO	7.53	7.60	5.98	5.69	6.06	5.94
Jasper, MO	6.50	6.32	5.70	5.55	5.25	5.41
Lawrence, MO	7.46	7.06	6.20	5.76	5.65	5.99
McDonald, MO	7.64	6.78	5.95	5.70	5.52	5.67
Newton, MO	7.17	6.42	5.52	5.37	5.10	5.22
Southwest Region	7.03	6.63	5.85	5.64	5.43	5.63

	Q1 2014			Q2 2014		
	Jan	*Feb*	*Mar*	*Apr*	*May*	*Jun*
Barry, MO	7.14	7.47	6.80	5.48	5.94	6.24
Barton, MO	6.89	7.89	7.84	6.36	6.61	7.00
Dade, MO	6.62	7.22	7.06	5.50	5.64	6.36
Jasper, MO	5.95	6.18	6.12	5.01	5.36	5.68
Lawrence, MO	6.71	7.52	7.05	5.59	5.91	6.32
McDonald, MO	6.15	6.62	6.69	5.51	5.78	6.62
Newton, MO	5.81	6.38	6.17	4.93	5.24	5.87
Southwest Region	6.21	6.66	6.46	5.22	5.56	6.01

	Q3 2014			Q4 2014		
	July	*Aug*	*Sept*	*Oct*	*Nov*	*Dec*
Barry, MO	6.47	6.29	5.57	5.12	5.30	5.34
Barton, MO	6.95	6.32	5.63	5.02	5.08	5.02
Dade, MO	6.81	6.24	5.33	4.83	4.84	4.89
Jasper, MO	5.78	5.45	4.85	4.33	4.38	4.19
Lawrence, MO	6.51	5.73	4.98	4.60	4.68	4.80
McDonald, MO	6.93	5.85	5.04	4.49	4.58	4.41
Newton, MO	6.28	5.46	4.83	4.24	4.39	4.31
Southwest Region	6.21	5.66	5.00	4.48	4.57	4.48

	Q1 2015			Q2 2015		
	Jan	*Feb*	*Mar*	*Apr*	*May*	*June*
Barry, MO	6.06	6.25	5.73	5.10	5.24	5.17
Barton, MO	5.87	6.51	6.13	5.40	5.63	5.99
Dade, MO	5.42	5.80	5.72	5.08	5.57	5.28
Jasper, MO	4.64	4.86	4.84	4.50	4.77	4.70
Lawrence, MO	5.78	5.89	5.86	5.05	5.18	5.22
McDonald, MO	5.03	5.33	5.19	4.78	5.05	5.32
Newton, MO	4.91	5.13	5.07	4.75	4.93	5.15
Southwest Region	5.09	5.32	5.21	4.76	4.98	5.02

	Q3 2015			Q4 2015		
	Jul	*Aug*	*Sep*	*Oct*	*Nov*	*Dec*
Barry, MO	5.29	4.63	4.08	4.07	3.92	3.95
Barton, MO	6.27	5.76	4.79	4.59	4.25	4.21
Dade, MO	6.00	5.31	4.35	4.24	4.19	4.37
Jasper, MO	4.69	4.21	3.66	3.49	3.28	3.30
Lawrence, MO	5.45	4.51	4.05	3.94	3.90	3.81
McDonald, MO	5.49	4.35	3.77	3.58	3.53	3.51
Newton, MO	5.48	4.54	3.80	3.68	3.40	3.41
Southwest Region	5.17	4.46	3.85	3.72	3.53	3.53

	Q1 2016			Q2 2016		
	Jan	*Feb*	*Mar*	*Apr*	*May*	*Jun*
Barry, MO	4.79	5.20	4.89	4.43	3.92	5.10
Barton, MO	4.71	5.16	5.14	4.84	4.58	6.00
Dade, MO	4.69	5.04	5.14	3.98	3.52	4.90
Jasper, MO	3.66	4.07	4.23	3.89	3.65	4.70
Lawrence, MO	4.58	4.85	4.72	4.02	3.75	4.90
McDonald, MO	3.87	4.21	4.24	3.75	3.66	4.90
Newton, MO	3.74	4.15	4.29	4.00	3.82	5.10
Southwest Region	4.00	4.39	4.44	4.01	3.76	4.90

Source: Bureau of Labor Statistics, data not seasonally adjusted

Major Layoffs Past Five Years

Employer	Employees Affected	Date Range
Premier Turbines	68	Nov 2014-May 2015
Missouri Rehabilitation Center	323	Sept. 2014-March2015
Jarden Sports Licensing	38	Sept. 2014
Annie's Bakery (General Mills)	120	Dec. 2015
Eagle-Picher	90	May 2016
	130	Aug. 2016
Thorco	93	April-Aug. 2016
Twin Rivers Foods, Inc.	330	June 2016

Section 4d: Workforce Development, Education, and Training Activities Analysis

SWOT Analysis

A wide array of stakeholders through the WIB, Joplin Regional Partnership, EmployerLink, Regional Workforce Partners, Business Services Roundtable, education partners and an array of other groups and individuals contributed considerable input for the analysis of Strengths, Weaknesses, Opportunities, and Threats. This SWOT analysis is a concise view of capacity elements across the spectrum.

Sources and methods of input for this SWOT analysis included:

- 7 meetings of the Regional Workforce Partners Committee
- 7 meetings of the Business Services Roundtable (all partners)
- Self-Assessment Tool on WIOA Implementation published by US DOL
- Self-Assessment Tool on Sector Strategies published by US DOL
- WIOA implementation progress reports and discuss from 6 meetings of the workforce board

Please see blue and green section of the diagram on the next page for list of all local partners

SW MO Workforce System

Service Programs & Partners

- WIOA Youth, Adult, Dislocated Worker:
  (Staffing Contractor) Preferred Family Healthcare
- Vocational Rehabilitation:
  MO Division of Voc. Rehab.
  Rehab Services for the Blind
  Preferred Family Healthcare
  Independent Living Center
- Community Services Block Grants:
  MO Family Support Division
  Economic Security Corporation
- State Unemployment Compensation:
  MO Division of Employment Security
- Reintegration Programs:
  MO Division of Probation and Parole
  Ascent Recovery Services
- Economic Development:
  Joplin Regional Partnership
- Temporary Assistance for Needy Families:
  MO Family Support Division & FSD Sub-Contractor
- U.S. Dept. Housing Urban Dev. E&T Programs:
  Economic Security Corporation (ESC) and
  Ozarks Area Community Action Corporation (OACAC)
- Senior Community Service:
  Experience Works
- Labor Exchange, Trade, Veterans:
  MO Division of Workforce Development
- Migrant Seasonal Farmworker Program:
  United Migrant Opportunity Services (UMOS)
- Faith-Based Organizations:
  Catholic Charities
  Crosslines
  Catholic Charities

Education Programs & Partners

- Adult Education & Literacy:
  Carthage School District
  Joplin School District
  Crowder College
- Perkins Career & Tech. Education:
  Carthage Tech. Center
  Crowder College
  Franklin Tech Center
  Scott Regional Tech. Center
  Lamar Tech Center
- Organized Labor:
  Carpenters Union Apprenticeship
  Intl. Brotherhood of Electrical Workers
- Faith-Based Organizations:
  Catholic Charities
  Crosslines
  Catholic Charities
- Watered Gardens Rescue Mission
- SectorReady Training Partnerships

Standing Committees

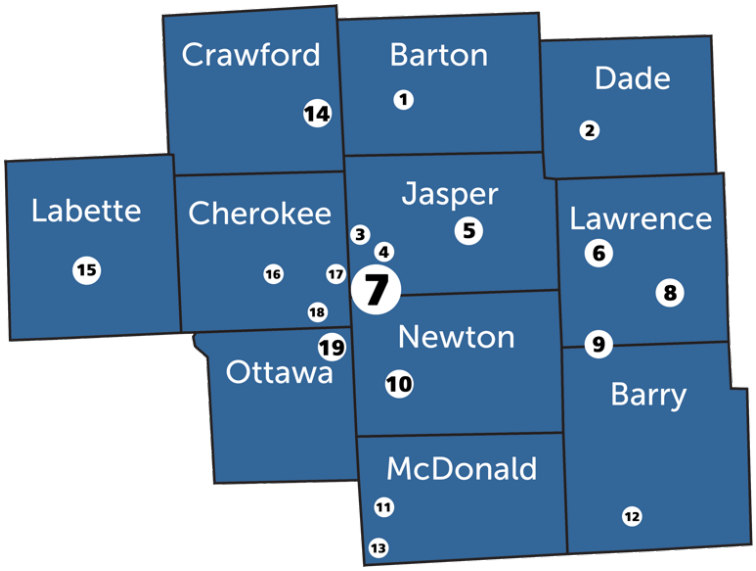
- Executive Committee
- Regional Workforce Partners
  - Disability Awareness Sub-Committee
  - Young Adult Program Sub-Committee
- Business Services Roundtable
- Sector Partnerships
  Under Development

Alignment Strategies

- Common Credentials
- New Short-Term Training Innovations
- Zoho Extranet System for
  Regional Workforce Partners
  & Business Services Roundtable
- Synchronization & Leveraging of Partners'
  Supportive Services & Training Resources
- Common Metrics under
  SectorReady Framework
- Common Online Portal for
  SectorReady Career Pathways
  Used by all service and education partners
- GeoSol Replacement for Toolbox 2.0
  Improved Data Sharing
- Team-Based Case Management
- Cohesive Product Box
  Unified Outreach Materials
  & Co-Brokering of Services
- Shared Job Development
  & Team-Based Single Point of Contact
- Partner Cross-Training on
  WIOA and Sector Competencies
- Virtual Job Center Pilot
  Video-Based Staff-Assisted Services

Operational Elements
Section 5A: Local Workforce Development Area Profile

- Metropolitan Statistical Areas (MSAs) of Joplin and Northwest Arkansas MSA of Fayetteville-Springdale-Rogers
- Seven WDA counties: Barry, Barton, Dade, Jasper, Lawrence, McDonald, and Newton
- Transportation Assets:
  - Joplin is only the third area of Missouri to have the junction of two interstate highways, I-44 and I-49
  - Additional four-lane and super-two highways with U.S. 400, U.S. 60, and U.S. 69
  - Active rail service from three Class 1 rail carriers and two regional carriers
  - Multi-Modal center under development in Neosho (Newton County)
  - Fast access to water transportation with proximity to Tulsa's Port of Catoosa
- Local labor market distributed across Southwest Missouri, Southeast Kansas, Northeast Oklahoma, and Northwest Arkansas
  - Most employers, schools, community leaders, workers, and students do not consider geo-political boundaries as barriers to the growth and prosperity of the greater Joplin region
  - Award-winning economic development collaboration through the Joplin Regional Partnership
  - DOL's first-ever quad-state wired region with collaboration of workforce boards in the four corners of the region (see Section 12 on Regional Planning)
- New 600-seat medical school under construction as Joplin site for KC University of Medicine and Bio-Sciences



Cities, Colleges, Tech Schools, and Universities

1. Lamar, *Lamar Tech Center*
2. Greenfield
3. Carl Junction
4. Webb City, *Crowder College*
5. Carthage, *Carthage Tech Center*
6. Mt. Vernon, *Crowder College*
7. Joplin, *Missouri Southern State University, Crowder College Advanced Training Technology Center, Franklin Tech*
8. Aurora
9. Monett, *Scott Regional Tech*
10. Neosho, *Crowder College (main campus) and Crowder Tech*
11. Anderson
12. Cassville, *Crowder College*
13. Pineville/Jane, *Crowder College*
14. Pittsburg (KS), *Pittsburg State University*
15. Labette (KS), *Labette Community College*
16. Columbus (KS) *Coffeyville Community College*
17. Galena (KS)
18. Baxter Springs (KS)
19. Miami (OK), *NEO A&M College and Northeast Tech (Afton)*

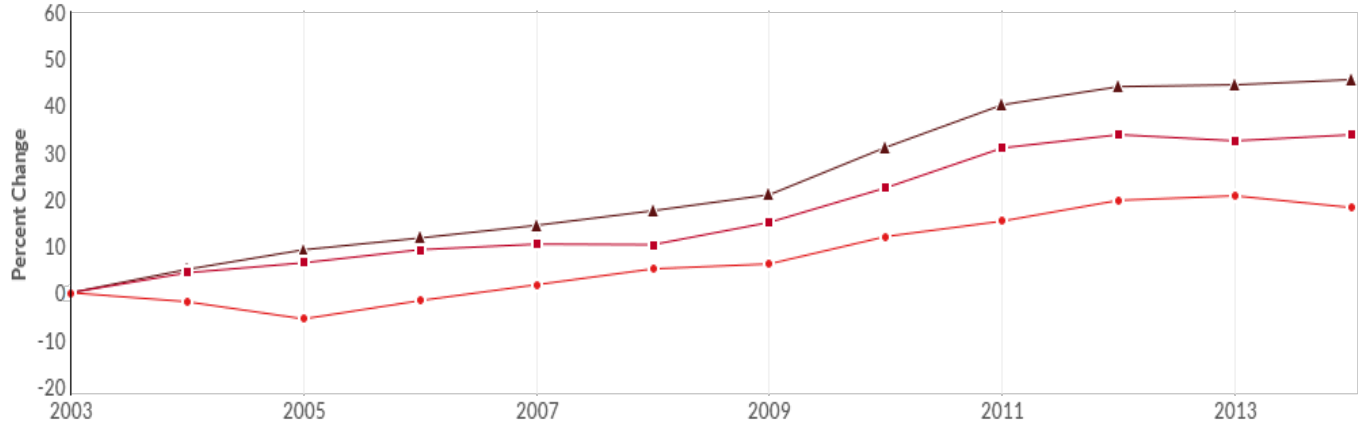
Major Employers Sampled by Sector (Quad-State/Four Corners Region)

*-denotes corporate headquarter locations

Advanced Manufacturing/Production	Transportation, Distribution, and Logistics	Diversified Professional Services
• Eagle Picher Technologies • EFCO/Pella Windows • General Mills • Jarden Solutions • La-Z-Boy Midwest • Leggett and Platt, Inc.* • Mid-Tech • Pennington Seed • Reyco Granning Tyson Foods*	• Americold • Bed Rock, Inc. • Capstone Logistics • J.B. Hunt* • R&R Trucking • Standard Transportation* • Tri-State Motor Transit* • Wal-Mart Logistics* • Watco Transportation XPO Logistics	• Allgeier Martin and Associations • AT&T Business Customer Call Center • Communication Solutions LLC • Eastern Shawnee Tribal Enterprises • Expert Global Solutions • Neo-Vox* • NPC International* • Quapaw Tribe of Oklahoma • Scholastic • Teleperformance
Healthcare	**Information Technology**	**Construction/Energy**
• Barton County Memorial • Freeman Hospitals & Health System* • Integris Hospitals & Health System • Landmark Hospital • Mercy Hospitals & Health System • Oak Pointe Assisted Living • St. Luke's Nursing Center • Via Christi Hospital & Health System*	• Cable One • Google Data Center • Innovative Objects* • Jack Henry and Associates* • LocalRaces • Optic Communications* • SGO Broadband • SNC Squared	• Branco* • Crossland Construction* • Empire District Electric* • Farrell Construction • Hutchens Construction • Mid-Land Enterprises* • True Energy Group Wildwood Ranch

Regional Trends for Higher Education Completion

Source: Economic Modeling Specialists, Inc.



Geography	2003 Completions	2014 Completions	% Change
● Region	3,983	4,707	18.2%
■ States	159,221	212,937	33.7%
▲ Nation	3,403,592	4,952,360	45.5%

Regional Completions by Award Level and Institution

Award Level	2014 Completions	%
● Award of less than 1 academic year	236	5.0%
● Award of at least 1 but less than 2 academic years	428	9.1%
● Associates degree	1,577	33.5%
● Bachelors degree	1,999	42.5%
● Masters degree	460	9.8%

15 Regional Institutions

4,707 Regional Program Completions

7,315 Annual Openings Matched to Completions

Institution	Certificates (2014)	Degrees (2014)	Completions (2014)
Pittsburg State University	18	1,536	1,554
Missouri Southern State University	0	1,020	1,020
Crowder College	166	680	846
Northeastern Oklahoma A&M College	37	464	501
Labette Community College	43	155	198
Northeast Technology Center-Afton	140	0	140
Franklin Technology Center	130	0	130
Carthage Tech Center	11	0	11

The original plan included MERIC Information in Section 4 on population, diversity, and relevant growth trends, but DWD reviewers later instructed that this information should be duplicated in Section 5a. Narrative descriptions of these charts may be found in Section 4.

Southwest Region 2012-2022 Industry Projections

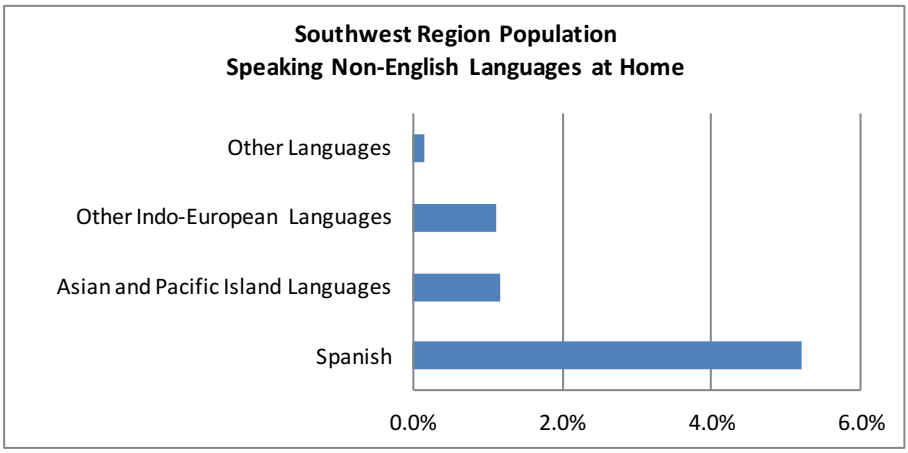
Title	Employment		Change	
	2012	2022	2012-2022	
	Estimated	Projected	Numeric	Percent
Manufacturing	22,723	24,675	1,952	8.59%
Administrative and Support Services	4,964	6,631	1,667	33.58%
Ambulatory Health Care Services	4,144	4,950	806	19.45%
Truck Transportation	5,671	6,422	751	13.24%
Specialty Trade Contractors	2,368	3,032	664	28.04%
Food Services and Drinking Places	7,833	8,469	636	8.12%
Professional, Scientific, and Technical Services	2,914	3,510	596	20.45%
Fabricated Metal Product Manufacturing	3,165	3,686	521	16.46%
Educational Services	9,205	9,706	501	5.44%
Hospitals	6,151	6,646	495	8.05%

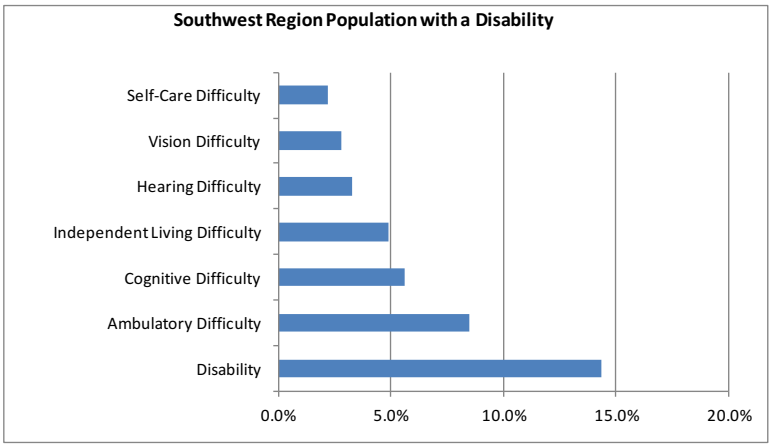
Source: MERIC Employment Projections

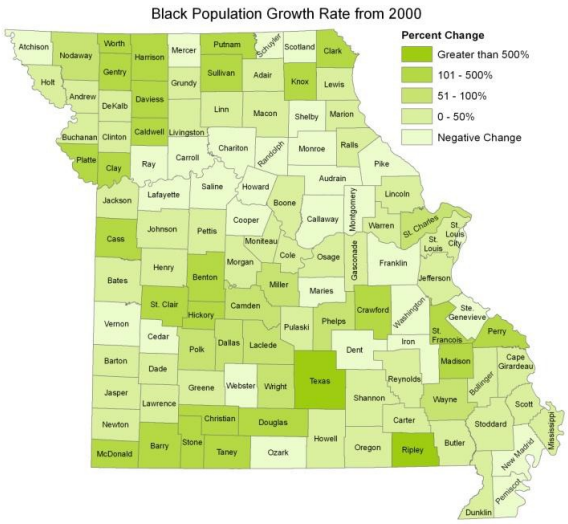
Southwest Region Top Ten Long-Term Occupation Projections Sorted by Total Openings

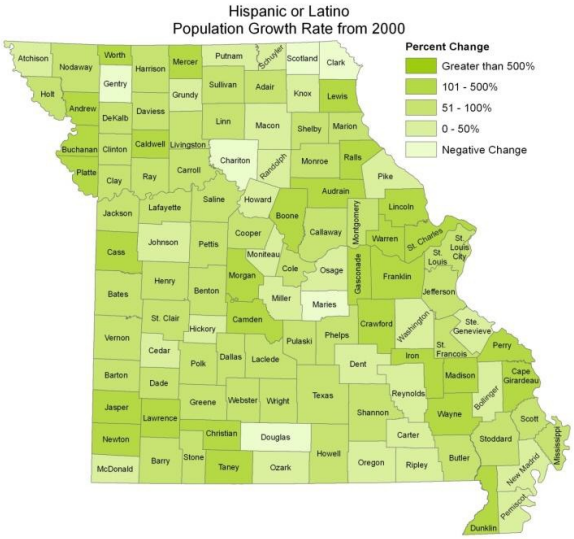
Occupation	2012 Estimated Employment	2022 Projected Employment	Growth Openings	Replacement Openings	Total Openings
Heavy and Tractor-Trailer Truck Drivers	5,472	6,144	672	875	1,547
Retail Salespersons	3,880	4,079	199	1,327	1,526
Cashiers	3,357	3,401	44	1,451	1,495
Combined Food Preparation and Serving Workers	2,692	3,060	368	1,028	1,396
Laborers and Freight, Stock, and Material Movers	2,224	2,510	286	689	975
Customer Service Representatives	2,013	2,379	366	548	914
Waiters and Waitresses	1,650	1,713	63	794	857
Registered Nurses	2,675	2,934	259	519	778
Office Clerks, General	2,765	2,952	187	581	768
Personal Care Aides	1,820	2,363	543	130	673

Source: MERIC Employment Projections


Southwest Region Population
Speaking Non-English Languages at Home
Other Languages
Other Indo-European Languages
Asian and Pacific Island Languages
Spanish
0.0%
2.0%
4.0%
6.0%

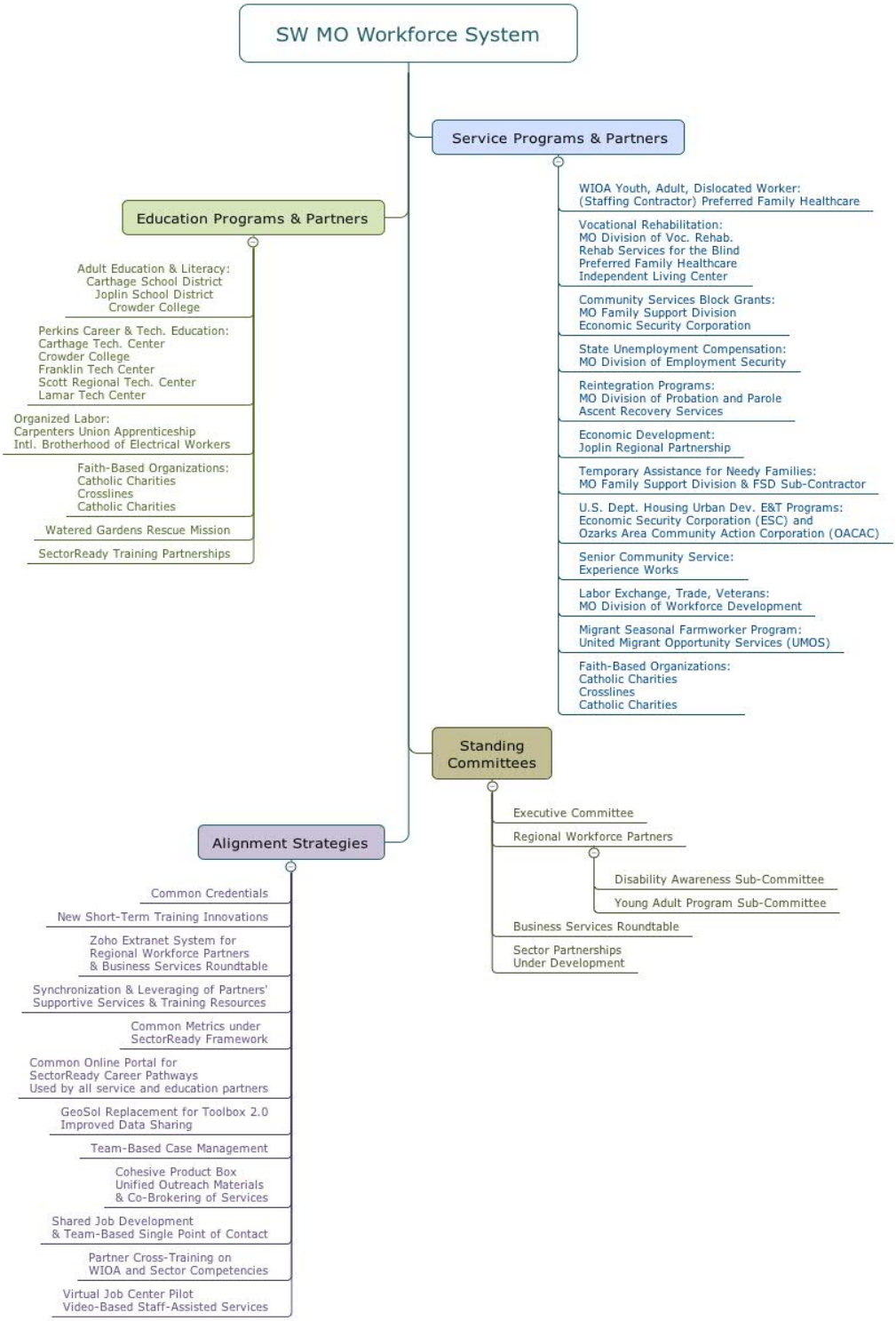

Southwest Region Population with a Disability
Self-Care Difficulty
Vision Difficulty
Hearing Difficulty
Independent Living Difficulty
Cognitive Difficulty
Ambulatory Difficulty
Disability
0.0%
5.0%
10.0%
15.0%
20.0%


Black Population Growth Rate from 2000
Percent Change
Greater than 500%
101 - 500%
51 - 100%
0 - 50%
Negative Change


Hispanic or Latino
Population Growth Rate from 2000
Percent Change
Greater than 500%
101 - 500%
51 - 100%
0 - 50%
Negative Change

Section 5B: Local Workforce Development System

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



- Workforce partner assets, committee infrastructure, and alignment strategies diagrammed in the map at left
- Coordination of service delivery through one comprehensive center, two affiliate sites, numerous partner locations, and a pilot under development for virtual one-stop center
- Virtual service coordination through sectorready.org, jobs.mo.gov, and other relevant portals
- Monthly coordination of all partners through inclusive Regional Workforce Partners committee and the Business Services Roundtable committee
- Full participation of partners in regional summit events, large-scale recruiting events, and outreach through shared publications and social media channels

Section 5C: Local Facility and Partner Information

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

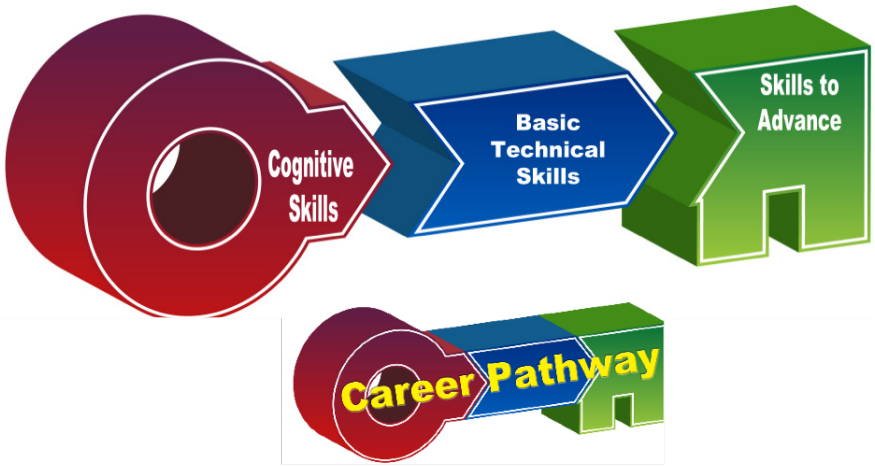
Partners	Services	Comprehensive	Affiliates		
		Joplin Job Center*	Monett Job Center	Neosho Job Center	Virtual Job Center
		730 S. Wall Ave. Joplin, MO 64801 P: 417-629-3000 F: 417-629-3011	100 S. Maple St. Monett, MO 65708 P: 417-235-7877 F: 417-354-0050	1110 W. Harmony Neosho, MO 64850 P: 417-451-3223 F: 417-455-9016	*Pilot program and locations under development.* *Any partner may participate through live two-way video-based case management.*
Preferred Family Healthcare	WIOA Adult, Dislocated, and Youth Services	•	•	•	
MO Division Workforce Dev.	Labor Exchange, Vets, Trade	•			
Joplin Schools	AEL	•			
Crowder College	AEL, English Language Acquisition		•		
Educational Opportunity Center	Post-Secondary Financial Aid Counseling	•	•		
FSD TANF Sub-Contractor	Missouri Work Assistance (MWA)		•		
FSD TANF Sub-Contract	MWA On-the-Job Training (OJT) Rep	•			
Independent Living Center	Sustainability services for the disabled		•	•	
Vocational Rehabilitation	On-site rep twice monthly	•			

* Joplin Job Center relocation pending removal of obstructions imposed by Missouri Office of Administration (OA). Relocation necessary to support additional partner co-location, accessibility, and cost-share structures not feasible under OA structures.

Local Strategy Implementation
Section 6.1: Career Pathways

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

- Branded as **SectorReady**™ for inclusive partnerships with employers, educators, workforce development, and economic development
- WIB designed 6-Ps framework (illustrated next page) to introduce and evangelize **SectorReady**™ concepts
- 6-Ps framework helps train partner agencies on deployment and service delivery
- WIB tactical plan to launch sector partnerships and career pathways based on logic model (see Section 3)



- Key **SectorReady**™ deliverables
  - **SectorReady**™ surveys and focus groups with targeted sector leaders underway
  - Heartland Workforce Summit: Present key findings, debut of **SectorReady**™ framework, summit sessions on ideas and strategies
  - WorkKeys® Job Profile development and analysis to quantify minimum standards for cognitive skills, knowledge, abilities, behavior, etc.
  - Partnership meetings by sector (blend of on-site and virtual for convenience)
  - Human Centered Design teams of industry stakeholders and strategic partners for pathway tools
  - Production of realistic job preview videos and testimonials by sector
  - Collaboration with educators on design teams to deploy short-term, low-cost training for industry-driven micro-credentials or skill badges
  - Design and implementation of sustainability and performance metrics
  - Online tools distributed at **SectorReady**.org
  - Train local K12 schools and colleges to implement **SectorReady**™ tools
  - Full implementation at American Job Centers and participating partner agencies

Toolkit 1.0: The Six P's of SectorReady™

Purpose

- *Passion* for the vision
- Improving *perceptions* of sectors
- *Patience* for longer-term impact

Probing

- *Predicting* growth and skill needs
- Overcoming *paradigms*
- *Problem solving* to remove barriers to regional growth

Payoff

- *Productivity* and other key metrics for employers
- *Performance* indicators to measure success and regional impact
- Continuous improvement cycles and revisions of pathway tools based on market changes and innovation

Planning

- *Partnerships* of the right people to keep the ship afloat
- *Perfecting* services and products for users through Human Centered Design
- *Prototyping* of models to be tested by workers, employers, schools
- *Pitching* the SectorReady™ model by change agents to decision-makers and investors

Portal

- SectorReady.org suite of interactive pathway tools, testimonials, career exploration trends, job preview videos
- Multiple formats of online, mobile, and print versions for maximum accessibility
- User-friendly resources for families, students, school counselors, and service agencies

Process

- *Profiling* skill standards through WorkKeys® system
- *Prioritizing* knowledge, skills, abilities, and behaviors for training and job selection
- *Preparation* with innovative training that's high-volume, high-impact, and cost-efficient
- *Proving* skill quality and supply through suitable credentials, skill badges, etc.
- *Promotion* of workers between training and job levels
- *Personalized* pathways to meet needs of unique populations' strengths and weaknesses
- *Placement* solutions that enhance the human resources system through efficiency, value, retention, productivity, etc.
- *Practices* that shift culture to innovation and growth with competency-based policies

The SectorReady™ Training Approach and Stackable Credentials

- All participants attain NCRC as solid foundation for cognitive skills
- Entry level credentials earned through fast-track SectorReady™ Principles Training
- Principles workshop series taught by industry volunteers to lower cost and position students to volunteer instructor for potential job candidates
- Basic SectorReady™ credentials to be developed with consultation and approval of employer partners
- ProveIt! may be used for high volume credentials at low cost
- Other industry credentials to be developed through groups such as the affiliates through National Association of Manufacturers, National Retail Federation (customer service), as examples
- Opportunities to utilize micro-credentials and skill badges common with the information technology sector
- All credentials need to be vetted as credit for prior learning through Missouri's community colleges and universities to maximize the national framework for career pathways and degree completion
- ACT's new Center for Workforce Advancement targeted the Joplin Regional Partnership and SW WIB for an exclusive invitation to a national pilot for additional industry-driven tech credentials

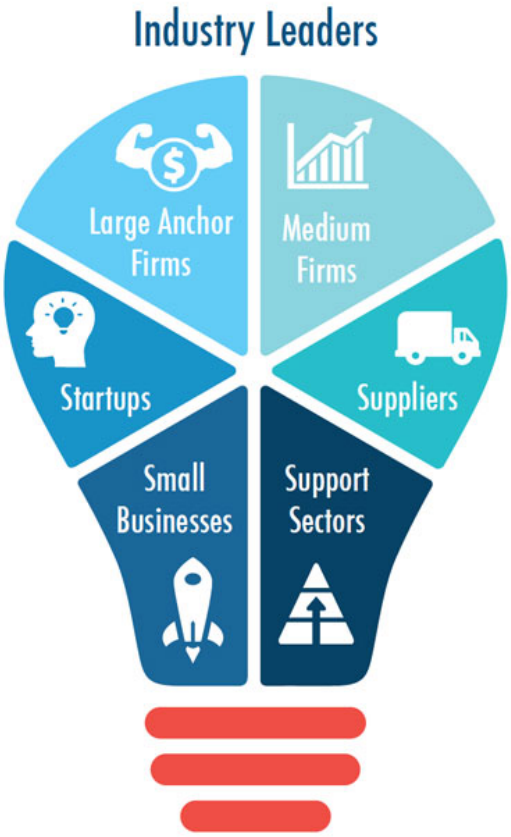
Tactical Model for SectorReady™ System Readiness

- The tactical graphic (right) illustrates the various components the Southwest region identified as crucial to the success of career pathways and sector partnerships
- WIB produced a short video at https://vimeo.com/150801811 to introduce the concept of SectorReady™ pathways and training to employers and system partners
- SectorReady™ video for students and job seekers under production to introduce career pathways and encourage customers to consider long-range goals for career advancement through stackable credentials and training
- Tactical plan updated quarterly to inform the workforce board and partner stakeholders on progress
- Elements of tactical plan developed by WIB along with Maher and Maher (DWD's technical assistance vendor) to include priority goals, key strategies, potential action steps, and relevant notes
- SectorReady™ pathway tools online late 2016
    - Self-paced or used with job counselors at any agency, K12 school, college, etc.
    - Each node of career pathway progress includes local wage, skill, and job posting analytics
    - Available as PDF or online with mobile optimization
    - Realistic job preview videos help promote awareness of sectors and important aspects of career exploration
    - Multiple points of entry to pathways based on circumstances with targets for youth, dropouts, ex-offenders, public assistance recipients, immigrants, dislocated workers, veterans, etc.
    - Custom entry points provide clear access to supportive services and tuition support from SectorReady™ partners

Section 6.2 Employer Engagement
Section 6.3 Business Needs Assessment

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

- **SectorReady**™ research with interviews and simple surveys of employers
- Regional Labor Certification to be completed in 2016 to gauge under-employment and psychographic trends of job seekers; helps employers compete stronger
- Customer-Centered Design process to be used with employers organized by sector
    - Championed by U.S. DOL-ETA and created by IDEO and Stanford Design School
- Potential employer targets: Job Center customers, chamber/economic development stakeholders, members of EmployerLink (MEC) of Barry-Lawrence County, Society for Human Resource Management, and advisory groups from career-tech-ed centers and community colleges
- Employer-focused events:
    - Annual Heartland Workforce Summit
    - Disability Awareness Summit (targeted for Fall 2016)
    - Events specific to sectors
- Business Services Roundtable partners assess needs and propose solutions by category through the Counselor-Salesperson approach
    - Recruitment
    - Screening
    - Training
    - Growth (economic development partnerships)
    - Research
    - Troubleshooting
- Research and diagnostic services organized by category
    - Labor Market Profiles
    - Forecasting
    - Impact Analysis
    - Job Posting Analytics
    - Workkeys® Job Profiling



Section 6.4 Alignment and Coordination of Core Program Services

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

- Coordination of partners through WIB's new structure with Regional Workforce Partners and Business Services Roundtable with approach that values inclusion, reduces duplication, and prevents silos
- Leveraged WIOA Transition Grant to deploy technical assistance from Inspiring Innovations, Inc. to assist with MOU and plan development along with youth system engagement and workforce partner training
- WIB seeking new location for Joplin Job Center to overcome issues with accessibility and expand space for partner co-location and meaningful program access

System Alignment Strategies

- Common credentials and short-term training solutions endorsed by employers and adopted by workforce partners
- Zoho extranet system to coordinate sharing of resources and documents for Regional Workforce Partners and Regional Business Services Roundtable
- Synchronization and leveraging of partners' supportive services and training resources
- Common metrics under **SectorReady**™ framework (see logic model in Section 3)
- Common online portal used by all education and service partners for career pathways
- Improved data sharing through GeoSol replacement of Toolbox 2.0
- Team-based case management of youth and transitioning adults
- Cohesive product box and unified outreach materials for co-brokering of products and services
- Shared job development and team-based single point of contact for serving employers
- Partner cross-training on WIOA and sector competencies
- Virtual Job Center pilot with video-based, staff-assisted services

DWD plan reviewers expanded the scope of the planning guidance after the July plan deadline through the plan evaluation phase and subsequent technical assistance. Additional detail is provided on how the 12 alignment tactics were selected.

- 7 meetings of the Regional Workforce Partners Committee
- 7 meetings of the Business Services Roundtable (all partners)
- Self-Assessment Tool on WIOA Implementation published by US DOL
- Self-Assessment Tool on Sector Strategies published by US DOL
- WIOA implementation progress reports and discuss from 6 meetings of the workforce board

Ongoing coordination techniques:

- Full implementation of Functional Leader structure
- Monthly meetings of Regional Workforce Partners and Business Services Roundtable
- Tracking all services available through online directory portal with user-friendly access to customers

Section 6.5 Outreach to Job Seekers and Businesses

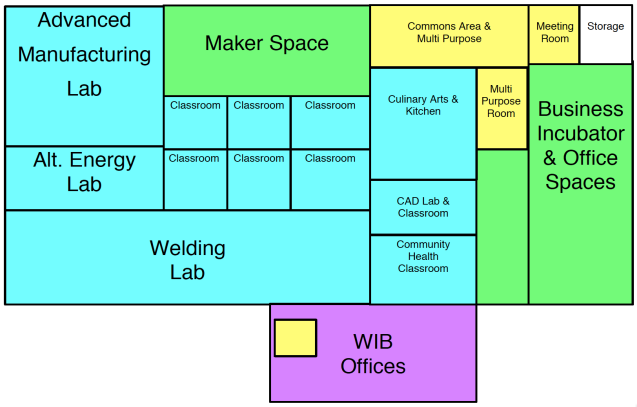
Describe the Board's goals and strategies for operation, innovation, and improvement under WIOA (20 CFR §679.560).

- WIB enjoys strong presence with local news media, particularly local TV coverage on all four affiliate stations
- Numerous TV and radio outlets provide donated or sponsored media for special workforce system initiatives
- WIB deploys extensive use of video for outreach including customer testimonials and video webcasts of events
- Local video productions hosted on Vimeo (alternative to YouTube to avoid commercial placement
- WorkforceZone quarterly journal promotes special events, products/services, and initiatives to elected officials, system stakeholders, and key customers
- Business Services Roundtable working to standardize branding of outreach materials to enhance co-brokering by partners
- Consolidating older websites to **SectorReady**.org for workforce customers and workforcezone.net for WIB stakeholders
- Strong social media usage for Facebook and LinkedIn
    - 944 followers for Joplin Job Center
    - 238 followers for Business Solutions Center
    - 148 followers for Job Fest/Job Genie
    - 111 followers for Monett Job Center
    - 74 followers for **SectorReady™**
    - 51 followers for Neosho Job Center

Section 6.6 Access/Improvements to Physical and Programmatic Accessibility; Customer Service Training

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

- Planned relocation of Joplin Job Center away from state-owned building that limits physical access to customers due to dangerous parking lot and OA-mandated reduction of usable office space to workforce providers by state Office of Administration
- By valuing equality and inclusion over silos, accessibility issues are assigned to a special sub-committee of the Regional Workforce Partners group
- New partnership with Crowder College and the Joplin Chamber of Commerce Foundation to launch a new training center (pictured right) in downtown Joplin to expand space and convenience for targeted training of new and incumbent workers
    - Advanced Training and Technology Center leverages HUD disaster recovery funding through the Community Development Block Grant to keep monthly costs low
    - WIB to occupy anchor office space in October 2016; new classes begin Spring semester 2017



- Virtual Job Center pilot seeks to leverage two-way telemedicine video technology to bring staff-assisted services to rural areas with most severe accessibility and higher unemployment; emerging partnerships with University Extension centers
- Partnership networking events (June 2016) at all three job centers to introduce workforce staff to other agency specialists
- Customer Service training for workforce system staff and partners as final deliverable of WIOA technical assistance being delivered by Inspiring Innovations, Inc. in mid-2016
    - Emphasis on using new career pathway and short-term training strategies as part of job counseling and case management functions
        - Conversation Matters
        - Techno vs Non-Techno
        - What Do They See
        - Problems/Challenges/Failures
        - Prioritize "At Least One"
        - Old and New Customer Base
        - Sectors/Pathways/Supply Chain
        - Partnerships Unlimited

- The Southwest Region annually assesses the physical and programmatic accessibility of all Regional Job Centers in accordance with the applicable provisions of the Americans with Disabilities Act of 1990 and WIOA Section 188.
- Access to One-Stop Services and Activities for all individuals includes the ability to adjust policy depending on the customer need. Examples include allowing a longer training period for individuals who may have a disability or language barrier, modified work schedules for OJT, Work Experience etc.
- Annual Inclusion Forum planned to provide a platform for employers to share best practices with their fellow employers.
- Voc Rehab is the only disability specific agency that is a mandated partner in the One-Stop system, but SW Region utilizes resources from Rehabilitation Services for the Blind, Independent Living and PFH Employment Services on a regular basis for their expertise. Example: Form development, event planning, accommodations, referrals and policy development.
- The SW Region has developed strong bonds with these partners and seeks guidance in developing improved policies and procedures in addressing the needs of those with disabilities.

Section 6.7 Assessment

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

- Southwest region remains a high-performer and leads statewide in use of the National Career Readiness Certificate and Certified Work Ready Communities
- WorkKeys® pre-test used in basic intake for customers at all three local job centers
- Job counselors and case managers have flexibility to deploy varying assessment techniques best suited for customer
- Assessment activities embedded with individual counseling or in collaboration with other partners as allowable
- Skills, interest, and abilities of customers considered heavily in options for developing individual employment plan
- ProveIt! tests licensed by WIB for Southwest region can be used to show acumen for sector-specific technical skills as well as credentials when endorsed by industry sector leaders

Section 6.8 Supportive Services

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

- Detailed further in Attachment 2
- Supportive services traditional to WIA were carried forward to WIOA
- Engagement of additional providers of supportive services through Regional Workforce Partners committee
- Process mapping to reveal opportunities to leverage partner supportive services to prevent duplication
- Optimizing supportive services process and budgeting empowers more resources for training and work-based learning

Operational Elements
Section 7: 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.

- Planning meetings for the Regional Workforce Partners and Business Services Roundtable (committees through the WIB)
- Initial design and input solicited through online wiki dedicated to each of the plan elements in the WIB's extranet workspace
- Draft of plan designed in large part with submissions to the online WIOA plan wiki
- Full comment draft published by May 19, 2016 exceeding the 30-day notice posting requirement ahead of the June 21, 2016 board meeting
    - Special planning section of Workforcezone.net website contains PDF assets of all plan elements and attachments
    - Printed screenshot of plan publication retained as evidence and included in final plan transmittal
    - Copies of Plan provided at WIB and job center locations
    - Postal postcards used to notify a mailing list of the plan draft and comment solicitation
        - List includes local county elected officials, local University Extension centers, and diversity organizations
- Comments and integration of input presented at board meeting with documentation of comments as Appendix B to the final transmittal of the local plan

Local Policies and Requirements
Section 8-A: Supportive Services

Please include as Attachment 2, the Board's policy for Supportive Services to enable individuals to participate in Title I activities. This policy must address the requirements in DWD Issuance 12-2010, "Statewide Supportive Services Policy."

- Attachment 2 published as directed

Section 8-B: Adult

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

- Funds determined as limited based on the following logic:
    - Next Generation Career Center (NGCC) model fully integrates staffing along with dual-enrollment to serve a much higher volume of customers, but places a higher operational burden on WIOA funding
    - State-driven cost allocation model places higher burden on Adult funding compared to Dislocated Worker
    - Funds available in the past have not been adequate to meet total demand
    - There is not a substantial increase in funds available for training activates
- Funding priorities locally concurrent with WIOA law based on public assistance recipients and low income individuals

1. Receives, or in the past six months has received, or is a member of a family that is receiving or in the past six months has received, assistance through the supplemental nutrition assistance program established under the Food and Nutrition Act of 2008 (the program of block grants to States for temporary assistance for needy families program under part A of Title IV of the Social Security Act), or the supplemental security income program established under Title XVI of the Social Security Act, or the State or local income-based public assistance;
2. Is in a family with total family income that does not exceed the higher of: (1) The poverty line; or (2) 70 percent of the lower living standard income level;
3. Is a homeless individual (as defined in the Violence Against Women Act of 1994, or a homeless child or youth as defined in the McKinny-Vento Homeless Assistance Act;
4. Receives or is eligible to receive a free or reduced price lunch under the Richard B. Russell National School Lunch Act;
5. Is a foster child on behalf of whom State or local government payments are made;
6. Is an individual with a disability, whose own income meets the income requirement of clause 2, but who is a member of a family whose income does not meet this requirement.

Section 8-C: Youth

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

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

- Low funding and program complexity both prevent the region from serving all youth, however the WIB's goals for **SectorReady™** include integration of career exploration and pathway tools in area high schools, AEL programs, and other agencies
- Team-based case management approach engages other partners serving youth and youth adults
    - Ideal target for ISY is co-enrollment with Vocational Rehabilitation
- Southwest region does not propose any changes or additions locally to MO-DWD Issuance 02-2015 and its Technical Assistance Guide
- MO-DWD Issuance 2015-11 governs work experience provisions for WIOA youth

The Southwest Region Innovation Board has established the locally defined eligibility criteria through collaboration with our WIOA Partners. Youth meeting this criteria will be referred to the Youth Program by our Partners (identified in Section 5A) along with any additional Community Agencies serving customers meeting this criteria. The referral document will be used in most cases as documentation for this criteria.

WIOA section 129(a)(1)(B)(VII) OSY
Locally Defined:

- At risk of drop out (letter from training provider official);
- No employment history (supported by Applicant Statement or UI Wage Data);
- Substance abuse; (Referring Partner Agency/Agency Statement or Applicant Statement)
- Lacks occupational goals/skills; (Referring Partner Agency/Agency Statement or Applicant Statement)
- Incarcerated parent(s); or (Referring Partner Agency/Agency Statement or Applicant Statement)
- Domestic violence (Referring Partner Agency/Agency Statement or Applicant Statement)
- Migrant youth (Referring Partner Agency/Agency Statement or Applicant Statement)
- Limited English proficiency(Referring Partner Agency/Agency Statement or Applicant Statement)
- Chronic health conditions(Referring Partner Agency/Agency Statement or Applicant Statement)

WIOA section 129(a)(1)(C)(VII) ISY
Locally Defined:

- At risk of drop out (letter from school official);
- No employment history (supported by Applicant Statement or UI Wage Data);
- Behavioral problems at school; (letter from school official)
- Substance abuse; (Referring Partner Agency/Agency Statement or Applicant Statement)
- Lacks occupational goals/skills; (Referring Partner Agency/Agency Statement or Applicant Statement)
- Incarcerated parent(s); or (Referring Partner Agency/Agency Statement or Applicant Statement)
- Domestic violence (Referring Partner Agency/Agency Statement or Applicant Statement)
- Migrant youth (Referring Partner Agency/Agency Statement or Applicant Statement)
- Limited English proficiency(Referring Partner Agency/Agency Statement or Applicant Statement)
- Chronic health conditions(Referring Partner Agency/Agency Statement or Applicant Statement)

Section 8-D: Veterans

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

- Southwest region fully adheres to veterans priority in all local job centers and related online or partner programs
- All agency staff are required to provide priority services to veterans in all programs funded in whole or in part by the U.S. Department of Labor
- One-stop intake points will utilize an intake tool (SBE Assessment Form) to assist in identification of veterans with significant barriers to employment who are in need of intensive services and refer them to the DVOP
- Referral alone to DVOP/LVER does not constitute priority of service
- Priorities considered with limited fund availability
    - First Priority shall be given to veterans and/or eligible spouses who are recipients of public assistance, are otherwise low income or are basic skills deficient.
    - Second Priority shall be given to individuals who are recipients of public assistance, are otherwise low income or are basic skills deficient.
    - Third Priority shall be given to non-low income veterans and/or eligible spouses.
    - Fourth Priority shall be given to non-low income adults.
- In programs where targeting of groups is discretionary or optional at the local level, veteran's priority takes precedence. Veterans priority is applied in advance of the opportunities and services provided to the population group covered by the optional priority.
- Each provider will provide information regarding priority of service to covered persons regarding benefits and services that may be obtained through other entities or service providers, and ensure that each covered veteran or eligible spouse who applies to or is assisted by any covered program is informed of the employment related rights and benefits to which the person is entitled.
- When there is a registration requirement associated with receipt of services for an impacted program or grant, collection of the individual's veteran status is required. Jobs.mo.gov, Missouri's automated public labor exchange system, provides the opportunity for veterans to self-declare veterans' status.
- Once an individual has been determined a veteran, they are asked if they would be interested in seeing a Veteran's Representative.
- The veteran representatives conduct outreach to businesses and veterans, develop job opportunities, and provide services in outreach locations within the region. Veterans are provided the full array of services available in the Job Centers, and the Veteran's Representative and Job Center staff will coordinate services among programs to ensure veterans receive a priority of service.

Section 8-E: Individual Training Accounts

Identify the funding limit for ITAs.

- Funding limit for all ITA's is $5,000 per program year, up to two program years (no change to previous local policy)
- As additional short-term training initiatives and/or pre-apprenticeship programs begin, the WIB may revise this limit in consideration of maximizing the volume of participants in training activities

Section 8-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.

- Equal Opportunity Methods of Administration govern the assurance that job center services are available and accessible to individuals with disabilities
    - Assistive technologies along with outreach materials in multiple formats as needed
- The ASL (American Sign Language) Interpretation Service is available upon request at no charge. Customers in need of ASL Interpretation Services may contact the nearest Missouri Job Center by phone/TTY using Missouri relay 7-1-1 to request this service
- WIB has made available a guide to *Assuring Equal Access to Job Seekers with Disabilities in Missouri's One-Stops*, which details applicable legal requirements, access standards and implementation steps; and the Accommodation Policy is posted on the region's website.
- Products/Services Box Elements:
    - Screen Reader
    - Zoom Text
    - Enlarged keys on specific keyboard
    - Trackball mouse
    - Phone amplifier
    - Face-to-face communication enabled through Ubi-Duo devices
    - TTY and Relay Service

Section 8-G: One-Stop Services (Limited English Proficiency)

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

- Job Center staff perceptive to individuals with limited English proficiency and immediately utilize the language vendor contracted by State of Missouri and permitted by Missouri Division of Workforce Development
- Appropriate materials translated in Spanish, the region's most used non-English language
- English language acquisition provided by referral to Adult Education and Literacy operators on site at Monett Job Center and to Joplin's AEL site at 1st and Main Streets
- When appropriate, the WorkKeys® testing for the National Career Readiness Certificate may be administered in Spanish

In accordance with DWD Issuance 06-2014 Issued 12/12/2014 and posted 2/3/15, Title VI of the Civil Rights Act of 1964, 29 CFR Part37, specifically 29 CFR Part 37.35; Executive Order 13166. The SW Region developed a LEP Plan to establish requirements for the region in serving LEP customers and to ensure that eligible LEP persons have meaningful access to Title I funded programs and services.

The Region follows guidance from the USDOL when deciding what reasonable steps should be taken to ensure meaningful access for LEP persons.

I. Demography - The number or proportion of LEP persons eligible to be served or likely to be encountered by the program.
2. Frequency of Contact-The frequency with which LEP persons come in contact with the program.
3. Importance - The nature and importance of the program, activity, or service provided by the program to LEP persons.
4. Resources-The resources available to you and the costs.

To accomplish effective communication, the SW WIB will ensure:

- An Annual assessment will be completed for the region's service area to identify language needs of the population served by utilizing census data, WIASRD and staff surveys.
- "Point to your Language" cards will be available throughout the Jobs Centers for LEP Individuals and are required by staff who have direct contact with LEP individuals.
- LEP Individuals will be advised of the availability of competent, confidential language interpretation services through translated notifications (notice currently translated in Spanish laminated and attached to Point to Language cards)
- Provide for oral language assistance in those languages identified through a contracted, no cost language interpretation service by telephone, CTS LanguageLink: http://www.ctslanguagelink.com/

- Translation of "Vital" documents, marketing materials and signage in languages other than English, any additional documents as needed.

- Resource Directory, created by WIOA Partners explaining services provided by each partner and method of referral, will be translated when completed.

- Outreach to LEP populations and community based organizations to inform LEP individuals of programs, activities and language services are available with referrals to AEL partners listed in Attachment 1

- Websites contain translated documents

- The LWIB also monitors sub-recipients and training providers in the region as part of the oversight responsibilities

Section 8-H: Next Generation Job Center Model

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

- WIB fully utilizes Functional Leader model for the comprehensive job center at Joplin
- Functional Leader model retained for procurement process for the designated one-stop operator
- All job center supervisors and Functional Leader active in WIB committees of Regional Workforce Partners and Business Services Roundtable
- WIB provides online extranet workspace for collaboration, document management, and ease of resource access accessible to all partners regardless of agency affiliation or I.T. policies
- Adhered to state and federal guidelines for dual-enrollment as appropriate to each individual scenario
- WIB seeking to escape state Office of Administration restrictions that prevent accurate cost sharing, reduce space+ for integration and co-location of partners at the Joplin Job Center; goal of occupying satisfactory space by end of 2016
- **SectorReady™** toolkits, cross training, and online portals available to all training and service partners with multiple points of entry based and resources categorized by customer barrier and/or background
- Common customer service training deployed by mid-2016 to all job center staff and partners as a deliverable of WIOA technical assistance initiatives (see Section 6.6 for list of training elements)
- WIB fully compliant with state and federal common branding guidelines to fully integrate the American Job Center brand in conjunction with neighboring WDBs and job centers in Southeast Kansas, Northeast Oklahoma, and Northwest Arkansas
    - Southwest WIB was first in Missouri to implement the American Job Center brand upon relocation of its Monett one-stop

Provided below is analysis from the Regional Workforce Partners committee that addressed dual-enrollment challenges to be resolved:

- Roadblocks by state agencies that refuse consolidation to a single case management system
- Partners acknowledge realities of multiple systems needed
- Willingness of partners to exchange small bits of essential data to facilitate the core functions of the referral process
- Integration of as many partners as possible into Missouri's Toolbox MIS
- Additional referral components addressed in one-stop system MOUs provided as Attachment 3 to the region's WIOA plan

- Apprenticeship Programs are being created with Partners to assist the homeless and/or those with significant barriers (including those with disabilities). WIOA and Partner staff work together to co-enroll and case manage clients, facilitate workshops, develop training plans and establish OJTs.
- Co-enrollment with Supported Employment to provide competitive employment for individuals with disabilities in an integrated work settings through Work Experience Services

Additional Service Strategies:

- Successful implementation of NGCC model
    - Joplin among the first of comprehensive centers in the state to meet Missouri's chartering guidelines established for NGCC
    - Removed silos by integrating staff across Welcome, Skill, and Job teams
- NGCC model provides for basic services (such as Career Ready 101 assessment and remediation) to all basic customers regardless of past, current, and future enrollment activity
- Ongoing staff training (once weekly) to reinforce integration concepts, including current state level policies for dual-enrollment (WP, Trade, WIOA, UI, etc.)
- Customer flow empowers WIOA dual-enrollment based on individual consultation by Job Center staff, customer choice, and program parameters (eligibility, etc.)
    - Workforce specialists seek every opportunity to promote product box and other agency solutions for customer action
- Routine interface with partners such as VR, AEL, and TANF to explore dual-enrollment on a case-by-case basis empowered by customer choice
- Monthly meetings of all WIOA partners routinely address advances in dual-enrollment and methods to alleviate state-level system limitations
- Development of web-based application and printed directory of all partner services
- Internal directory under development for use by all partners that includes data elements of online portal along with important enrollment details such as eligibility, methods of access, etc.
- SW WDB monitoring of local WIOA files to check for optimization of dual-enrollment tactics to remove customer barriers

Section 8-I: Training Expenditure Rate/Local Criteria for Training Recipients

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

- Non-binding proposal of 14% for training expenditure rate
    - Federal Reserve Bank of Atlanta research on policies requiring minimum rates determined to be in-effective
- Training expenditure rate does not include required provisions of case management and compliance activities
- PY16/FY17 Planning Budget Summaries (Attachment 13) training share is 14%
- Alignment with region-wide labor certification study conducted by Growth Services Group in which interest for short-term training is 12.2%
- Original plan narrative provided justification on the strategies to expand training volume and impact while lowering costs (see below)
- Arbitrary rates do not reflect training contributions to enrolled participants that originate from other WIOA grants, partner agency funds, student aid, donations, etc.
- Politically-driven rates punish regions that seek to increase training volume and resulting credentials through innovative means beyond old-fashioned ITAs
- DWD refusal to provide equitable staffing and funding for Monett and Neosho Job Centers, combined with strong pressures for increased WIOA staffing at Joplin
- WIB identified more effective approach through the **SectorReady™** framework to expand training volume and impact while lowering costs
    - **SectorReady™** Principles training series utilizes day-long workshop format in 4-5 segments
        - Training facilitated by volunteer representatives of employers for the most up to date concepts along with opportunities for volunteer instructors to scout for ideal job candidates within the workshops
        - While effective, current federal policies may inhibit classifying innovative activities of this nature as training for purposes of tracking performance or expenditures
    - Pre-Apprenticeship training often in formats of 39 hours or less to maximize the economy of scale desired in the **SectorReady™** framework
- Job Center Processes
    - Initial intake, Career Ready 101 assessments, and orientation to services
    - Individualized assessment and counseling by Job Center Skills Team
    - Career exploration tools such as MyNextMove and new **SectorReady™** tools
    - Training prescribed as necessary through Individual Employment Plan

Section 8-J: 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).

- Joplin Schools AEL integrated on site at the Joplin Job Center
- Crowder College AEL integrated on site at Monett Job Center
- Additional sites throughout region operated by Carthage, Joplin, and Crowder College AEL along with MoLearns virtual AEL operated by MO-DESE
- AEL referrals facilitated by process as noted in MOUs with potential revisions in draft policy being developed by MO-DWD
- Funding cuts inhibiting AEL to pay for modest occupancy charges at Joplin and Monett Job Centers
- AEL programs at Joplin and Monett Job Centers provided new specialists for the Transitions in Partnership (TIP) statewide pilot project to connect students with core and required partners, local employers, and post-secondary institutions
- New AEL TIP staff at Joplin and Crowder responsible for connecting targeted AEL students with available partners, services, and opportunities to achieve employment and/or post-secondary enrollment focusing on student success and making the connections with available partners
- WIB facilitated Toolbox Access for AEL staff and trained AEL staff on basic jobs.mo.gov enrollments
- AEL representatives serve on Business Services Roundtable through the WIB in addition to the Regional Workforce Partners committee to keep abreast monthly on Job Center services and program developments
- WIB implemented the Scholars at Work model that provides financial stipends to cover basic needs of eligible WIOA-enrolled students during allowable AEL activities
- Next Generation Job Center customer flow process prescribes the AEL referral to all customers that are determined in the initial assessment process to need remediation of basic skills deficiency and/or absence of high school equivalency
- WIB staff attend each providers' AEL Advisory Board meetings at every opportunity, often providing WIB and Job Center updates to AEL instructors and staff in attendance
- WIB routinely covers exam costs for AEL participants that are dual-enrolled in WIOA
- Referral form under development through Regional Workforce Partners committee to simply referral process to and from the Job Centers for all partners, not just AEL
- Absent of final federal regulations or state issuances, WIB seeks the following criteria for alignment review of AEL provider applications
    - AEL students attain (or are on the path to attain) the National Career Readiness Certificate, when documented as an expressed goal of an Individual Education Plan
    - AEL programs comply with WIOA-mandated elements to provide digital literacy and English language acquisition
    - AEL programs' capacity to contribute to shared workforce system infrastructure cost in equitable manner, as determined by future fed and state policies

Section 8-K: Vocational Rehabilitation & Rehab Services for the Blind

Title IV of the Rehabilitation Act includes both VR/RSB programs. Describe how the Board will coordinate workforce development activities with these programs. Boards are encouraged to develop a subcommittee on disability services. Describe the partnership with these agencies as this subcommittee is developed.

- Special sub-committee established through the Regional Workforce Partners committee of the WIB
    - Approach that prioritizes equality and inclusion over silos of disconnected, standalone committee
- WIB is seeking a better facility for the Joplin Career Center to increase partnering with all Core partners, including Vocational Rehabilitation
- Job Centers seek every opportunity for dual-enrollment with VR and RSB as appropriate for the individual
- WIB entered advocacy partnership with Joplin Sheltered Workshops to expand options for competitive and subsidized employment, as best suited for the customer individually
- MO-VR revamped evaluation tools for competitive or supportive employment
- Disability Awareness summit and job fair event targeted for late 2016 to raise awareness of resources available to employers to leverage the job candidate talent pipeline inclusive of individuals with disabilities
- Representative from Rehab Services for the Blind (RSB) is active on Regional Workforce Partners committee
- RSB rep also active on committee that plans and executes the Inclusion Forum to help raise awareness of disability issues
- RSB rep receives agendas with open invitation to attend each meeting of the WIB

Section 8-L: Apprenticeships

Describe the Board's policy on providing apprenticeships

- Success with integrating apprenticeships as individual training strategies through the Carpenters Union Joint Apprenticeship and the International Brotherhood of Electrical Workers
- Seeking to replicate National Apprenticeship Training Foundation model with pre-apprenticeship short-term approach for future stackable credentials, relevant advanced training, and experiential learning
- Pre-Apprenticeship model plays significant role in serving customers by removing barriers
- Integration of all pre-apprenticeship and apprenticeship resources within **SectorReady™** pathways/training framework
- Committed to local implementation of Missouri's emerging framework for the ApprenticeshipUSA initiative
- Three phases
    - Planning phase now active (smallest piece of grant)
        - DWD seeking input on statewide strategy development
        - Business Development Office from University of Missouri for facilitation of statewide strategy development
        - Inclusive of workforce Development (including collaboration with Training and Employment Administrators of Missouri), Career-Tech-Ed, Vocational Rehabilitation, Department of Corrections, Family Support Division, community colleges, 4-year colleges, private schools, organized labor
        - Comprehensive inventory (asset mapping) of apprenticeship programs and assets statewide
    - Implementation second phase
        - Promote/encourage regional approaches
        - Might involve intermediaries
    - Third phase to promote non-traditional groups and non-traditional apprenticeships

Integration of One-Stop Service Delivery
Section 9-A: Assessment of One-Stop Program and Partners

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

- Missouri One-Stop Certification framework contains new evaluation policies to be used by local workforce boards
- Quick-Start Action Planners from DOL-ETA on various topics shared and co-facilitated with Regional Workforce Partners and the Business Services Roundtable
- Customer satisfaction survey analysis by members of the Regional Workforce Partners and the Business Services Roundtable
- Workforce Board utilizes Missouri's WIB Quality Benchmarking framework as all 16 critical success factors each have elements reflected into WIOA law
- Local sub-state monitoring requirements provided in Attachment 9
- Integration of initial outcomes and end goals of the logic model noted in Section 3 along with proposed **SectorReady™** metrics beyond mandated WIOA performance measures
- Procurement evaluation models noted in Section 10-A

Alignment and Data Integration
Section 9-B-1: Memorandums of Understanding

A copy of each MOU between the Board and each of the One-Stop partners (or one "umbrella" MOU for the same purpose) concerning the operation of the One-Stop Delivery System in the LWDA. Include as Attachment 3 an updated copy of the MOU with current signatures and dates; if available for Plan submission (DWD requires the MOU to be submitted to the State by July 1, 2016). Missouri Job Centers must ensure that equal access to employment and training services are provided to the farm workers and agricultural employers in their LWDAs. See DWD Issuance 12-2015 https://jobs.mo.gov/sites/jobs/files/dwdissuance12-2015_12232015.pdf.
(See Infrastructure Cost Sharing note in section 3 on page 9.)

- All available MOUs provided as Attachment 3 and linked individually online at *workforcezone.net/mou*
- New policy issuance to be released by MO-DWD includes referral guidelines that may require revisions to the MOU
- WIB opted for individual MOUs with partners so minor changes may be implemented in the future without massive disruption to the MOU process
    - Approach proven helpful as state-level MOUs would have prohibited timely execution of local MOUs
- Local MOUs treat complex infrastructure cost-sharing components as an addendum to the MOU

Section 9-B-2: Migrant and Seasonal Farmworkers/ Ag 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.

- Local business services team partnered with DWD AES for new developments through the Missouri Organic Association
- UMOS local staff typically responsive to collaboration, but UMOS administration is typically averse to MOU elements and reasonable cost-share mechanism
- DWD coordinating statewide MOU with UMOS in hopes of meeting strict demands imposed by UMOS
- Even though UMOS management refuses to contribute to equitable one-stop system infrastructure costs, the Job Centers at Joplin, Monett, and Neosho do provide one-stop amenities to local UMOS staff upon request
- Joplin Job Center's Job Order Specialist collaborates with DWD AES on employer recruitment
- WIB will collaborate with Job Center agency and team leaders to designate a liaison as main contact for MSFW, AES, and UMOS for referrals, MSFW/AES training, and cross-training Job Center staff as needed

Section 9-B-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.)

- Most recent cost share agreement available posted as Attachment 4
- Timeliness of completion of cost share agreements largely dependent on parties outside the WIB

Section 9-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.

- Planning meetings for the Regional Workforce Partners and Business Services Roundtable (committees through the WIB)
- Initial design and input solicited through online wiki dedicated to each of the plan elements in the WIB's extranet workspace
- Draft of plan designed in large part with submissions to the online WIOA plan wiki
- Public Comments received on the local WIOA plan are cataloged as Appendix B with the official plan transmittal
- Partner Meet & Greet networking events held at all three job centers in June to introduce job center staff to agency specialists throughout the region
- **SectorReady**™ Phase One Survey in preparation for the Fall 2015 Heartland Regional Workforce Summit
- **SectorReady**™ Phase Two Interview/Survey Hybrid (December 2015 through April 2016)
- Analysis of employer recipients for MissouriWorks (Customized) training grants
- Analysis of job openings and employer preferences for experience levels, specific skills, and credentials (GeoSol and EMSI)
- Planning meetings for the Regional Workforce Partners and Business Services Roundtable (committees through the WIB)
- Meetings and strategic planning through the Joplin Regional Partnership and Market Street Services

Section 10-A: One-Stop Operator Designation

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).

- **Preferred Family Healthcare** (formerly Alternative Opportunities) is the designated one-stop operator procured under WIOA for FY17
- Initial implementation of the Next Generation Career Center model included a contracting approach heavily advocated by DWD to utilize leased staffing for the required firewalls to separate the WIB from one-stop/program operations
    - WIB seeks to retain this contracting model as the most cost-effective manner to reduce operational overhead
- WIB adjusting contract periods to coincide with federal fiscal year to improve funding stability at start of contracts and to prevent disruption in the event that new operators or contractors
- Desired evaluation criteria for the one-stop operator bids
    - Format and Completeness: Points may be deducted if the proposal submitted does not follow the prescribed format or if other forms are not satisfactorily completed.
    - Qualifications of Proposed One Stop Operator: If Staffing has been determined, provide the qualifications including Knowledge, Skills, and Abilities of the person who will perform the duties of the One Stop Operator.
    - Previous WIOA or Related Experience: Describe all experience you have related to the WIA, WIOA, or other federal or state programs and legislation.
    - Qualification for Staff Management: Explain any qualifications you have regarding supervision, hiring, performance evaluations of employees.
    - Compliance/Quality Assurance Experience: Detail all experience relating to monitoring, auditing, reviewing of federal, state, or local laws and regulations.
    - Capacity to serve as the primary Community/Partner Liaison: Outline the connection to the communities within the Southwest Workforce Development Area in collaboration with the Joplin Regional Partnership.
    - Customer Service: Outline of Business, Job Seeker, and Youth Services
    - Budget: Adhere to proposal requirements and demonstrate alignment of budgeting with WIB priorities

DWD reviewers requested that the WIB include redundant information on its procurement policy elements, even though that information is provided in Attachment 12

3.1h Formal Competitive Procurement
1. Purchases exceeding the threshold of $25,000 must be formally advertised in public media. Procurements of this nature require the following guidelines
2. Advertisements to the public must be published in a minimum of two newspapers of general circulation in such a way that the advertisements achieve the best coverage for the area. In addition, written notifications to prospective bidders will be considered an attempt to solicit the receipt of three or more bids. Advertisements are documented by a tear sheet and an affidavit of publication.
3. To keep the size and cost of bid advertisements to a minimum, bid advertisements may reference a specific website address to obtain full bid information.
4. The payment for advertisements will be processed through standard accounts payable procedures.
5. The formal advertised competitive bid process does not have a minimum number of proposals required, but every reasonable effort will be made to solicit more than one bid

response. Should only one bid response be received or deemed qualified, a reasonableness of cost and price analysis must be completed.
6. A formal Request for Proposal (RFP) must be prepared. A RFP must not be so restrictive as to eliminate open and effective competition.
7. The RFP indicates the goal to be accomplished and requests from the bidder how and at what cost the goal will be met. A list of those who received the RFP must be maintained and filed in the permanent file for the project. The RFP must also specify the proposal submission requirements and the proposal evaluation method. Bid selection and award is based on the evaluation criteria. Contractor selection must be documented in writing with a copy retained in the permanent file for the project.
8. The distribution of the RFP will be made to anyone responding to the advertisement or written solicitation. Distribution of these documents must be made no sooner than the date and time named in the bid solicitation or advertisement. Distribution should also be made to known vendors in an attempt to secure as many bids as possible. Publication of RFPs on a publicly-accessible website is permissible to meet this requirement.
9. An RFP contains precise statements and complete specifications on the goals of the project, allowing only one interpretation. It allows no choice in the outcome to be expected, but requests only that the bidding organization evaluate its ability to accomplish the goal at a set cost. Bid comparison and contractor selection is made on the basis of meeting the bid selection criteria, reasonableness of cost, allowability, and whether the bid meets the identified need(s). The lowest bidder may not always be the best choice. The bid award(s) must always be in the best interest of the project. Contractor selection must always be in writing.
10. For procurements over $25,000, a pre-bid conference (either in person or electronically) must be held with the prospective bidders to answer questions and to clarify issues within the RFP. The time and place of the pre-bid conference is to be named in the advertisement and the RFP. Questions may be posed in person, in writing or email prior to the opening of the pre-bid conference or participation by telephone. The questions and answers are formally recorded, and a written copy is distributed to all prospective bidders within one week of the closing of the conference. After the close of the pre-bid conference, no questions may be answered regarding the bid solicitation.
11. An evaluation team of at least three (3) members is formed prior to the opening of all bids/proposals received. The Chief Local Elected Official must be assigned to the team if the procurement is over $25,000. These members must have knowledge of the goods/services to be procured, and must not be in a position to benefit from the bidder selection. The appointment of the evaluation team by the WIB Executive Director or other WIB designee must be written and maintained in the permanent file for the project.
12. The time and date of the public opening shall be named in the advertisement and bid solicitation. The solicitation must state the format for submitting the bid, that bids must be sealed upon receipt to be accepted, the number of originals and copies to be submitted, the date and time to be received, and the bid number to placed on the outside of the sealed proposal. Bids received must remain unopened, stamped with the receipt date, logged and stored in a secure location until the time of the public opening. Bids received after the closing time are to be considered nonresponsive and be returned to the bidder, unopened, and logged as such. Bids that do not meet the submission criteria may also be determined non-responsive, logged as such, and returned to the bidder unopened.
13. Bids are to be determined responsive or non-responsive based on conformity with the essential elements of the RFP. A written report must be prepared with adequate documentation of the reasoning for any bid determined non-responsive. Non-responsive bids are removed from further consideration and logged as such.
14. Originals/copies of the bids will then be distributed to the members of the evaluation

team. The team should read all bids before meeting as a group. A meeting will be scheduled to evaluate the bids. Each team member will evaluate the proposals independently. All aspects of the evaluation meeting will be recorded, including the date and time frame of the meeting (time brought to order and time adjourned), and the names of those in attendance. Individuals who join the meeting late or leave early must also be recorded.
15. Responsive bids are analyzed and evaluated in accordance with the evaluation criteria. Each bid must be evaluated independently of the others. Concerns and/or specific comments regarding the individual responses will be recorded and maintained with the evaluation documentation. The points awarded by each evaluator will be recorded separately and will be averaged to award a composite score. This composite score may be documented by a computer printout or calculator tape on which the name of the bidder, type of program, and verification of the composite score is recorded. This documentation is affixed to the proposal document, or maintained intact in the permanent file.
16. The evaluation team must make a contract award(s) recommendation based on their evaluation. The team may recommend that no award be made if it is determined that no responsive bids are in the best interests of the project. The recommendation of the evaluation team will be presented to the WIB Board as a whole for final authorization.
17. The WIB Board as a whole will consider the recommendations of the evaluation team and will vote on the recommendations made. For all procurements over $25,000, the CLEO, or designee of the CLEO, may poll the region's county commissioners for consensus. Contract awards or non-awards are recorded in the minutes of the board meeting, a copy of which will be included in the permanent file for the project. Abstentions from the vote due to a real or implied conflict of interest will also be recorded in the minutes.
18. The successful and non-successful bidders are notified in writing of the award, utilizing a Letter of Intent to Contract for the award recipient. The letter must be mailed within the timeframe outlined in the RFP. The bidder must be notified in writing if further negotiations are required prior to the contract being drawn.
19. A contract is prepared for signature for the program year of other term specified in the RFP. Contracts may be extended for an additional one-year period if the bidder performs successfully under the contract and adequate funds are available to continue the contract.

Additional Section 10 Requirements

- 10-B Board Membership Certification provided as Attachment 5
- 10-C Bylaws Attestation provided as Attachment 6
- 10-D Chief Elected Officials Agreement provided as Attachment 7
- 10-E Conflict of Interest Policy provided as Attachment 8
- 10-F Sub-State Monitoring Plan provided as Attachment 9

Program Activities and Service Delivery
Section 11-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.

- WIB's expertise in labor market analysis is one of its greatest strengths in preparation to fully implement **SectorReady™**
- **SectorReady™** tools can be used with job counselors at any agency, K12 school, college, etc. or as a self-paced activity
- **SectorReady™** pathway tools online late 2016
  - Each node of career pathway progress includes local wage, skill, and job posting analytics
  - Available as PDF or online with mobile optimization
  - Realistic job preview videos help promote awareness of sectors and important aspects of career exploration
  - Multiple points of entry to pathways based on circumstances with targets for youth, dropouts, ex-offenders, public assistance recipients, immigrants, dislocated workers, veterans, etc.
  - Custom entry points provide clear access to supportive services and tuition support from **SectorReady™** partners
- Additional handouts and posters utilized in the job centers as produced by the Department of Economic Development's Missouri Economic Research Information Center (MERIC)
- The Joplin/Monett/Neosho Job Center Product Box is provided as Appendix C

Section 11-B-1: Adult/Dislocated Worker Activities

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.

- To better organize this listing, the Joplin/Monett/Neosho Job Center Product Box is provided as Appendix C

Section 11-B-2: ITA System

Include a description of the local ITA system and the procedures for ensuring that exceptions to the use of ITAs, if any, are justified.

- Southwest region fully utilizes the NextGen framework to deploy ITA functions
- The full ITA policy is included in Attachment 2 immediately following the supportive service policy
- Including the policy within Attachment 2 allows for easier navigation for the audience of this plan along with quicker access for future revisions
- Exceptions to the ITA policy:
    - ITAs not needed for On-the-Job Training, Customized Training, or Incumbent Worker programs
    - Training that is less than 40 hours per week, per Missouri's Eligible Training Provider Certification
    - When a vendor relationship exists (short-term training is available to the general public and is purchased by the WDB for specific purposes.)
    - When the WDB determines there is a short-term training service of demonstrated effectiveness offered in the area by a community-based organization or other state or federal agency to serve special customer populations that face multiple barriers to employment. Individuals with multiple barriers to employment include those who are low-income with substantial language or cultural barriers, ex-offenders, those who are basic skills deficient, and/or homeless individuals.
- ITA policy and related exceptions may be subject to change with the release of final WIOA regulations or future Missouri policy issuances

Section 11-B-3: Unemployment Programs

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

- Initial assessment and orientation to services
- Referrals to additional Job Center services and partners, as appropriate
- Integration of all available partner staff roles to enter countable activities for UI compliance
- Promotion of the National Career Readiness Certificate and related Keytrain® preparations
- Promotion of alternative careers through **SectorReady**™ online career exploration and career pathways
- Promotion of the **SectorReady**™ Principles Training and other relevant Job Center workshops
- The basic customer flow of the Next Generation Job Center (NGJC) model provides basic assistance for WPRS customers

Section 11-B-4: Work-Based Learning

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

- Integration of OJT and other work-based learning models with **SectorReady™** portal for online career exploration and career pathways
- Common branding of work-based learning in the J-E-T product family of Job Experience Training
    - Convenient catalog of all the work-based learning products with simple explanations of their nuances
- Full utilization of non-formula WIOA funding (NDWGs, state set aside, etc.) to leverage additional resources
- Routine workshops at the Job Center focused on work-based learning in order to build of potential OJT candidates for rapid deployment aligned with employer demand
- Dedicated staffing of partners for work-based learning within the Business Services Roundtable
    - Important to help de-code the state and federal processes for a user-friendly experience with employers
    - Appointed OJT team at Joplin Job Center to address coordination and referrals region-wide

Section 11-B-5: Credentials

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.

- All participants attain National Career Readiness Certificate as solid foundation for cognitive skills
- Entry level credentials earned through fast-track **SectorReady™** Principles Training, as noted in the infographic in Section 6.1
- Principles workshop series taught by industry volunteers to lower cost and position students to volunteer instructor as potential job candidates
- Basic **SectorReady™** credentials to be developed with consultation and approval of employer partners
- ProveIt! may be used for high volume credentials at low cost upon endorsement of sector industry leaders
- Other industry credentials to be developed through groups such as the affiliates through National Association of Manufacturers and the National Retail Federation (customer service), as examples
- Opportunities to utilize micro-credentials and skill badges common with the information technology sector
- All credentials need to be vetted as credit for prior learning through Missouri's community colleges and universities to maximize the national framework for career pathways and degree completion
- ACT's new Center for Workforce Advancement targeted the Joplin Regional Partnership and SW WIB for an exclusive invitation to a national pilot for additional industry-driven tech credentials
- WIB mandates a dedicated Assessment Coordinator to proctor to manage heavy NCRC testing volume and processing

- Assessment Coordinator and additional staff deployed to assist colleges, high schools, and tech centers with NCRC testing
- AEL co-located at Joplin and Monett Job Centers

Section 11-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.

- WIB assigns staff-level Project Managers to assist the ETT Coordinator as directed
    - Assistance with event coordination, production of materials, and other items as needed
    - Specific local services aligned with MO-DWD Issuance 07-2015
    - Local staff do not initiate the first contact with affected employers without first consulting with the ETT Coordinator, or in extreme circumstances that intervention is warranted to prevent harm to participants
- Business Retention and Expansion initiative in collaboration with the Joplin Regional Partnership helps identify at-risk firms in need of potential ETT services

Section 11-D-1: Youth Standing Committee

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.).

- Youth/Young Adult functions are governed by a special Youth Sub-Committee of the Regional Workforce Partners
    - This approach prioritizes equality and inclusion without the silo effect of a standalone committee
- Sub-Committee called on as needed for program procurement to evaluate and recommend potential vendors
- Sub-Committee roles in youth-related sections of WIOA plan
    - Planning meetings for the Regional Workforce Partners (committees through the WIB)
    - Initial design and input solicited through online wiki dedicated to each of the plan elements
    - Draft of plan designed in large part with submissions to the online WIOA plan wiki
    - Public Comments received on the local WIOA plan are cataloged as Appendix B with the official plan transmittal
- Regional Workforce Partners committee meets monthly and assigns specific functions on as needed basis to the Youth Sub-Committee
    - Examples include event coordination, procurement, policy, etc.
- WIB conducts extensive asset mapping functions with resources provided online for ease of communication with partners
- Youth sub-committee has active role in needs determination through SWOT analysis through the Regional Workforce Partners and Business Services Roundtable
- Extensive research of employer needs through SectorReady™ research applicable to youth programming

Section 11-D-2: Youth Activities

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

- Program development follows the Logic Model process to consider challenges, activities, inputs, outputs, initial outcomes, and end-goals (See Section 3 for the primary logic model that governs the region's workforce demand holistically)
- Development processes include staff from the WIB and youth operator along with partner stakeholders such as board members, committee members of the Regional Workforce Partners and the Youth Sub-Committee, and other relevant agencies in the youth employment and training space

WIOA Youth Element	Local Provision	DOL Themes*
Basic Skills, Dropout Prevention/Recovery	Scholars at Work program in partnership with youth operator and SW MO's three AEL operators; National Career Readiness Certificate	1 2 3
Alternative Secondary School Services or Dropout Recovery		1 3
Paid and Unpaid Work Experiences with Academic and Occupational Education	Summer Jobs, State Parks Youth Corps, year-round work experience programs	2 3
Occupational Skills Training	SectorReady™ Principles Series, skill camps, apprenticeships	2 3
Leadership Development	Leader-U and Ambassadors initiatives through youth operator	2 4
Supportive Services	Youth operator	1 2 4
Adult Mentoring	United Way CIRCLES Out of Poverty initiative	2 3 4
Guidance and Counseling	Youth operator	1 2 3 4
Transition to Postsecondary Education, Training		
Follow Up Services		
Workforce Preparation Activities for a Specific Occupation or Cluster	SectorReady™ career exploration and pathway tools, facilitated by VOICES	2 3
Financial Literacy Education	Job Center workshops, Economic Security Corporation, KeyTrain® Career Ready 101 modules, United Way CIRCLES framework	3 4
Entrepreneurial Skills Training	Small Business Technology Development Center, workshops, potential social enterprise projects	2 3 4
Labor Market and Employment Information, Including Career Exploration	SectorReady™ career exploration and pathway tools, facilitated by VOICES	1 2 3 4

*References to DOL Themes in TEGL 05-12:

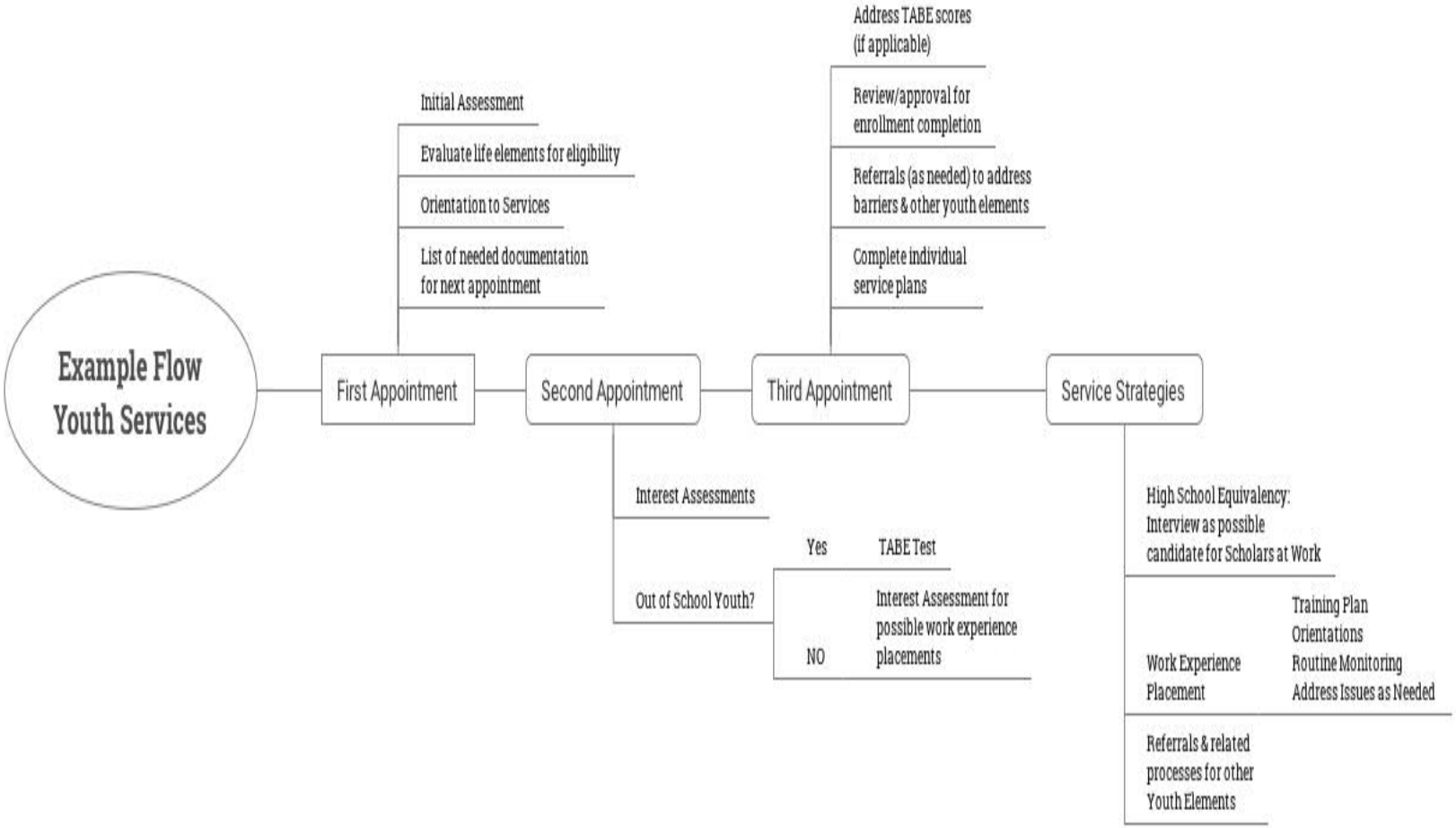
1. Improving educational achievement
2. Preparing for and succeeding in employment
3. Providing adequate support in completing learning and employment goals
4. Developing the potential of youth as citizens and leaders

Additional Youth Requirements for Section 11-D-2	
c. The process for identification of Youth service providers	WIB procurement for youth staffing operator following WIB fiscal policies; input from Youth Sub-Committee of Regional Workforce Partners to recommend vendor selection to full board and CEO
d. The evaluation of service providers for performance and impact (please provide details on frequency and criteria)	Quarterly dashboard evaluation with MoPerforms aligned with routine quality assurance and sub-state monitoring identified inside Attachment 9
e. The providers of the Youth services in the LWDA, including the areas and elements they provide (see previous page)	
f. How year-round services are provided to Youth 14–24 years of age that are still in high school or out of school	Dual-enrollment with WIOA Adult program as appropriate for individual education and/or employment plans; regular follow up by WIOA Youth sub-contractor; SectorReady™ career development
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.)	See diagram below
h. The procedures for serving Youth that are most in need (homeless, disabled, offenders, etc.)	Youth barriers worksheet with matches to barrier removal; referrals or provisions deployed with special attention to confidentiality and sensitivities

• One-Stop System MOUs address referral methods and other important interface elements
• Extensive outreach through social media channels, donated media from radio and TV outlets, and presence in youth-oriented events held throughout the region with other partners
• Recruitment factors considered:
  ○ Where do you find youth in local community? Where do they "hang out?"
  ○ How do youth workers, counselors, and others identify potential youth participants?
  ○ Where and to whom do referrals go?
  ○ What marketing materials used to recruit youth? Are they current?	

i. The identification of the partnerships and describe the coordination of services with other agencies within the LWDA.	Collaboration through Youth Sub-Committee of the Regional Workforce Partners official WIB committee; regular networking with local non-profit alliances, resource mapping

• Partners that commonly assist with youth services:
  ○ Faith-based organizations
  ○ Schools
  ○ Social service agencies
  ○ Non-profit organizations
  ○ Juvenile institutions
  ○ Homeless shelters
  ○ Food pantries
  ○ Public housing authorities
  ○ Education agencies
  ○ Job Corps representatives
  ○ Mentoring organizations
  ○ Other community-based organizations	


Example Flow Youth Services
First Appointment
Initial Assessment
Evaluate life elements for eligibility
Orientation to Services
List of needed documentation for next appointment
Second Appointment
Interest Assessments
Out of School Youth?
Yes
TABE Test
NO
Interest Assessment for possible work experience placements
Third Appointment
Address TABE scores (if applicable)
Review/approval for enrollment completion
Referrals (as needed) to address barriers & other youth elements
Complete individual service plans
Service Strategies
High School Equivalency: Interview as possible candidate for Scholars at Work
Work Experience Placement
Training Plan
Orientations
Routine Monitoring
Address Issues as Needed
Referrals & related processes for other Youth Elements

Section 11-D-3: Youth Innovations

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.

Youth Innovations	Board Roles	Funding/Resources
State Parks Youth Corps: Youth were also able to participate in the State Parks Youth Corps where they were enrolled in subsidized employment at one of three state parks or historical sites in the region. Participants learned skills to perform a diverse set of jobs within the parks. Some youth received advanced training as Interpretive Aides that interacted closely with visitors to the parks.	Promotions, monitoring, administration	Non-formula funds TANF funds
National Career Readiness Certificate: The youth program plays an active part of preparing counties in the Southwest Region to become Certified Work Ready Communities. WIB set a goal for 100% of youth enrolled in the WIOA youth program to be tested. Youth can earn incentives based on NCRC level completed. Partnerships at high schools and tech centers for non-eligible youth to earn NCRC	Promotions, monitoring, administration	Youth formula funds
Scholars at Work: Winning combination of stipends that provide incentive and/or basic needs coverage while youth earn their high school equivalency; while DWD monitors determined Scholars at Work does not meet the WIOA guidelines for work experience due to lack of occupational skills training component	Promotions, monitoring, administration	Youth formula funds
SectorReady™: Career exploration, career pathways, linkages to short-term training and stackable credentials; staff-assisted by VOICES for eligible participants or self-directed activities through **SectorReady**.org online portal		
Leader U: This is a new innovative program that youth department is undertaking. Leader U is a fresh look at how leaders plan to succeed, motivate themselves and others to become more effective, and how to build a lasting legacy of leadership in their lives. This event is being used not only for current youth, but also as an outreach and recruitment event for the community. A sponsor provided enough funding for the event that it is not costing any dollars.	Progress reports obtained from vendor	Non-formula funds Corporate sponsors
NextGen Summit: Half-day regional conference and networking event in March 2015 to introduce WIOA concepts to agencies that share mission of serving youth and young adults	Promotions, monitoring, administration	Youth formula funds

Section 11-E-1: Business Services Coordination

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.

- WIB holistically addresses the unique delivery channels for business services both inside the Job Center and the field-based locations of business customers on-site throughout the region
- Dedicated Job Order specialist
- OJT team at Joplin Job Center addresses coordination and referrals region-wide
- The region's Business Services Product Box helps customers improve the quality of hire, reduce negative turnover, and reduce the cost of common HR functions
- Southwest Region Business Team identified the Counselor Salesperson Process (CSP) ® as the ideal customer flow framework. CSP truly positions the team's HR diagnostic acumen together with innovative and results-driven products from the Job Center to meet customer demands
    - Relating Phase: Build trust, credibility
    - Discovering Phase: Understand needs, expectations
    - Advocating Phase: Presenting potential of offering
    - Supporting Phase: Implementing the solution
- The WIB strives for an organizational culture that resembles an economic development entity rather than simply a governmental administrative program
- Chambers of Commerce and economic development organizations throughout the region consider the WIB a third party extension that adds value by making the connections to workforce strategies, solutions, and cutting-edge labor research

Doors of Opportunity for Business Services Outreach

Existing Business Customers

Networking Events/ Expos

Targeted New Customers

Economic Development Prospects

RELATING PHASE

Follow up on previous customer feedback

Review Toolbox notes and consult with other staff as needed

Chamber of Commerce and sector association events generate lots of leads at the lowest cost

Research and development for relationships in targeted industry sectors

Utilize sector associations

New and expanding firms from leads in business attraction, expansion, and/or retention projects

Requires credibility with existing eco. devo. agencies

DISCOVERING PHASE

Study product performance of previous sale

Review gaps and ways that new products would meet needs

Review latest industry sector trends for customer

Collect data verbally at initial consultation

Interviewing skills help discover gaps between what customer has and what customer needs

Examine volume and specific skills needs of prospect

Consult with fellow BST and eco devo associates on customer needs

ADVOCATING PHASE

Review with customer the discovery components to confirm customer expectations

Present solutions in terms of what, how it solves problem, how it satisfies

Observe customer's initial feedback (verbal and nonverbal) to transform objections/concerns into questions and solutions

Deploy Business Value Assessment

Participate in Prospect Team Presentations (as needed)

SUPPORTING PHASE

Confirm/Reinforce Customer Decision

Complete Product Order. Confer with BST & Career Center.

Deploy Product Box. Troubleshoot as Needed.

Follow-Up! Surveys, Calls, Reports, Data, Etc.

Section 11-E-2: Sector Strategy Development

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.

- Southwest region team implemented many of the foundational steps ahead of the state sector strategy kickoff in 2015
- Heartland Regional Workforce Summit served as the sector kickoff and served as the convening function
    - The WIB covered costs of Scott Sheely (a Maher and Maher contractor) to help facilitate convening functions for summit, helping evangelize the vision for sector-employer partnerships and career pathways
    - Summit served as the debut for the **SectorReady**™ Toolkit 1.0 and the 6 P's of Career Pathways
- Maher and Maher continued to support the WIB's work remotely with routine communication and review of the WIB's **SectorReady**™ tactical plan
- Branded as **SectorReady**™ for inclusive partnerships with employers, educators, workforce development, and economic development
- Refer to organizational framework for **SectorReady**™ in Sections 6.1 to 6.3
- WIB designed 6-Ps framework (illustrated at right) to introduce and evangelize **SectorReady**™ concepts
- 6-Ps framework helps train partner agencies on deployment and service delivery
- Key **SectorReady**™ deliverables
    - **SectorReady**™ surveys and focus groups with targeted sector leaders underway
    - Heartland Workforce Summit: Present key findings, debut of **SectorReady**™ framework, summit sessions on ideas and strategies
    - WorkKeys® Job Profile development and analysis to quantify minimum standards for cognitive skills, knowledge, abilities, behavior, etc.
    - Partnership meetings by sector (blend of on-site and virtual for convenience)
    - Human Centered Design teams of industry stakeholders and strategic partners for pathway tools
    - Production of realistic job preview videos and testimonials by sector
    - Collaboration with educators on design teams to deploy short-term, low-cost training for industry-driven micro-credentials or skill badges
    - Design and implementation of sustainability and performance metrics
    - Online tools distributed at **SectorReady**.org
    - Train local K12 schools and colleges to implement **SectorReady**™ tools
    - Full implementation at American Job Centers and participating partner agencies

Section 11-E-3: Registered Apprenticeship

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.

- Active apprenticeship efforts with Carpenters Union and International Brotherhood of Electrical Workers
- Crowder College Advanced Technology Department established an accredited apprenticeship in construction sector fully funded by Branco Construction with solid success to replicate additional apprenticeships in other sectors
- WIB desires implementation of pre-apprenticeship programs to fit the demand for **SectorReady™** short-term training
    - National Apprenticeship Training Foundation has 500 courses customizable for the employer-driven **SectorReady™** framework
    - Pre-apprenticeship programs less than 40 hours are free from the restraints of the Eligible Training Provider System while meeting the needs of employer and transitioning adults/youth for timing and skill alignment
- Committed to local implementation of Missouri's framework for the *ApprenticeshipUSA* initiative as noted in Section 8-L
- WIB conducts extensive asset mapping functions with resources provided online for ease of communication with partners
- Youth sub-committee has active role in needs determination through SWOT analysis through the Regional Workforce Partners and Business Services Roundtable
- Extensive research of employer needs through **SectorReady™** research applicable to youth programming

Section 11-E-4: Business Services Plan

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.

- Attachment 10 published as directed

Section 11-F-1: Missouri Re-Entry Initiative

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.

- WIB and Job Center staff represented on the region's re-entry team managed by Missouri Probation and Parole
    - An officer of the WIB serves the regional group's chairperson
- **SectorReady™** framework goal of a custom entry point for ex-offenders to utilize the career pathway planning and barrier resolution resources
    - **SectorReady™** credentials and training shorter training periods are well-suited to help ex-offenders meet goals more quickly
- WIB and partners evaluating Bridges (CIRCLES) Bridges Out of Poverty framework with curriculum geared to re-entry participants
- The network of employers willing to hire ex-offenders was loosely organized previously
- The Business Services Roundtable seeks to improve this network and promote the re-entry initiative for more employers to utilize the benefits and expand the pool of available workers

DWD plan reviewers added another item beyond the scope of the original plan guidance requiring the region to define the role of the DVOP in serving this population.

- Most significant challenge in the effectiveness of the local DVOP is the antiquated HR structure and typical obstruction by the Missouri Office of Administration that has blocked DWD from filling the DVOP vacancy for the Southwest Region and the Joplin Job Center
- Primary core role of DVOP is to provide intensive services to targeted veterans
- Comprehensive assessment of education, skills, and abilities
- In-depth interviewing and evaluation to identify employment barriers and appropriate employment goals
- Group and individual career coaching
- Short-term pre-vocational services that may include development of learning and communication skills, interviewing skills, personal maintenance skills, and professional conduct to prepare individuals for career goals
- Development of an individual employment plan (IEP) that identifies employment goals, interim objectives, and appropriate services that will enable the veterans to meet his or her employment goals
- Conduct outreach to locate veterans for intensive services: VR&E, VRP, VA Medical centers and Vet Centers, Homeless shelters, civic and service organizations, Community stand down, Military installations, WIOA partners, state Vocational Rehabilitation Services
- Once the vacancy is filled by DWD, the WIB will request the following of DWD and DVOP:
    - Participate in pre-release setting to complement the Department of Corrections Employability Program
    - Present Job Center and partner resources to incarcerated individuals once released
    - Attend local re-entry team meetings
    - Attend state and/or national conferences specializing in offender re-entry
    - Conduct outreach to all local prisons, law enforcement professionals, drug courts, and veteran courts

Section 11-F-2: Work Ready Missouri and Transitional Jobs

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.

- Integration of WorkReadyMissouri and other work-based learning models with **SectorReady**™ portal for online career exploration and career pathways
- Common branding of work-based learning in the J-E-T product family of Job Experience Training
    - Convenient catalog of all the work-based learning products with simple explanations of their nuances
- Full utilization of non-formula WIOA funding (NEGs, state set aside, etc.) to leverage additional resources
- Routine workshops at the Job Center focused on work-based learning in order to build of potential candidates for rapid deployment aligned with employer demand
- Dedicated staffing of partners for work-based learning within the Business Services Roundtable
    - Important to help de-code the state and federal processes for a user-friendly experience with employers
- Appointed OJT team at Joplin Job Center to address coordination and referrals region-wide for all work-based channels

Section 11-F-3: Show-Me Heroes and SMH OJT

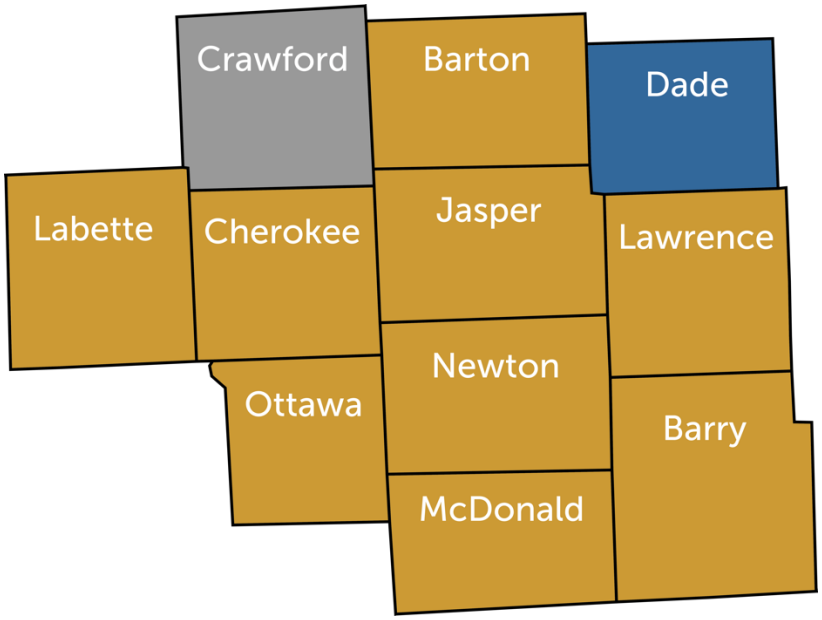
Describe the Board's strategies for promoting Show-me Heroes and the OJT component for participating employers.

- The region does not segregate Show-Me Heroes as a silo program; strategies in Section 11-F-2 apply to SMH OJT as well
- Improved integration of Veterans Representation with OJT Coordination Team and Business Outreach Team with technical assistance implemented by DWD to remove internal barriers
- Workshops and events through Veterans Job Club and OJT Job Club within local one-stop centers
- Presentations by Veterans Representative to groups such as EmployerLink, the WIB's board of directors, along with other business and civic association meetings
- Presentation by Veterans Representative to vet groups such as National Guard
- Specific exhibits at job fairs and business/association expos
- Promotion of SHM and OJT through local workforce websites, social media, and targeted email
- Veteran-specific counselors in training institutions
- Integration of National Career Readiness Certificate (NCRC) within all OJTs with linkages to employers supporting both NCRC and SMH
- New DOL-funded program at Crowder College with opportunities to target vets in career pathways and utilize OJT to encourage placement of veterans with local public safety agencies
- Utilize sound principles for employer outreach as noted in Attachment 12 Business Services Plan
- Align local one-stop brand with national brand used by U.S. Veterans Administration in advising returning vets to connect with one-stop system

Section 11-F-4: Certified Work Ready Communities

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.

- All WIB counties are currently certified or in progress
- Full certification of all seven counties by end of 2016
- Jasper County not only first in the nation to achieve CWRC, but also first county to successfully renew its certification
- WIB serves as a valuable technical assistance resource to counties in pursuit of goals and re-certification
- ACT routinely calls on SW MO WIB for ideas and peer counseling to other workforce/economic professionals to implement and succeed with CWRC
- WIB and Joplin Regional Partnership (JRP) expanded CWRC to neighboring counties in Kansas and Oklahoma for the goal of a work-ready certified economic region and work-ready certified transportation corridor with I-44 and I-49
- ACT recruited WIB and JRP for an exclusive pilot to design and implement industry-driven credentials that align with National Career Readiness Certificate
    - Pilot slated to begin in late 2016
    - Near perfect alignment of pilot deliverables with **SectorReady**™ goals
- WIB built a dynamic catalog of video testimonials and implementation resources on its workready.info website
    - With local CWRC implementation near full attainment, WIB will transfer the content of workready.info to the new **SectorReady.org** by the end of 2016
- ACT's State Organizations Unit (within Policy, Advocacy, and Governmental Affairs) elected Jasen Jones of the SW WIB to its national steering committee to help states improve workforce development integration



Section 11-F-5: Community Colleges

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

- Representatives of Crowder College actively participate in the WIB's committees for Regional Workforce Partners and the Business Services Roundtable
- WIB and Crowder entered a partnership with the Joplin Chamber of Commerce Foundation to launch the Advanced Training and Technology Center slated to open for the 2017 Spring semester
- Crowder officials fully endorse the **SectorReady™** goals for short-term training options and already began adjusting high-demand training in alignment with the **SectorReady™** framework
- Crowder successfully implemented a registered apprenticeship managed by the college and with employer funding
- WIB provides extensive support for deployment of the National Career Readiness Certificate (NCRC) with Crowder and TAACCCT programs as well as onsite intake for registration into the Missouri's job bank and case management system
- Attachment 11 MOU is standardized with the MOUs of other one-stop partners representing Crowder's full commitment to the region's workforce system

Section 11-G: Community and Faith-Based Organizations

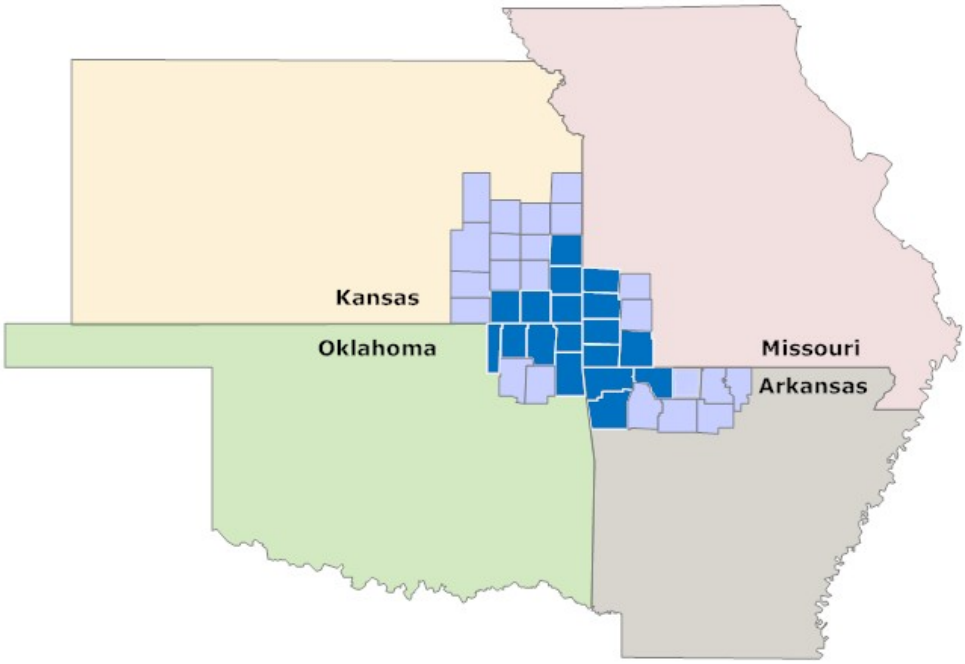
Describe those activities to be undertaken to: (1) increase the opportunities for participation of faith-based and community organizations as committed and active partners in the One-Stop Delivery System; and (2) expand the access of faith-based and community-based organizations' customers to the services 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.)

- Two faith-based organizations and a wide array of community-based organizations currently in the WIB collective of the Regional Workforce Partners and Business Services Roundtable
- FBO and CBO solutions comprise routine referrals from the local Job Centers
- Pilot training initiative under **SectorReady™** to train homeless individuals served by Watered Gardens, a local FBO
- The connectivity with faith-based and community-based organizations was proven in the WIB's disaster recovery response
- Nearly two-dozen of these organizations served as humanitarian worksites for the Disaster Recovery Jobs Program
- FEMA showcased the WIB's local DRJP approach as a best practice for other disaster-stricken areas of the nation to consider in supporting humanitarian resource deployment.

Section 12: Regional Planning

As previously under WIA, Missouri has designated 14 Boards and will continue with these same designations with WIOA. In accordance with WIOA sec. 106(c)(2), each of the LWDAs establish a Plan. Additional local regional planning guidance may be developed and required pending the release of final implementing regulations.

- DOL awarded a Regional Innovation Grant under the WIRED framework to establish regional collaboration for Southwest Missouri, Southeast Kansas, Northeast Oklahoma, and Northwest Arkansas
- Later branded as Heartland 411 (H411) during the implementation and research phase, this was the first and only WIRED framework that spanned the jurisdiction of four different states
- The asset mapping and strategy development for H411 served as an incubator for what would later become the Joplin Regional Partnership and the Northwest Arkansas Council
- The directors of the four local workforce boards that launched H411 continue to meet regularly and collaborate
    - Collaboration proven very helpful as four boards bring unique perspectives to assist one another with WIOA implementation
    - NE OK WDB and SW MO WDB participate in partner meetings for the two board areas and SW MO plans to implement NE OK resources into the new **SectorReady™** framework
    - SW WIB continues to provide research to the other three organizations as requested
- While DOL and the states do not yet have a policy framework for WIOA regional planning across state lines, the H411 partnership fits the spirit of regional transformation originally championed by DOL
- During Missouri's consolidated review by DOL in August 2016, DOL monitors listed the region's regional strategies as a promising practice



Performance Management/Contracts/Budget
Local Administration
Section 13-A: Performance

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.)

Section 13-B: Fiscal Agent

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

- As noted in the Chief Elected Officials-WIB agreement (Attachment 7), the counties of the Southwest Missouri Workforce Development Area appointed as the fiscal agent the Workforce Investment Board of the Southwest Region, Inc.

Section 13-C: Procurement

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.

- WIB uses the NGCC contracting model for lease staffing for WIOA programs at the Job Centers, as originally championed by DWD during the first implementation of NGCC
- WIB shifting procurement cycle to align with federal fiscal year for stronger funding stability at the start of a contract and less disruption in the event the WIB changes sub-contractors
- The new WIOA one-stop operator procurement launches in 2016, one year ahead of state and federal mandates
- See further detail on policy and process in Attachment 12 as directed
- Special purchasing conditions within Section 3.1i of Attachment 12
- Attachment 2 governs ITA exceptions
- All procurement policies are consistent across all funding streams, an important feature DOL identified during local monitoring activities during statewide comprehensive reviews

Section 13-D: Administrative Cost Optimization

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

- Usage of the leased staffing NGCC model (as noted above) to reduce operating overhead
- Innovation resulting in WIB's ability to house administrative functions and field staff at a cost much lower than Job Center
- Leveraging the WIB's 501-C-3 not-for-profit structure for discounts in software, hardware, and other professional services
- Accounting functions deployed by WIB approved by DWD officials handles both administrative cost functions and program cost functions in a single system
    - Approach allows for firewall separation of program functions as required.
    - Cost-coding the additional fiscal staff needed to provide the segregation of duties required by state and federal guidelines as well as Generally Accepted Accounting Principles
- Evidence of effective cost optimization through a 2012 Return On Investment Study (contracted by the WIB to Economic Modeling Specialists, Inc.) that demonstrated that overall funds generate a 27% ROI.
    - Adult program even more impressive at a $2.96 impact level for every dollar invested
- DWD plan reviewers requested information on cost-sharing administrative costs with partners
    - § 683.215 (WIOA regs) specifically define administrative costs with guidance that service delivery funds are to be classified as program costs
    - Plan reviewers clarified their request to address overhead cost reduction rather than administrative that was stated in the original planning guidance
    - Some overhead costs are shared in the DWD-WIB agreement for the functional leader along with facility costs for the Joplin Job Center
    - To date, state agencies are in the process of determining shared costs
    - The most effective cost-sharing of overhead locally is found in the NGCC model of service coordination
    - Conference centers at WIB and Job Center facilities well-utilized to avoid costs to rent spaces at other locations, such as hotels

Section 13-E: Service Cost Optimization

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

- A thorough inventory of the one-stop center product box (Appendix C) quickly identifies each service and how it is fulfilled in the workforce system
- Fully implementing the NGCC model allows entities to share staff and resources for service delivery while the unit-based model effectively delegates service delivery to specific Welcome, Skill, or Job teams to avoid duplication
- WIB utilizes and expands the expertise of staff in outreach and web-based multi-media to coordinate functions collectively
    - Utilization of WordPress to manage web-based products utilizing the open-source development environment in what has become the single leading content management system world-wide
- **SectorReady™** framework reduces the cost and length of entry-level training while maximizing value and output
    - Proposed use of volunteer instructors provided by employers helps further reduce cost of training and removes many barriers of access
- Some overhead costs are shared in the DWD-WIB agreement for the functional leader along with facility costs for the Joplin Job Center
- To date, state agencies are in the process of determining shared costs
- The most effective cost-sharing of overhead locally is found in the NGCC model of service coordination
- Coordination of services with partners
    - Fully implementing the NGCC model allows entities to share staff and resources for service delivery while the unit-based model effectively delegates service delivery to specific Welcome, Skill, or Job teams to avoid duplication (re-stated from above for clarity)
    - Functional teams comprised of WIOA, DWD, and partner staff
    - MOUs provided opportunities to better define roles and coordinate efforts
    - Importance of service notes entered timely and accurately in Toolbox MIS
    - Study the potential to use a "release of information" approval by customer to allow Job Center staff to access customer records with other WIOA partners
    - Coordination addressed at each monthly meeting of committees through the WIB for Regional Workforce Partners and Business Services Roundtable

Additional Section 13 Requirements

- 13-F Planning Budget Summaries provided as Attachment 13
- 13-G Statement of Assurances Certification provided as Attachment 14
- 13-H EO Provisions/Complaint and Grievance Implementation provided as Attachment 15

ATTACHMENT 1

Local Facility and Partner Information

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

Partners	Services	Comprehensive	Affiliates		
		Joplin Job Center*	Monett Job Center	Neosho Job Center	Virtual Job Center
		730 S. Wall Ave. Joplin, MO 64801 P: 417-629-3000 F: 417-629-3011	100 S. Maple St. Monett, MO 65708 P: 417-235-7877 F: 417-354-0050	1110 W. Harmony Neosho, MO 64850 P: 417-451-3223 F: 417-455-9016	*Pilot program and locations under development.*
Preferred Family Healthcare	WIOA Adult, Dislocated, and Youth Services	•	•	•	*Any partner may participate through live two-way video-based case management.*
MO Division Workforce Dev.	Labor Exchange, Vets, Trade	•			
Joplin Schools	AEL	•			
Crowder College	AEL, English Language Acquisition		•		
Educ. Opportunity Center	Post-Secondary Financial Aid Counseling	•	•		
FSD TANF Sub-Contractor	Missouri Work Assistance (MWA)		•		
FSD TANF Sub-Contract	MWA On-the-Job Training (OJT) Rep	•			
Independent Living Center	Sustainability services for the disabled		•	•	
Vocational Rehabilitation	On-site rep twice monthly	•			

* Joplin Job Center relocation pending approval of Missouri Office of Administration (OA). Relocation necessary to support additional partner co-location, accessibility, and cost-share structures not feasible under OA structures.

Supportive Service

The Southwest Region's Supportive Services Policy follows all guidelines contained in DWD Issuance 12-2010 Statewide Supportive Services Policy, and is incorporated in whole as part of the Southwest Region's Supportive Services Policy.

The SW Region assures compliance with the nondiscrimination and equal opportunity provisions of Section 166, which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIOA financially assisted program or activity; Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the bases of race, color and national origin; Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities; The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age; and Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs.

The SW Region also assures that it will comply with 29 CFR part 37 and all other regulations implementing the laws listed above. This assurance applies to the operation of the WIOA financially assisted program or activity, and to all agreements the SW Region makes to carry out the WIOA financially assisted program or activity.

The required assurance is incorporated into each grant, cooperative agreement, contract, or other arrangement whereby Federal financial assistance under WIOA is made available. (See 29 CFR 37.20(a*)* Policies on WIOA nondiscrimination and/or equal opportunity issues have been developed and implemented.

Southwest Region counties served: Barry, Barton, Dade, Jasper, Lawrence, McDonald, and Newton. Any potential participant not residing in one of these seven counties will be encouraged to contact their local One-Stop Career Center. In those instances when it is more convenient for a client to be served by our region; rather than a neighboring region; an agreement can be made between Program coordinators/WIB Directors of both regions to assist the client.

The definition of a supportive service is generally any type of payment that is necessary to enable an individual to participate in an authorized activity under WIOA. In all cases, an Individual Employment Plan (IEP) must contain the need for, and extent of, supportive services, as well as case note documentation of the linkage of payment for the supportive service to an authorized activity.

Costs incurred prior to program enrollment are not allowable. Therefore participants will not be reimbursed for any cost incurred. For instance, someone could not go out and get their car repaired and then have us agree to pay for it, could not put work clothes on layaway and have us pay for it) Supportive Services are provided only when the service is not available elsewhere, since WIOA is considered funding of last resort.

This Policy applies to:
- Adult and Dislocated Worker programs;
- Youth program, Summer Youth (unless otherwise stated in DWD policy)
- Dislocated Worker Grant (DWG); (follow State Policy per DWG)
- Rapid Response/Additional Assistance.

If low-income status is based on the current receipt of Temporary Assistance for Needy Families (TANF) or Food Stamps (at any time within the last six months) from the Missouri Family Support Division, staff should enter a Service Note documenting the fact that they have seen proof of such public assistance receipt, which may include information obtained from the Missouri Department of Social

Services' Missouri Benefits Center website. This is considered ideal documentation, and no further documentation is required for this element.

DWD Policy Issuance 09-2013 also applies to Dislocated Workers for additional intensive service documentation requirements. Dislocated Worker program participants who progress to the Intensive level must have their Dislocated Worker status fully documented in either an electronic or hard copy file. This rule replaces previous guidance allowing less detailed documentation. For those who meet the category A criteria defined at WIOA 101(A), required eligibility documentation includes proof of layoff or termination, Unemployment Insurance (UI) eligibility status, and evidence that the participant is "unlikely to return to a previous industry or occupation." Eligibility for UI is adequate proof that the individual was "terminated or laid off."

A Dislocated Worker with a Missouri UI claim can print a copy of the Letter of Benefit Proof (B201) from the Division of Employment Security's Online Claims Filing System to serve as documentation of Dislocated Worker status. Termination/layoff and eligibility for Unemployment Insurance is documented if there are payments in the "Gross Amount" column. If it also shows a zero dollar amount in the "Balance" field, this is proof of an exhausted claim and satisfies documentation for "unlikely to return."

Dislocated Worker Grant (DWG)

DWGs provide supplemental dislocated worker funds to respond to the needs of dislocated workers and communities affected by major economic dislocation events which cannot be met with formula allotments. Since DWGs serve a specific layoff or group of related layoffs, only one Supportive Service Policy is allowed per DWG. Therefore, if there are multiple regions within the same DWG, the regions must submit only one Supportive Service Policy that is based upon the combined policies of affected local areas to ensure equitable services. This Policy is as an attachment to other planning documents during the "Project Planning Period" of the DWG.

Trade Act Funding

If a customer is enrolled in Trade Act, this funding source must be utilized prior to WIOA funding. If the customer needs resources not covered by Trade Act, local policy should be followed to provide these wrap-around services.

Supportive Services are only to be provided to customers who:

- Are participating in core, intensive, or training services;
- Are unable to obtain Supportive Services themselves or via their support network;
- Are unable to obtain Supportive Services through other programs including community agencies that provide these services; and
- Demonstrate a need for assistance to enable him/her to participate in Title I activities.

Employment Plan (EP)

The EP is an ongoing strategy jointly developed by the customer and staff that identifies the customer's employment goals; the appropriate achievement objective(s); and the appropriate combination of services to achieve the employment goals. The Supportive Service(s) must be necessary for the customer to achieve the goals outlined in the EP. Therefore, it is imperative the goals listed on the EP are consistent with what the customer intends to achieve. Eligible participants must be participating in intensive or training services excluding youth participants who are not included in the above services. Prior to receiving any Supportive Service Payments, all registered participants must complete a locally defined budget assessment to determine need.

Priority of Service – DWD Issuance 09-2008 Veterans' Priority of Service applies to both veterans and certain eligible spouses. In addition 663.600 requires that when funding is generally limited, priority for

intensive and training services for those funded with adult funds must be given to public assistance recipients and other low-income individuals.

Supportive service payments are authorized based on available funding (and are limited to $1000 per participant per program year.) If participant need is above the maximum limit and/or exceptions to the following are necessary, a waiver request must be submitted to the Skill Team Leader and WIB Director or WIB Director designee for consideration.

Toolbox Service Notes
All Supportive Services must be documented in Toolbox and include at a minimum all of the following:
• The type of Supportive Service paid (e.g., transportation, childcare, etc.);
• The amount of Supportive Service paid;
•The timeframe the Supportive Service was paid for;
• The justification of need for the Supportive Service; and
• Lack of other community resources.
In all cases, staff must review Service Notes prior to making any Supportive Service payments to avoid duplicate payments.

Supportive Services Accessed from other Regions--Staff will assess individuals who have received Supportive Services from another region(s) to verify whether additional needs should be met at that time. Review of TB record in relationship to our regions policy and the time frame in which it occurred will determine authorizing additional funding.

Vehicle repairs--Vehicle repair is only available under circumstances which make a vehicle operational. Tires are not an allowable expense for WIOA Adult and Dislocated. *DWD Issuance 12-2010 "The Internal Revenue Service (IRS) mileage reimbursement includes direct and indirect vehicle expenses. Therefore, if the region is paying full IRS mileage reimbursement, no other vehicle expenses and/or mileage can be paid. If the region pays less than full IRS mileage, repairs may be paid if determined by staff to be reasonable and necessary*." Vehicle repairs are limited to a $500 maximum per participant, per program year. Repair costs must be directly linked to an authorized activity. The vendor is to be paid directly for the repair, not the participant. If participant need is above the maximum limit the Career Manager may request a waiver and submit it with proper documentation to the Skill Team Leader or WIB director for consideration.

Required Documentation:
1. Copy of valid driver's license.
2. Copy of Title or Registration showing that participant or their parent legally owns the vehicle.
3. Proof of current vehicle insurance.
4. Three (3) written estimates of the repair costs.

Rental assistance and Utility assistance--Rent and/or Utilities are available one time per program enrollment. Past due rent is allowable. Deposits are not allowable because the amount may be reimbursed to a participant at a later date. Youth participants are allowed startup costs. **Payment of late fees or interest charges are not allowable.**

Required Documentation:
1. Copy of signed lease with participant's signature.
2. Letter stating amount of past due rent from the landlord.
3. If a participant does not have a formal lease with a landlord, a notarized letter stating the name of the participant, the address of the property, and the amount of delinquency is required.

Transportation assistance – Transportation reimbursements for employment, work-related travel, and/or job-training activities are limited to 30 days after becoming employed. (Also see vehicle repair policy as it relates to transportation assistance.)

Transportation will be paid for round trip miles, according to mileage calculated on www.mapquest.com or other internet based mileage calculator and at a rate of:
5-25miles $2.50 per day
26-50 miles $5.00 per day
51-75 miles $7.50 per day
76-100 miles $10.00 per day

Transportation assistance cannot exceed $10.00 per day. Transportation assistance may also include Trolley passes if destination locations are listed on the Trolley map. For Trolley information call the City of Joplin 417-626-8609.

Required Documentation:
1. Date and hours of attendance; must have participant and instructor/supervisor signature.
2. Copy of MapQuest or any other internet-based mileage calculator.
3. Copy of work or class schedule.

Childcare costs-This assistance is available for those not eligible for the FSD Childcare Program or as a supplement to the FSD Childcare Program. Childcare must be provided from a State Approved Day Care. If a family member wishes to provide childcare for a participant, they must be certified through FSD's process to become an approved provider. Participant must have attempted to receive childcare assistance through FSD if they meet the income guidelines established by FSD. Documentation of need and linkage to authorized activity must be in a case note. Co-pays from FSD childcare program are allowable; this will include startup fees and is limited to 30 days. Childcare referrals and payments are available to WIOA participants with children under thirteen (13) years of age, children incapable of self-care, and/or children under court order who need care while participant is attending his/her authorized WIOA activity. Verification of emotional, mental or physical incapacity or court order must be provided if child is over (13) years of age. WIOA payment for child care is based on the Regional Market Rates (RMR) provided by Department of Social Services (DSS) found at https://dssapp.dss.mo.gov/ccrate/report.asp?county=049.

1. Proof of ineligibility for FSD childcare program or Co-pay notification if applicable.
2. Invoice from childcare provider.
3. Copy of work schedule or classroom schedule.
4. Printout of Regional Market Rates found at website listed above

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Needs-Related Payments-Needs-related payments can be provided to Adults, Dislocated Workers and Youth (a recent addition under WIOA 681.570 (e)) to enable them to participate in training; and may also be provided to a customer who will begin a training program within thirty (30) calendar days. At this time the Southwest region does not pay Needs-Related Payments.

Work Related Expenses- Work related items such as specific clothing, tools, equipment, etc. Drivers Licenses, State issued ID card and Birth certificate (When creating a barrier to employment or training) and HSE testing fees.

Other Work related and Training Costs

- Application and test fees
- Graduation Cap, Gown and smallest package of graduation announcements
- Books required for classes, when not included in ITA
- Uniforms for training (i.e. scrubs, etc)
- Police Academy students will not exceed: 1 Belt, 1Pair Boots, and a Background Check

Required documentation:

- Letter from employer providing a detailed list and need for the items, class syllabus or copy of class requirements signed by instructor
- Copy of class schedule or verification of employment

Computers, printers or ink cartridges are not allowable expenses

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Supportive Service Limits-- Payment of luxury items is not allowed. These items include: air conditioning for home or vehicles, telephone, cable, internet.

Emergency exceptions to any of the above types of supportive services may be presented to the WIB for consideration.

Procedures-- All supportive services within the above guidelines must be submitted to the Program Coordinator for approval. Supportive Services requests must be turned in on the appropriate Southwest Region Supportive Service Payment Form. This form must be accompanied by all of the following:

1. Participant Signature.
2. Career Manager Signature.
3. Case note in Toolbox explaining payment and the amount.
4. Corresponding activities opened in Toolbox during the time of purchase.
5. Appropriate documentation attached to support type of payment.
6. Correct payment amount and vendor information.
7. Local fiscal database record of payments previously made for participant.

WIOA Adult-Specific Intensive Service Documentation Requirements

Low Income Status:
If low-income status is based on the current receipt of Temporary Assistance for Needy Families (TANF) or Food Stamps (at any time within the last six months) from the Missouri Family Support Division, staff should enter a Service Note documenting the fact that they have seen proof of such public assistance receipt, which may include information obtained from the Missouri Department of Social Services' Missouri Benefits Center website. This is considered ideal documentation, and no further documentation is required for this element.

WIOA Dislocated Worker-Specific Intensive Service Documentation Requirements
Dislocated Worker program participants who progress to the Intensive level must have their Dislocated Worker status fully documented in either an electronic or hard copy file. This rule replaces previous guidance allowing less detailed documentation. For those who meet the category A criteria defined at WIOA 101(A), required eligibility documentation includes proof of layoff or termination, Unemployment Insurance (UI) eligibility status, and evidence that the participant is "unlikely to return to a previous industry or occupation." Eligibility for UI is adequate proof that the individual was "terminated or laid off."

A Dislocated Worker with a Missouri UI claim can print a copy of the Letter of Benefit Proof (B201) from the Division of Employment Security's Online Claims Filing System to serve as documentation of Dislocated Worker status. Termination/layoff and eligibility for Unemployment Insurance is documented if there are payments in the "Gross Amount" column. If it also shows a zero dollar amount in the "Balance" field, this is proof of an exhausted claim and satisfies documentation for "unlikely to return."

ITA - Individual Training Accounts:

WIOA Classroom Training Local Policy/Identify the funding limit for Individual Training Accounts (ITAs)

Funding limit for all ITA's is **$5,000 per program year, up to two program years.** The SW WIB requires participants to apply for Pell Grants, scholarships and other funding sources prior to utilizing WIOA funds. Certification programs that are non-transferable/noncredit hours are only eligible for a onetime payment of up to $5,000. The program must be provided in **high-demand** (Meric **Grade B or above**), WIB targeted industry and the training provider must be listed on the ETPL.

In instances where similar training is available through a variety of institutions, programs offered at the least cost will be utilized. An assessment by the Career Center or training provider must be taken prior to training approval. When training has been determined as an appropriate service, the training provider has been identified and funding has been obligated, the customer will be informed of the dollar amount available for their WIOA ITA.

Pell Grant
DWD Issuance 12-1999 addresses the "Coordination of all Workforce Investment Act (WIOA) Title I-B programs with programs under Title IV of the Higher Education Act including the Pell Grant Program." This Issuance should be adhered to when determining funding including Supportive Services.

The goal of tuition assistance is to ensure that the cost of the training program is paid through a variety of resources. When possible and appropriate, dual enrollment is a requirement to maximize training dollars. Per **DWD Issuance 15-2012** - Dual Enrollment Policy requires that dislocated workers who request re-employment services, and are eligible for or may become eligible for funds available through a DWG, and/or Trade Act, must also be enrolled in the WIOA Dislocated Worker program. Individual Employment Plans should be written to accommodate the additional funding sources available through the DWG and/or the Trade Act. Collaboration between the different funding sources must be obtained to ensure all services available to the participant are utilized."

Priorities for WIOA Adult Title 1 training services are to be given to Veterans and recipients of public assistance. If the individual is receiving cash assistance (Temporary Assistance – TA) the WIOA Adult Title 1 program operator ensures that the participant is enrolled in the Missouri Work Assistance Program (MAW) to maximize dollars available for training prior to consideration for assistance with WIOA Adult Title 1. Focus on determination of funding is based on the needs of the participant.

Assistance for training is limited to tuition, fees, books, and other instructional materials and supplies. Each request is handled on a case by case basis.

Emphasis will be placed on providing vocational education in the "Key Industry Clusters" that have been identified in the Southwest Region WIB. Key Industry Clusters in the Southwest Region have been identified as Advanced Manufacturing, Health Care, Construction, Information Technology, Transportation, Energy/Utilities, Green Occupations, Customer Service and Other Occupations (fast track, teaching and apprenticeship training).

In cases where a WIOA Adult or Dislocated Worker Core-level program participant is determined to be in need of Intensive and/or Training services, staff must create an Actual Enrollment in Toolbox by completing the Application, Eligibility, Enrollment and Employment Plan sections of the system.

Age, Social Security Number, and Citizenship:
If the WIOA Adult Core enrollment included Missouri Driver License or Non-Driver License documentation of Date of
Birth, this is considered Ideal documentation, and no further documentation is required for these elements.

Veteran Status: To be determined and information put in TB

Selective Service Registration:
Staff must verify registration (for males born after 1959) on the Selective Service website and record the registration number in Toolbox on the Eligibility screen's Application tab.

Complaint & Grievance Rights Notification:
Both Missouri Career Source and the Career Center Welcome screens have a page displaying the Complaint and
Grievance Rights Notice and customers have to click "I Agree" before they can proceed with registration.

One-Stop Operator's Determination of Need for Intensive Services:
Staff may document this determination by answering "Yes" to the question "Was the customer unable to achieve self-sufficiency after receiving core services?" on the Toolbox Eligibility screen's Application tab.

WIOA Adult and Dislocated Worker Training Service Documentation Requirements

A**n individual must meet all of these requirements in order to be eligible to receive WIOA-funded Training:**

- A **skills** assessment administered by the Career center or training institution must be completed prior to Training Level Service. Case noted. ***This requirement may be waived by WIB staff if determined unsuitable for the customer, example timeframe – testing schedule and employment start date for an OJT. ACT testing accommodation requirements do not fit customer's situation.***
- Was unable to obtain or retain employment through Career Services.
- Is appropriate for and in need of training.
- Was unable to obtain other grant assistance, or requires assistance beyond other grant assistance programs.
- Has chosen training that is linked to employment opportunity.

Most of these requirements for training services can be met and documented by completing the *Appropriateness tab* on the Toolbox Employment Plan provided a full and complete explanation is included in the text field. Explanations must include a clear description of the information, such as MERIC or BLS labor market information to prove the chosen training is related to employment opportunity.

Either electronic or Hard Copy files must be used in order to retain any payment-related documents such as:

- On-the-Job Training or Work Experience records.
- Case note - Classroom Training records (grades, attendance and/or certificate/diploma achieved.
- Supportive Services payment records.
- Needs-related Payments records.
- Records of any other payments made to, or on behalf of, the participant.
- Employment plan must meet guidelines in DWD Issuance 05-2015 and include
- Employment Plan ONET Code to reflect training (Service Note ONET not recognized in TB)
- Goals describe education and career goals
- Justification should reflect need for training to obtain employment
- Activity Code shall reflect current services received
- Selective service information

The Toolbox record should also contain service notes that:

- Indicating conversation concerning development of Employment Plan.
- Customers progress toward reaching the Employment Plan goals.
- Document need for and the delivery of additional services.
- Document all contacts with the customer.
- Report any new information pertaining to the customer's employability.

Progress Service Notes for Training Level should include:

- Documentation of satisfactory grades and attendance were seen by Career Center Staff.

Initial Service Notes for Training Level to include:

- Cost of Training, Training Institution, Training Program, Industry Cluster, Duration of Training(completion date) Meric Grade B or above, ONET code (also reflect on IEP), PELL determination and fulltime status. Applicant has read and understands training agreement.

Files must contain

Release of information, applicant statement (when applicable).

Highlights of the Issuance include:

• Duplicate payments must be avoided when the customer is eligible for both WIOA and other assistance.
• The mix of funds should meet the needs of the customer and be determined based on the availability of funding for either training costs or Supportive Services so that the training can be completed successfully.
• Simply reducing the amount of WIOA funds by the amount of Pell Grant funds is not permitted.

Time Period

Training must be completed within **two years**, with priority on short-term training. Exceptions may be made on a limited basis for locally-defined, high-demand occupations. Such cases will be subject to funding availability.

Exception Process

The process for ITA exceptions in the SW Region is to provide information to the customer concerning all training opportunities to maximize the customer choice in the selection process and ensure a customer driven system. The Act, at § 134(d)(4)(G)(ii), and the regulations at § 663.430, provide that, under certain limited circumstances, contracts for training rather than ITA's may be used. Specifically, on-the-job training contracts with employers and customized training contracts are authorized. The Act also reads the exceptions to ITA's are to be used infrequently.

Youth Incentives Policy

The Incentive program is intended to reward participants completing activities indicated on the Individual Service
Strategy and for achieving outcomes related to WIOA performance measures.

Incentives are paid in the form of a check to the participant. The types of activities leading to an incentive are listed below along with the types of documentation needed for the WIB fiscal department to initiate payment (All incentives require the Incentive Request Form and printed Toolbox Notes). Incentives are paid on a one-time basis only unless marked as recurring.

Incentives cannot be earned for an outcome obtained prior to the date of participation. No Incentives will be paid after the 3rd Quarter of Follow-Up services. All documentation must be maintained in the participant's hard copy file. Toolbox data entry must be completed to include all screens and service notes.

The Program Coordinator must approve all Incentive Request Forms prior to submission to the WIB.

- **GED Attainment**

$100 payment for obtaining a GED certificate
Documentation: Transcript or Transcript Search Form

- **High School Diploma**

$100 payment for obtaining a High School Diploma
Documentation: Copy of Diploma

- **Post-Secondary Degree or Certificate**

$100 payment for obtaining a Post-Secondary degree or other WIOA approved Advanced Training credential.
Documentation: Copy of Diploma or Certificate

- **Placement in Education or Employment (2nd Quarter after Exit)**

SPECIAL ELIGIBILITY GUIDELINE: MUST COUNT IN NUMERATOR OF PLACEMENT WIOA PERFORMANCE OUTCOME
$100 payment for entering post-secondary education or unsubsidized employment (including military) while enrolled in the program. Education and Employment must be maintained during the 2nd Quarter after Exit from the program to be eligible for this incentive.
Documentation: Employer Letter or Employment Verification Form or Current Pay Stub or Verification from School

- **Literacy and Numeracy Gains (recurring*)**

SPECIAL ELIGIBILITY GUIDELINE: MUST COUNT IN NUMERATOR OF LITERACY/NUMERACY WIOA PERFORMANCE OUTCOME
This incentive consists of two parts and is related to TABE scores in Reading, Math, or Language:

1. $20 for a full one point increase in an Educational Functional Level from the EFL recorded at enrollment in any of the three subject areas (*can only be earned once in a program year)

OR
2. $50 for attaining an 5 EFL in all three subject areas
Documentation: Copy of TABE test report

•**Workshop or Community Service (recurring)**
$15 payment for each Workshop (2 hrs - 1/2 day) or Community Service opportunity attended
Documentation: Copy of sign-in sheet or timesheet, agenda from meeting signed by instructor, Service Note in Toolbox by Career Center Staff.

- **National Career Readiness Certificate (approved 2/17/15)**
  - $10 for taking the NCRC, but not achieving a score
  - $20 for achieving a Bronze level
  - $30 for achieving a Silver level
  - $40 for achieving a Gold level
  - $100 for achieving a Platinum level

Documentation: service note, screen shot of test score in TB assessment tab.

SPYC & TANF 2015 Youth Summer Employment Supportive Service Policy
Supportive Services 507 SJ *Per Scope of Work EXHIBIT I -2015 TANF SUMMER JOBS, March 29, 2015*

Supportive Services may only be provided to participants who are participating in the summer jobs program and who are unable to obtain supportive services through other programs. Supportive Services will be provided using TANF Summer Jobs funds if it is necessary to enable individuals to participate in the program. Supportive Services may include such services such as:

- *Transportation (reimbursement or bus passes)*
- *Child Care*
- *Meals*
- *Assistance with the purchase of appropriate work attire for work activities, and*
- *Other reasonable expenses required to keep a participant in the SPYC activity.*

Supportive Services may be provided either in-kind or through cash assistance. In order to obtain payment for any Supportive Service, the participant or the service-providing vendor must provide appropriate documentation as identified in the region's local plan.

Youth participating in the program may require supportive service payments or stipends to enable them to travel to the worksite they are assigned to work. In the event a worksite is more than 20 miles (round trip) from the participant's domicile a travel allowance may be paid based on a set rate per mile. The set rate will be no more than the Missouri fleet mile rate $0.26 per mile multiplied by the round trip miles per day. The maximum per week allowance shall not exceed $75.00 as documented by usage of a travel voucher. Travel allowance will be paid for actual days participated only, and must be documented by an attendance record, which is signed by the appropriate activity representative at the facility and by the participant. Actual round trip miles per day must be reported correctly by the participant. Attendance back-up documentation must be kept.

Work Readiness Clinic (Duplicating WIOA Youth Policy)
Stipend Payment/Incentive Payment
Eligibility: Any participant who is enrolled in a Summer Employment Program (SPYC, TANF or WIOA), attends the Work Readiness Clinic and **completes** the training curriculum. Successful completion of program with 100% attendance record and completion of Work Readiness class assignments.

Workshop or Community Service (recurring)

- $15 payment for each Workshop (2 hrs - 1/2 day) or Community Service opportunity attended **Documentation:** Copy of sign-in sheet, memo from instructor, annotation in Toolbox by Career Center Staff.

National Career Readiness Certificate Stipend

- $10 for taking the NCRC, but not achieving a score
- $20 for achieving a Bronze level
- $30 for achieving a Silver level
- $40 for achieving a Gold level
- $100 for achieving a Platinum level

Documentation: service note, screen shot of test score in TB assessment tab.

Memorandum of Understanding

Southwest Missouri Workforce Development Area

One-Stop Job Center System Partnerships

Partner/Stakeholder Parties to the MOU	Referred to as
Carthage Adult Education & Literacy	Carthage AEL
Workforce Investment Board of the Southwest Region, Inc.	WDB
Cherry Warren, WIOA Chief Elected Official	CEO

Section 1 Introduction

This Memorandum of Understanding (MOU) establishes the spirit of cooperation and collaboration in the Southwest Missouri Workforce Development Area, per the Workforce Innovation Opportunity Act (WIOA). For maximum flexibility and efficiency, the MOU is a collection of individually signed and customized agreements with the one-stop system partners. Each MOU describes how they will use their various funding streams and resources to serve their mutual customers, both jobseekers and employers, through an integrated system of service delivery. In addition to the comprehensive site at the Joplin Missouri Job Center, affiliate job centers at Monett and Neosho, along with affiliated satellite sites of the partners. The parties to the MOU understand that the development and implementation of these sites will require mutual trust and teamwork between the partnering agencies.

Section 2 Strategic Vision

The mission of the WDB is to prepare businesses and the workforce for economic prosperity and global competitiveness. This mission is achieved through the categories of talent development, business development, and regional development. To fully seize the opportunities provided in WIOA, the WDB convened two important stakeholder groups, the Regional Workforce Partners and the Regional Business Services Roundtable. The stakeholder groups share the priorities of expanding the reach of services to more customers in a manner that increases volume and skill outcomes while lowering cost and other barriers to participation.

The purpose of the Missouri Job Centers is to advance the economic well-being of the local workforce development area by developing and maintaining a quality workforce. The centers shall serve as focal points for local and regional workforce-innovation initiatives. Achieving this will require delivering high-quality and integrated workforce innovation, education, and economic-development services for jobseekers, incumbent workers, and employers.

Section 3 Services to be Provided

The partners of the Southwest Missouri Workforce Development Area collectively provide the services listed below. CAEL agrees to assist in delivery of those services marked with an asterisk (*).

Apprenticeships	Labor Exchange (Job Matching)
Availability of Supportive Services/Assistance	Leadership Development
* Career Planning	Mental Health Assistance/Counseling
Classroom Occupational Skills Training	*Mentoring
Clothing	Needs Related Payments (Cash Assistance)
Comprehensive Assessment	On-the-Job Training
Cost Info of Training Providers	*Orientation to Services
*Credential Testing	Out of Area Job Search Assistance
Dental Assistance	Outreach
*Digital Literacy	Paid Work Experience
Dropout Prevention	Performance of Training Providers
*Eligibility Determination	Post-Secondary Prep/Transition
*English Language Acquisition	Referrals and Coordination
Entrepreneurial Training	Relocation Assistance
Ex-Offender/Re-Entry Transition	Short-Term Pre-Vocational Services
Financial Literacy	*Study Skills Training
Follow-Up Counseling (post 12 months)	Substance Abuse Remediation
Food/Nutrition	Temporary Housing
Group Counseling	Transportation Assistance
Healthcare Assistance	Tutoring
Housing Assistance	Unpaid Work Experience
Individual Counseling	Utility Assistance
Individual Employment Plan	Veterans Transition
Info Applying for Financial Aid/Training	Virtual (Online) Occupational Skills Training
Info Filing Claims Unemployment	*Workforce Preparation Activities
*Initial Assessment	Workforce System Performance
*Instruction High School Equivalency	Workforce/Labor Market Stats
*Intake	*WorkKeys/NCRC
Internships and Work Experience	Workshops (multiple days)
Others/Notes:	

Employer/Business Services

Diagnostics/Troubleshooting	Growth (Expansion/Retention/Attraction)
Recruitment	Research
Retention (Employee)	Networking
Training	Other:

Innovation Builders

expanding underemployed, partner with businesses that would have employees trained

Section 4 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 the Division of Workforce Development (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 a ratio of DWD staff to WIOA staff. In addition, Job Center costs for other partners located in the Job Center are shared based on costs per square footage used and percentage of time the partner occupies that square footage in the Job Center. All formal infrastructure cost sharing agreements are negotiated and executed as a separate instrument for the relevant parties.

Section 5 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. All formal service cost sharing agreements are negotiated and executed as a separate instrument for the relevant parties.

Partner Resources Targeted for Mutual Benefit

testing materials/scoring software, books/computers used for skill building, certified staff equipped with latest professional development, documentation of time on task

Section 6 Systematic Referral Process for Job Center Customers

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. The partners agree to conduct referral for services in the following manner, whenever possible:

1. All customers referred for services (via the One-Stop Partners) will receive a written referral 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 fax or email). The statewide workforce management information system through DWD may facilitate this process virtually in the future. Other secure online collaboration systems may be deployed by the partners to improve efficiency and outcomes of the process.

2. The organization receiving the referral will make a good faith effort to contact the customer and schedule an appointment within 3 to 7 business days of date on the referral form.

Section 7 Human Resources Management

Respect and trust of each other as partners 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.

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Section 8 One-Stop Delivery System Performance Criteria

As part of the SectorReady framework for career pathways, credentials, and industry partnerships, the WDB's strategy matrix includes the following metrics for system stakeholders. The metrics are aligned to address specific economic challenges for the region, targeted activities, and available inputs/resources along with WIOA mandates.

Short-Term Goals:
• Increase company retention/layoff aversion contacts
• Increase enrollments in credentialed occupational trainings
• Increase participant usage according to online analytics and Customer Satisfaction surveys
• Increase Career Pathway related enrollment services
• Increase incidence of workforce development service partnerships

Long-Term Goals:
• Increase Entered Employment, Retention & Earnings for all enrollees and with a special focus on targeted populations affected by work-related barriers
• Report an increase of business investment in the Region
• Increase the number of credentialed candidates hired by employers
• Report a Return-On-Investment/Economic Impact of WIOA dollars (for the Region)
• Reduce the number of enrollees in Regional public assistance programs

While not always easily measurable, the partners agree to strive for high quality standards of service for customers, employees, and partners of the system.

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.

Section 9 Governance of the One-Stop Delivery System

The ultimate accountability and responsibility for the One-Stop System organizational processes, services, and accomplishments will rest with the Board, the One-Stop operator, and the Partners. The WDB serves seven counties in Southwest Missouri and collaborates with neighboring WDB's and economic development partners to assist in the portions of Southeast Kansas and Northeast Oklahoma that comprise the Joplin labor shed. The WDB is an appointed body representing business and industry along with core partners in the region.

Responsibilities of the WDB include, but are not limited to:

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. Designate or certify the One-Stop Operator(s) and/or terminate a One-Stop Operator for cause, with the agreement of the CEOs.
5. Conduct oversight of the local One-Stop delivery system, including all Adult, Dislocated Worker and Youth activities, jointly or on behalf of the CEOs.
6. Recommend grants or contracts for program activities as appropriate.
7. Coordinate workforce investment activities with economic development strategies and other employer linkages.

The WIB approved a procurement framework for the One-Stop Operator to begin a new contract period of October 1, 2016. The framework timing seeks to maximize the known WIOA regulatory components. Once selected, the One-Stop Operator contract includes components of this MOU. The WDB will enact an official WIOA Plan Modification to reflect the adoption of the one-stop operator. Responsibilities of the One-Stop Operator include, but are not limited to:

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 Consortium 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.

WIOA establishes core (mandatory) partners in each workforce development region. Those core partners are joined by representatives of other service organizations in Southwest Missouri to provide the most comprehensive and integrated service possible. Responsibilities (to the extent allowed within individual program or agency policies) of the partners include:

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.

Additional Responsibilities from Carthage AEL:

refer students to one-stop, orientation for new students=including testing, Basic skill building for students below 12.9GE in at least one subject, High School Equivalency preparation, online reporting tool "toolkit", College Readiness preparation, ESL classes, preparation for NCRC, Collaboration in digital correspondence on student performance and goal attainment, mo.jobs.gov enrollment, refer to voc rehab

Section 10 Duration and Modification

The parties agree that the terms of this MOU as a whole will take effect as of July 1, 2016 and will continue in effect until June 30, 2018 or such time as any party will modify, extend, or terminate this MOU. Amendments to the MOU may be made upon consensus of all parties at least 30 days prior to the effective date of the change. The terms of the cost sharing are negotiated under a separate agreement.

Section 11 Termination

Any party to this agreement may cease participation in the agreement. Any party that intends to cease participation must notify the other parties to the agreement at least 30 days prior to the effective termination date.

Section 12 Signatures

By signature hereto, the Southwest Region Workforce Development One-Stop Partners attest to participation in development of the plan and agree to abide by all terms and conditions of the MOU.

Agency	Carthage AEL
Name	Dr. Sean Smith
Title	Superintendent Carthage R-9
Date	5/2/2016
Signature	

Agency	Workforce Investment Board of the Southwest Region, Inc.
Name	Jasen Jones
Title	Executive Director
Date	May 1, 2016
Signature	

Agency	Chief Elected Official, Southwest Missouri Workforce Area
Name	Cherry Warren
Title	Barry County Presiding Commissioner
Date	May 1, 2016
Signature	

Memorandum of Understanding

Southwest Missouri Workforce Development Area

One-Stop Job Center System Partnerships

Partner/Stakeholder Parties to the MOU	Referred to as
Crowder College	CC
Workforce Investment Board of the Southwest Region, Inc.	WDB
Cherry Warren, WIOA Chief Elected Official	CEO

Section 1 Introduction

This Memorandum of Understanding (MOU) establishes the spirit of cooperation and collaboration in the Southwest Missouri Workforce Development Area, per the Workforce Innovation Opportunity Act (WIOA). For maximum flexibility and efficiency, the MOU is a collection of individually signed and customized agreements with the one-stop system partners. Each MOU describes how they will use their various funding streams and resources to serve their mutual customers, both jobseekers and employers, through an integrated system of service delivery. In addition to the comprehensive site at the Joplin Missouri Job Center, affiliate job centers at Monett and Neosho, along with affiliated satellite sites of the partners. The parties to the MOU understand that the development and implementation of these sites will require mutual trust and teamwork between the partnering agencies.

Section 2 Strategic Vision

The mission of the WDB is to prepare businesses and the workforce for economic prosperity and global competitiveness. This mission is achieved through the categories of talent development, business development, and regional development. To fully seize the opportunities provided in WIOA, the WDB convened two important stakeholder groups, the Regional Workforce Partners and the Regional Business Services Roundtable. The stakeholder groups share the priorities of expanding the reach of services to more customers in a manner that increases volume and skill outcomes while lowering cost and other barriers to participation.

The purpose of the Missouri Job Centers is to advance the economic well-being of the local workforce development area by developing and maintaining a quality workforce. The centers shall serve as focal points for local and regional workforce-innovation initiatives. Achieving this will require delivering high-quality and integrated workforce innovation, education, and economic-development services for jobseekers, incumbent workers, and employers.

Section 3 Services to be Provided

The partners of the Southwest Missouri Workforce Development Area collectively provide the services listed below. CC agrees to assist in delivery of those services marked with an asterisk (*).

Apprenticeships	Labor Exchange (Job Matching)
Availability of Supportive Services/Assistance	Leadership Development
Career Planning	Mental Health Assistance/Counseling
Classroom Occupational Skills Training	Mentoring
Clothing	Needs Related Payments (Cash Assistance)
Comprehensive Assessment	On-the-Job Training
Cost Info of Training Providers	Orientation to Services
Credential Testing	Out of Area Job Search Assistance
Dental Assistance	Outreach
Digital Literacy	Paid Work Experience
Dropout Prevention	Performance of Training Providers *
Eligibility Determination	Post-Secondary Prep/Transition *
English Language Acquisition	Referrals and Coordination
Entrepreneurial Training	Relocation Assistance
Ex-Offender/Re-Entry Transition	Short-Term Pre-Vocational Services *
Financial Literacy	Study Skills Training
Follow-Up Counseling (post 12 months)	Substance Abuse Remediation
Food/Nutrition	Temporary Housing
Group Counseling	Transportation Assistance
Healthcare Assistance	Tutoring
Housing Assistance	Unpaid Work Experience
Individual Counseling	Utility Assistance
Individual Employment Plan	Veterans Transition
Info Applying for Financial Aid/Training	Virtual (Online) Occupational Skills Training
Info Filing Claims Unemployment	Workforce Preparation Activities
Initial Assessment	Workforce System Performance
Instruction High School Equivalency	Workforce/Labor Market Stats
Intake	WorkKeys/NCRC
Internships and Work Experience	Workshops (multiple days)
Others/Notes:	

Employer/Business Services

Diagnostics/Troubleshooting	Growth (Expansion/Retention/Attraction)
Recruitment	Research
Retention (Employee)	Networking
Training	Other:

Innovation Builders

Early Childhood program-childcare training, Employer engagement

Section 4 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)

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Partner Resources Targeted for Mutual Benefit

Training/Workshops/Employer awareness delivery instructions. Career Pathways/Stackable Credential/Credential Qualities. EOC at the Career Center 2 days a week

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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. The partners agree to conduct referral for services in the following manner, whenever possible:

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4. Designate or certify the One-Stop Operator(s) and/or terminate a One-Stop Operator for cause, with the agreement of the CEOs.
5. Conduct oversight of the local One-Stop delivery system, including all Adult, Dislocated Worker and Youth activities, jointly or on behalf of the CEOs.
6. Recommend grants or contracts for program activities as appropriate.
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3. Share customers and infrastructure costs.
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5. Engage employers and provide integrated business services.
6. Increase and integrate customer services.
7. Share performance data regarding shared customers.

Additional Responsibilities from CC:

Referrals, NCRC testing proctors

Section 10 Duration and Modification

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Section 12 Signatures

By signature hereto, the Southwest Region Workforce Development One-Stop Partners attest to participation in development of the plan and agree to abide by all terms and conditions of the MOU.

Agency	CC
Name	Edward Stephens
Title	VP of Technical Education
Date	4-29-16
Signature	Edward Stephens

Agency	Workforce Investment Board of the Southwest Region, Inc.
Name	Jasen Jones
Title	Executive Director
Date	May 1, 2016
Signature	

Agency	Chief Elected Official, Southwest Missouri Workforce Area
Name	Cherry Warren
Title	Barry County Presiding Commissioner
Date	May 1, 2016
Signature	Cherry Warren

Memorandum of Understanding

Southwest Missouri Workforce Development Area

One-Stop Job Center System Partnerships

Partner/Stakeholder Parties to the MOU	Referred to as
Crowder College Adult Education and Literacy	CCAEL
Workforce Investment Board of the Southwest Region, Inc.	WDB
Cherry Warren, WIOA Chief Elected Official	CEO

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Section 3 | Services to be Provided

The partners of the Southwest Missouri Workforce Development Area collectively provide the services listed below. CCAEL agrees to assist in delivery of those services marked with an asterisk (*).

Apprenticeships	Labor Exchange (Job Matching)
Availability of Supportive Services/Assistance	Leadership Development
Career Planning *	Mental Health Assistance/Counseling
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Clothing	Needs Related Payments (Cash Assistance)
Comprehensive Assessment	On-the-Job Training
Cost Info of Training Providers	Orientation to Services
Credential Testing	Out of Area Job Search Assistance
Dental Assistance	Outreach
Digital Literacy	Paid Work Experience
Dropout Prevention	Performance of Training Providers
Eligibility Determination	Post-Secondary Prep/Transition *
English Language Acquisition *	Referrals and Coordination
Entrepreneurial Training	Relocation Assistance
Ex-Offender/Re-Entry Transition	Short-Term Pre-Vocational Services
Financial Literacy	Study Skills Training
Follow-Up Counseling (post 12 months)	Substance Abuse Remediation
Food/Nutrition	Temporary Housing
Group Counseling	Transportation Assistance
Healthcare Assistance	Tutoring *
Housing Assistance	Unpaid Work Experience
Individual Counseling	Utility Assistance
Individual Employment Plan	Veterans Transition
Info Applying for Financial Aid/Training	Virtual (Online) Occupational Skills Training
Info Filing Claims Unemployment	Workforce Preparation Activities *
Initial Assessment	Workforce System Performance
Instruction High School Equivalency *	Workforce/Labor Market Stats
Intake	WorkKeys/NCRC *
Internships and Work Experience	Workshops (multiple days)
Others/Notes:	

Employer/Business Services

Diagnostics/Troubleshooting	Growth (Expansion/Retention/Attraction)
Recruitment	Research
Retention (Employee)	Networking
Training	Other:

Innovation Builders

AEL students dual enrollment in AEL class and a Crowder College Certificate program.

Section 4 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)

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Partner Resources Targeted for Mutual Benefit

AEL and ESL DESE Certified Instructors
-Transition Specialist
-Online HSE preparation option
-Prep materials for:
HSE test;
ASVAB test;
College Placement test;

and Workkeys test
-Official HiSETPractice Test paper (and computer-based prescription)

Section 6 | Systematic Referral Process for Job Center Customers

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. The partners agree to conduct referral for services in the following manner, whenever possible:

1. All customers referred for services (via the One-Stop Partners) will receive a written referral 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 fax or email). The statewide workforce management information system through DWD may facilitate this process virtually in the future. Other secure online collaboration systems may be deployed by the partners to improve efficiency and outcomes of the process.

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Responsibilities of the WDB include, but are not limited to:

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. Designate or certify the One-Stop Operator(s) and/or terminate a One-Stop Operator for cause, with the agreement of the CEOs.
5. Conduct oversight of the local One-Stop delivery system, including all Adult, Dislocated Worker and Youth activities, jointly or on behalf of the CEOs.
6. Recommend grants or contracts for program activities as appropriate.
7. Coordinate workforce investment activities with economic development strategies and other employer linkages.

The WIB approved a procurement framework for the One-Stop Operator to begin a new contract period of October 1, 2016. The framework timing seeks to maximize the known WIOA regulatory components. Once selected, the One-Stop Operator contract includes components of this MOU. The WDB will enact an official WIOA Plan Modification to reflect the adoption of the one-stop operator. Responsibilities of the One-Stop Operator include, but are not limited to:

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 Consortium 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.

WIOA establishes core (mandatory) partners in each workforce development region. Those core partners are joined by representatives of other service organizations in Southwest Missouri to provide the most comprehensive and integrated service possible. Responsibilities (to the extent allowed within individual program or agency policies) of the partners include:

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.

Additional Responsibilities from CCAEL:

Referral to local Job Center for services not provided by Adult Education
-Orientation for new students including TABE testing (minimum of 40 hours seat time commitment required to enroll)
-Basic Academic Skills for students with TABE scores below 12.9 in at least one area (reading, language, or math)
-HSE Prep
-English Language Acquisition instruction
-English Language Civics Instruction
-Updated class schedule of Crowder College Website
-integration of services between the job centers staff and our AEL Transition Specialist

Section 10 Duration and Modification

The parties agree that the terms of this MOU as a whole will take effect as of July 1, 2016 and will continue in effect until June 30, 2018 or such time as any party will modify, extend, or terminate this MOU. Amendments to the MOU may be made upon consensus of all parties at least 30 days prior to the effective date of the change. The terms of the cost sharing are negotiated under a separate agreement.

Section 11 Termination

Any party to this agreement may cease participation in the agreement. Any party that intends to cease participation must notify the other parties to the agreement at least 30 days prior to the effective termination date.

Section 12	Signatures
By signature hereto, the Southwest Region Workforce Development One-Stop Partners attest to participation in development of the plan and agree to abide by all terms and conditions of the MOU.	
Agency	CCAEL
Name	Tiffany Slinkard
Title	Vice President of Student Affairs
Date	5.16.16
Signature	Tiffany
Agency	Workforce Investment Board of the Southwest Region, Inc.
Name	Jasen Jones
Title	Executive Director
Date	May 1, 2016
Signature	
Agency	Chief Elected Official, Southwest Missouri Workforce Area
Name	Cherry Warren
Title	Barry County Presiding Commissioner
Date	May 1, 2016
Signature	Cherry Warren

Memorandum of Understanding

Southwest Missouri Workforce Development Area

One-Stop Job Center System Partnerships

Partner/Stakeholder Parties to the MOU	Referred to as
Experience Works	EXP
Workforce Investment Board of the Southwest Region, Inc.	WDB
Cherry Warren, WIOA Chief Elected Official	CEO

Section 1 Introduction

This Memorandum of Understanding (MOU) establishes the spirit of cooperation and collaboration in the Southwest Missouri Workforce Development Area, per the Workforce Innovation Opportunity Act (WIOA). For maximum flexibility and efficiency, the MOU is a collection of individually signed and customized agreements with the one-stop system partners. Each MOU describes how they will use their various funding streams and resources to serve their mutual customers, both jobseekers and employers, through an integrated system of service delivery. In addition to the comprehensive site at the Joplin Missouri Job Center, affiliate job centers at Monett and Neosho, along with affiliated satellite sites of the partners. The parties to the MOU understand that the development and implementation of these sites will require mutual trust and teamwork between the partnering agencies.

Section 2 Strategic Vision

The mission of the WDB is to prepare businesses and the workforce for economic prosperity and global competitiveness. This mission is achieved through the categories of talent development, business development, and regional development. To fully seize the opportunities provided in WIOA, the WDB convened two important stakeholder groups, the Regional Workforce Partners and the Regional Business Services Roundtable. The stakeholder groups share the priorities of expanding the reach of services to more customers in a manner that increases volume and skill outcomes while lowering cost and other barriers to participation.

The purpose of the Missouri Job Centers is to advance the economic well-being of the local workforce development area by developing and maintaining a quality workforce. The centers shall serve as focal points for local and regional workforce-innovation initiatives. Achieving this will require delivering high-quality and integrated workforce innovation, education, and economic-development services for jobseekers, incumbent workers, and employers.

Section 3 Services to be Provided

The partners of the Southwest Missouri Workforce Development Area collectively provide the services listed below. EXP agrees to assist in delivery of those services marked with an asterisk (*).

Apprenticeships	Labor Exchange (Job Matching)
Availability of Supportive Services/Assistance	Leadership Development
Career Planning	Mental Health Assistance/Counseling
Classroom Occupational Skills Training	Mentoring
Clothing	Needs Related Payments (Cash Assistance)
Comprehensive Assessment	On-the-Job Training *
Cost Info of Training Providers	Orientation to Services
Credential Testing	Out of Area Job Search Assistance
Dental Assistance	Outreach
Digital Literacy	Paid Work Experience *
Dropout Prevention	Performance of Training Providers
Eligibility Determination *	Post-Secondary Prep/Transition
English Language Acquisition	Referrals and Coordination *
Entrepreneurial Training	Relocation Assistance
Ex-Offender/Re-Entry Transition	Short-Term Pre-Vocational Services
Financial Literacy	Study Skills Training
Follow-Up Counseling (post 12 months)	Substance Abuse Remediation
Food/Nutrition	Temporary Housing
Group Counseling	Transportation Assistance
Healthcare Assistance	Tutoring
Housing Assistance	Unpaid Work Experience
Individual Counseling	Utility Assistance
Individual Employment Plan *	Veterans Transition
Info Applying for Financial Aid/Training	Virtual (Online) Occupational Skills Training
Info Filing Claims Unemployment	Workforce Preparation Activities *
Initial Assessment	Workforce System Performance
Instruction High School Equivalency	Workforce/Labor Market Stats
Intake	WorkKeys/NCRC
Internships and Work Experience	Workshops (multiple days)
Others/Notes:	

Employer/Business Services

Diagnostics/Troubleshooting	Growth (Expansion/Retention/Attraction)
Recruitment	Research
Retention (Employee)	Networking
Training	Other:

Innovation Builders

Mutually agreeable referral process for partners. To include a form that could be used interchangeably between agencies to streamline referral process.
• Collaboration with Job Center and partners to offer soft skills training like "Tackling the Tough Skills" workshop to Job Center customers.
• Collaboration with Job Center and partners in developing career fairs in local area for job seekers.
• Participating in reverse job fairs.

Section 4 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 the Division of Workforce Development (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 a ratio of DWD staff to WIOA staff. In addition, Job Center costs for other partners located in the Job Center are shared based on costs per square footage used and percentage of time the partner occupies that square footage in the Job Center. All formal infrastructure cost sharing agreements are negotiated and executed as a separate instrument for the relevant parties.

Section 5 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. All formal service cost sharing agreements are negotiated and executed as a separate instrument for the relevant parties.

Partner Resources Targeted for Mutual Benefit

• Experience Works serves Barry, Barton, Dade, Jasper, Lawrence, McDonald, and Newton that are served through the Southwest Missouri Workforce Development Area.

• We have 50 years of knowledge in assisting older individuals in bettering their lives through training, community service and employment opportunities.
• No cost labor source for Job Center.
• Wages and Workers Compensation covered by Experience Works for participants assigned to Job Center.
• OJE dollars available for dual enrollments with Experience Works.
• Training funds for eligible dual enrollments with Experience Works.
• Referral Service for Businesses
• Employer recruitment services
• Coordination of Services
• JobReady Certifications available for dual enrollments

Section 6 Systematic Referral Process for Job Center Customers

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. The partners agree to conduct referral for services in the following manner, whenever possible:

1. All customers referred for services (via the One-Stop Partners) will receive a written referral 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 fax or email). The statewide workforce management information system through DWD may facilitate this process virtually in the future. Other secure online collaboration systems may be deployed by the partners to improve efficiency and outcomes of the process.

2. The organization receiving the referral will make a good faith effort to contact the customer and schedule an appointment within 3 to 7 business days of date on the referral form.

Section 7 Human Resources Management

Respect and trust of each other as partners 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 WDB. 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).

Section 8 One-Stop Delivery System Performance Criteria

As part of the SectorReady framework for career pathways, credentials, and industry partnerships, the WDB's strategy matrix includes the following metrics for system stakeholders. The metrics are aligned to address specific economic challenges for the region, targeted activities, and available inputs/resources along with WIOA mandates.

Short-Term Goals:
- Increase company retention/layoff aversion contacts
- Increase enrollments in credentialed occupational trainings
- Increase participant usage according to online analytics and Customer Satisfaction surveys
- Increase Career Pathway related enrollment services
- Increase incidence of workforce development service partnerships

Long-Term Goals:
- Increase Entered Employment, Retention & Earnings for all enrollees and with a special focus on targeted populations affected by work-related barriers
- Report an increase of business investment in the Region
- Increase the number of credentialed candidates hired by employers
- Report a Return-On-Investment/Economic Impact of WIOA dollars (for the Region)
- Reduce the number of enrollees in Regional public assistance programs

While not always easily measurable, the partners agree to strive for high quality standards of service for customers, employees, and partners of the system.

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.

Section 9 Governance of the One-Stop Delivery System

The ultimate accountability and responsibility for the One-Stop System organizational processes, services, and accomplishments will rest with the Board, the One-Stop operator, and the Partners. The WDB serves seven counties in Southwest Missouri and collaborates with neighboring WDB's and economic development partners to assist in the portions of Southeast Kansas and Northeast Oklahoma that comprise the Joplin labor shed. The WDB is an appointed body representing business and industry along with core partners in the region.

Responsibilities of the WDB include, but are not limited to:

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. Designate or certify the One-Stop Operator(s) and/or terminate a One-Stop Operator for cause, with the agreement of the CEOs.
5. Conduct oversight of the local One-Stop delivery system, including all Adult, Dislocated Worker and Youth activities, jointly or on behalf of the CEOs.
6. Recommend grants or contracts for program activities as appropriate.
7. Coordinate workforce investment activities with economic development strategies and other employer linkages.

The WIB approved a procurement framework for the One-Stop Operator to begin a new contract period of October 1, 2016. The framework timing seeks to maximize the known WIOA regulatory components. Once selected, the One-Stop Operator contract includes components of this MOU. The WDB will enact an official WIOA Plan Modification to reflect the adoption of the one-stop operator. Responsibilities of the One-Stop Operator include, but are not limited to:

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 Consortium 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.

WIOA establishes core (mandatory) partners in each workforce development region. Those core partners are joined by representatives of other service organizations in Southwest Missouri to provide the most comprehensive and integrated service possible. Responsibilities (to the extent allowed within individual program or agency policies) of the partners include:

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.

Additional Responsibilities from EXP:

Furnish Job Center with a senior labor force to assist with clerical/welcome center or resource center assistance.
• Assess skills of participants in Jasper County for match to Job Center needs.
• Refer individuals 55 or over to career center staff to interview.
• Assign participant(s) to the Job Center to assist Job Center staff. Once trained would free center staff for other responsibilities.
Partner with Job Center staff and other Southwest Missouri WIOA Partners to develop training needed for job seekers to fill needs (strategic services).

Provide prompt service to all customers (internal and external – including job seekers, partners and businesses)
Assist older workers in rural counties with registering for services with Job Center.
Educate WIOA Partners on SCSEP and services available through Experience Works.

Section 10 Duration and Modification

The parties agree that the terms of this MOU as a whole will take effect as of July 1, 2016 and will continue in effect until June 30, 2018 or such time as any party will modify, extend, or terminate this MOU. Amendments to the MOU may be made upon consensus of all parties at least 30 days prior to the effective date of the change. The terms of the cost sharing are negotiated under a separate agreement.

Section 11 Termination

Any party to this agreement may cease participation in the agreement. Any party that intends to cease participation must notify the other parties to the agreement at least 30 days prior to the effective termination date.

Section 12	Signatures
By signature hereto, the Southwest Region Workforce Development One-Stop Partners attest to participation in development of the plan and agree to abide by all terms and conditions of the MOU.	
Agency	EXP
Name	Diane Chambers
Title	Director
Date	6-15-16
Signature	Diane Chambers
Agency	Workforce Investment Board of the Southwest Region, Inc.
Name	Jasen Jones
Title	Executive Director
Date	May 1, 2016
Signature	
Agency	Chief Elected Official, Southwest Missouri Workforce Area
Name	Cherry Warren
Title	Barry County Presiding Commissioner
Date	May 1, 2016
Signature	Cherry Warren

Memorandum of Understanding (MOU) ***Disclosure*** ***Missouri Department of Social Services***	
MOU Title:	**One-Stop Delivery System**

1. Department of Social Services (DSS) and Family Support Division (FSD) is signing the Workforce Innovation and Opportunity Act (WIOA) Memorandum of Understanding (MOU) with the understanding that the WIOA regulations from the U.S. Department of Labor are not yet final rules. Until the WIOA regulations become final rules, it is understood that the MOU may need to be amended. Therefore, DSS/FSD is signing each WIOA MOU as it stands now, with revision pending the final rules; seek to clarify the conditions in which it signs them:
   a. DSS/FSD will not agree to cost-sharing and data sharing unless approved by the Department.
   b. The MOUs will be updated when the WIOA regulations become final.
   c. DSS, its affiliates, successors, assignees, and contractors will continue to adhere to its confidentiality and security policies.
   d. Termination of the MOUs: Any Partner to these MOUs may withdraw, giving written notice of its intent to withdraw as a Partner. All pertinent terms of the MOUs will continue in effect for the remaining Partners. Any party may cancel the MOU at any time for cause or without cause on a 30-day written notice.
   e. In the event, there is a conflict of language between the MOU and this Disclosure statement, the language in this Disclosure statement shall govern.
   f. In the event there is a conflict between law, regulations, and policy governing DSS and the WIOA MOU, then DSS law, regulations, and policies govern.

Julie Gibson
Family Support Division (FSD) Director

Temporary Assistance for Needy Families
Community Services Block Grant

Memorandum of Understanding

Southwest Missouri Workforce Development Area

One-Stop Job Center System Partnerships

Partner/Stakeholder Parties to the MOU	Referred to as
The Independent Living Center	TILC
Workforce Investment Board of the Southwest Region, Inc.	WDB
Cherry Warren, WIOA Chief Elected Official	CEO

Section 1 Introduction

This Memorandum of Understanding (MOU) establishes the spirit of cooperation and collaboration in the Southwest Missouri Workforce Development Area, per the Workforce Innovation Opportunity Act (WIOA). For maximum flexibility and efficiency, the MOU is a collection of individually signed and customized agreements with the one-stop system partners. Each MOU describes how they will use their various funding streams and resources to serve their mutual customers, both jobseekers and employers, through an integrated system of service delivery. In addition to the comprehensive site at the Joplin Missouri Job Center, affiliate job centers at Monett and Neosho, along with affiliated satellite sites of the partners. The parties to the MOU understand that the development and implementation of these sites will require mutual trust and teamwork between the partnering agencies.

Section 2 Strategic Vision

The mission of the WDB is to prepare businesses and the workforce for economic prosperity and global competitiveness. This mission is achieved through the categories of talent development, business development, and regional development. To fully seize the opportunities provided in WIOA, the WDB convened two important stakeholder groups, the Regional Workforce Partners and the Regional Business Services Roundtable. The stakeholder groups share the priorities of expanding the reach of services to more customers in a manner that increases volume and skill outcomes while lowering cost and other barriers to participation.

The purpose of the Missouri Job Centers is to advance the economic well-being of the local workforce development area by developing and maintaining a quality workforce. The centers shall serve as focal points for local and regional workforce-innovation initiatives. Achieving this will require delivering high-quality and integrated workforce innovation, education, and economic-development services for jobseekers, incumbent workers, and employers.

Section 3 Services to be Provided

The partners of the Southwest Missouri Workforce Development Area collectively provide the services listed below. TILC agrees to assist in delivery of those services marked with an asterisk (*).

Apprenticeships	Labor Exchange (Job Matching)
Availability of Supportive Services/Assistance	Leadership Development
Career Planning	Mental Health Assistance/Counseling
Classroom Occupational Skills Training	Mentoring *
Clothing	Needs Related Payments (Cash Assistance)
Comprehensive Assessment	On-the-Job Training
Cost Info of Training Providers	Orientation to Services
Credential Testing	Out of Area Job Search Assistance
Dental Assistance	Outreach
Digital Literacy	Paid Work Experience
Dropout Prevention	Performance of Training Providers
Eligibility Determination	Post-Secondary Prep/Transition
English Language Acquisition	Referrals and Coordination
Entrepreneurial Training	Relocation Assistance
Ex-Offender/Re-Entry Transition	Short-Term Pre-Vocational Services
Financial Literacy	Study Skills Training
Follow-Up Counseling (post 12 months)	Substance Abuse Remediation
Food/Nutrition * (Emergency Food Pantry)	Temporary Housing
Group Counseling	Transportation Assistance
Healthcare Assistance	Tutoring
Housing Assistance	Unpaid Work Experience *
Individual Counseling	Utility Assistance
Individual Employment Plan	Veterans Transition
Info Applying for Financial Aid/Training	Virtual (Online) Occupational Skills Training
Info Filing Claims Unemployment	Workforce Preparation Activities * (For Youth)
Initial Assessment	Workforce System Performance
Instruction High School Equivalency	Workforce/Labor Market Stats
Intake	WorkKeys/NCRC
Internships and Work Experience *	Workshops (multiple days)
Others/Notes:	

Employer/Business Services

Diagnostics/Troubleshooting	Growth (Expansion/Retention/Attraction)
Recruitment	Research
Retention (Employee)	Networking
Training	Other:

Innovation Builders

Section 4 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 the Division of Workforce Development (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 a ratio of DWD staff to WIOA staff. In addition, Job Center costs for other partners located in the Job Center are shared based on costs per square footage used and percentage of time the partner occupies that square footage in the Job Center. All formal infrastructure cost sharing agreements are negotiated and executed as a separate instrument for the relevant parties.

Section 5 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. All formal service cost sharing agreements are negotiated and executed as a separate instrument for the relevant parties.

Partner Resources Targeted for Mutual Benefit

1) Emergency Food Pantry
2) Internships and Unpaid Work Experiences for People with Disabilities
3) Mentoring for People with Disabilities
4) Workforce Preparation Activities for Youth and Young Adults with Disabilities
5) Pre-Employment Workshops for Youth and Young Adults with Disabilities

Section 6 Systematic Referral Process for Job Center Customers

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. The partners agree to conduct referral for services in the following manner, whenever possible:

1. All customers referred for services (via the One-Stop Partners) will receive a written referral 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 fax or email). The statewide workforce management information system through DWD may facilitate this process virtually in the future. Other secure online collaboration systems may be deployed by the partners to improve efficiency and outcomes of the process.

2. The organization receiving the referral will make a good faith effort to contact the customer and schedule an appointment within 3 to 7 business days of date on the referral form.

Section 7 Human Resources Management

Respect and trust of each other as partners 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.

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Short-Term Goals:
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- Increase enrollments in credentialed occupational trainings
- Increase participant usage according to online analytics and Customer Satisfaction surveys
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Long-Term Goals:
- Increase Entered Employment, Retention & Earnings for all enrollees and with a special focus on targeted populations affected by work-related barriers
- Report an increase of business investment in the Region
- Increase the number of credentialed candidates hired by employers
- Report a Return-On-Investment/Economic Impact of WIOA dollars (for the Region)
- Reduce the number of enrollees in Regional public assistance programs

While not always easily measurable, the partners agree to strive for high quality standards of service for customers, employees, and partners of the system.

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.

Section 9 Governance of the One-Stop Delivery System

The ultimate accountability and responsibility for the One-Stop System organizational processes, services, and accomplishments will rest with the Board, the One-Stop operator, and the Partners. The WDB serves seven counties in Southwest Missouri and collaborates with neighboring WDB's and economic development partners to assist in the portions of Southeast Kansas and Northeast Oklahoma that comprise the Joplin labor shed. The WDB is an appointed body representing business and industry along with core partners in the region.

Responsibilities of the WDB include, but are not limited to:

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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 Consortium 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.
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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.

WIOA establishes core (mandatory) partners in each workforce development region. Those core partners are joined by representatives of other service organizations in Southwest Missouri to provide the most comprehensive and integrated service possible. Responsibilities (to the extent allowed within individual program or agency policies) of the partners include:

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.

Additional Responsibilities from TILC:

The Independent Living Center will:
1) Provide information about available internships and unpaid work experiences to the Southwest Missouri Workforce Development Area.
2) Provide information and registration opportunities about pre-employment workshops, summer camps, and other workforce preparation activities for Youth and Young Adults with Disabilities to the Southwest Missouri Workforce Development Area.
3) Accept appropriate referrals for the Emergency Food Pantry.
4) Provide appropriate referrals to Southwest Missouri Workforce Development Area.

Section 10 Duration and Modification

The parties agree that the terms of this MOU as a whole will take effect as of July 1, 2016 and will continue in effect until June 30, 2018 or such time as any party will modify, extend, or terminate this MOU. Amendments to the MOU may be made upon consensus of all parties at least 30 days prior to the effective date of the change. The terms of the cost sharing are negotiated under a separate agreement.

Section 11 Termination

Any party to this agreement may cease participation in the agreement. Any party that intends to cease participation must notify the other parties to the agreement at least 30 days prior to the effective termination date.

Section 12 Signatures

By signature hereto, the Southwest Region Workforce Development One-Stop Partners attest to participation in development of the plan and agree to abide by all terms and conditions of the MOU.

Agency	TILC
Name	Stephanie Brady (Joanne Carlson)
Title	Director
Date	5/2/2016
Signature	Joanne Carlson, Core Services Manager (for Stephanie Brady)

Agency	Workforce Investment Board of the Southwest Region, Inc.
Name	Jasen Jones
Title	Executive Director
Date	May 1, 2016
Signature	

Agency	Chief Elected Official, Southwest Missouri Workforce Area
Name	Cherry Warren
Title	Barry County Presiding Commissioner
Date	May 1, 2016
Signature	Cherry Warren

Memorandum of Understanding

Southwest Missouri Workforce Development Area

One-Stop Job Center System Partnerships

Partner/Stakeholder Parties to the MOU	Referred to as
Joplin Schools	JSC
Workforce Investment Board of the Southwest Region, Inc.	WDB
Cherry Warren, WIOA Chief Elected Official	CEO

Section 1 Introduction

This Memorandum of Understanding (MOU) establishes the spirit of cooperation and collaboration in the Southwest Missouri Workforce Development Area, per the Workforce Innovation Opportunity Act (WIOA). For maximum flexibility and efficiency, the MOU is a collection of individually signed and customized agreements with the one-stop system partners. Each MOU describes how they will use their various funding streams and resources to serve their mutual customers, both jobseekers and employers, through an integrated system of service delivery. In addition to the comprehensive site at the Joplin Missouri Job Center, affiliate job centers at Monett and Neosho, along with affiliated satellite sites of the partners. The parties to the MOU understand that the development and implementation of these sites will require mutual trust and teamwork between the partnering agencies.

Section 2 Strategic Vision

The mission of the WDB is to prepare businesses and the workforce for economic prosperity and global competitiveness. This mission is achieved through the categories of talent development, business development, and regional development. To fully seize the opportunities provided in WIOA, the WDB convened two important stakeholder groups, the Regional Workforce Partners and the Regional Business Services Roundtable. The stakeholder groups share the priorities of expanding the reach of services to more customers in a manner that increases volume and skill outcomes while lowering cost and other barriers to participation.

The purpose of the Missouri Job Centers is to advance the economic well-being of the local workforce development area by developing and maintaining a quality workforce. The centers shall serve as focal points for local and regional workforce-innovation initiatives. Achieving this will require delivering high-quality and integrated workforce innovation, education, and economic-development services for jobseekers, incumbent workers, and employers.

Section 3 Services to be Provided

The partners of the Southwest Missouri Workforce Development Area collectively provide the services listed below. JSC agrees to assist in delivery of those services marked with an asterisk (*).

Apprenticeships	Labor Exchange (Job Matching)
Availability of Supportive Services/Assistance *	Leadership Development
Career Planning	Mental Health Assistance/Counseling
Classroom Occupational Skills Training *	Mentoring *
Clothing	Needs Related Payments (Cash Assistance)
Comprehensive Assessment	On-the-Job Training *
Cost Info of Training Providers	Orientation to Services
Credential Testing	Out of Area Job Search Assistance
Dental Assistance	Outreach
Digital Literacy	Paid Work Experience *
Dropout Prevention *	Performance of Training Providers
Eligibility Determination *	Post-Secondary Prep/Transition *
English Language Acquisition	Referrals and Coordination *
Entrepreneurial Training	Relocation Assistance
Ex-Offender/Re-Entry Transition	Short-Term Pre-Vocational Services
Financial Literacy	Study Skills Training *
Follow-Up Counseling (post 12 months)	Substance Abuse Remediation
Food/Nutrition	Temporary Housing
Group Counseling	Transportation Assistance
Healthcare Assistance	Tutoring *
Housing Assistance	Unpaid Work Experience *
Individual Counseling *	Utility Assistance
Individual Employment Plan	Veterans Transition
Info Applying for Financial Aid/Training	Virtual (Online) Occupational Skills Training
Info Filing Claims Unemployment	Workforce Preparation Activities
Initial Assessment *	Workforce System Performance
Instruction High School Equivalency *	Workforce/Labor Market Stats
Intake	WorkKeys/NCRC *
Internships and Work Experience *	Workshops (multiple days)
Others/Notes:	

Employer/Business Services

Diagnostics/Troubleshooting	Growth (Expansion/Retention/Attraction)
Recruitment	Research
Retention (Employee)	Networking
Training	Other:

Innovation Builders

Increase hard skills training for students who don't get accepted into tech school, Increase contact with employers to build relationships with students, Provide summer work experience including subsidized employment

Section 4 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 the Division of Workforce Development (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 a ratio of DWD staff to WIOA staff. In addition, Job Center costs for other partners located in the Job Center are shared based on costs per square footage used and percentage of time the partner occupies that square footage in the Job Center. All formal infrastructure cost sharing agreements are negotiated and executed as a separate instrument for the relevant parties.

Section 5 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. All formal service cost sharing agreements are negotiated and executed as a separate instrument for the relevant parties.

Partner Resources Targeted for Mutual Benefit

Education leading to employment, student interventions diminishing at risk issues, provide protective factors to prevent at risk issues, Provide access to students for awareness, Provide

referrals to one stop, Provide office space at the district if needed

Section 6 Systematic Referral Process for Job Center Customers

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. The partners agree to conduct referral for services in the following manner, whenever possible:

1. All customers referred for services (via the One-Stop Partners) will receive a written referral 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 fax or email). The statewide workforce management information system through DWD may facilitate this process virtually in the future. Other secure online collaboration systems may be deployed by the partners to improve efficiency and outcomes of the process.

2. The organization receiving the referral will make a good faith effort to contact the customer and schedule an appointment within 3 to 7 business days of date on the referral form.

Section 7 Human Resources Management

Respect and trust of each other as partners 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 WDB. 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).

Section 8 One-Stop Delivery System Performance Criteria

As part of the SectorReady framework for career pathways, credentials, and industry partnerships, the WDB's strategy matrix includes the following metrics for system stakeholders. The metrics are aligned to address specific economic challenges for the region, targeted activities, and available inputs/resources along with WIOA mandates.

Short-Term Goals:
- Increase company retention/layoff aversion contacts
- Increase enrollments in credentialed occupational trainings
- Increase participant usage according to online analytics and Customer Satisfaction surveys
- Increase Career Pathway related enrollment services
- Increase incidence of workforce development service partnerships

Long-Term Goals:
- Increase Entered Employment, Retention & Earnings for all enrollees and with a special focus on targeted populations affected by work-related barriers
- Report an increase of business investment in the Region
- Increase the number of credentialed candidates hired by employers
- Report a Return-On-Investment/Economic Impact of WIOA dollars (for the Region)
- Reduce the number of enrollees in Regional public assistance programs

While not always easily measurable, the partners agree to strive for high quality standards of service for customers, employees, and partners of the system.

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.

Section 9 Governance of the One-Stop Delivery System

The ultimate accountability and responsibility for the One-Stop System organizational processes, services, and accomplishments will rest with the Board, the One-Stop operator, and the Partners. The WDB serves seven counties in Southwest Missouri and collaborates with neighboring WDB's and economic development partners to assist in the portions of Southeast Kansas and Northeast Oklahoma that comprise the Joplin labor shed. The WDB is an appointed body representing business and industry along with core partners in the region.

Responsibilities of the WDB include, but are not limited to:

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. Designate or certify the One-Stop Operator(s) and/or terminate a One-Stop Operator for cause, with the agreement of the CEOs.
5. Conduct oversight of the local One-Stop delivery system, including all Adult, Dislocated Worker and Youth activities, jointly or on behalf of the CEOs.
6. Recommend grants or contracts for program activities as appropriate.
7. Coordinate workforce investment activities with economic development strategies and other employer linkages.

The WIB approved a procurement framework for the One-Stop Operator to begin a new contract period of October 1, 2016. The framework timing seeks to maximize the known WIOA regulatory components. Once selected, the One-Stop Operator contract includes components of this MOU. The WDB will enact an official WIOA Plan Modification to reflect the adoption of the one-stop operator. Responsibilities of the One-Stop Operator include, but are not limited to:

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 Consortium 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.

WIOA establishes core (mandatory) partners in each workforce development region. Those core partners are joined by representatives of other service organizations in Southwest Missouri to provide the most comprehensive and integrated service possible. Responsibilities (to the extent allowed within individual program or agency policies) of the partners include:

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.

Additional Responsibilities from JSC:

Provide WIOA recommended activities at district, Allow WIOA staff access to the school

Section 10 Duration and Modification

The parties agree that the terms of this MOU as a whole will take effect as of July 1, 2016 and will continue in effect until June 30, 2018 or such time as any party will modify, extend, or terminate this MOU. Amendments to the MOU may be made upon consensus of all parties at least 30 days prior to the effective date of the change. The terms of the cost sharing are negotiated under a separate agreement.

Section 11 Termination

Any party to this agreement may cease participation in the agreement. Any party that intends to cease participation must notify the other parties to the agreement at least 30 days prior to the effective termination date.

Section 12 Signatures

By signature hereto, the Southwest Region Workforce Development One-Stop Partners attest to participation in development of the plan and agree to abide by all terms and conditions of the MOU.

Agency	JSC
Name	Mark Barlass
Title	Director of Student Services
Date	6/3/16
Signature	

Agency	Workforce Investment Board of the Southwest Region, Inc.
Name	Jasen Jones
Title	Executive Director
Date	May 1, 2016
Signature	

Agency	Chief Elected Official, Southwest Missouri Workforce Area
Name	Cherry Warren
Title	Barry County Presiding Commissioner
Date	May 1, 2016
Signature	

Memorandum of Understanding

Southwest Missouri Workforce Development Area

One-Stop Job Center System Partnerships

Partner/Stakeholder Parties to the MOU	Referred to as
Ozarks Area Community Action Agency	OACAC
Workforce Investment Board of the Southwest Region, Inc.	WDB
Cherry Warren, WIOA Chief Elected Official	CEO

Section 1 Introduction

This Memorandum of Understanding (MOU) establishes the spirit of cooperation and collaboration in the Southwest Missouri Workforce Development Area, per the Workforce Innovation Opportunity Act (WIOA). For maximum flexibility and efficiency, the MOU is a collection of individually signed and customized agreements with the one-stop system partners. Each MOU describes how they will use their various funding streams and resources to serve their mutual customers, both jobseekers and employers, through an integrated system of service delivery. In addition to the comprehensive site at the Joplin Missouri Job Center, affiliate job centers at Monett and Neosho, along with affiliated satellite sites of the partners. The parties to the MOU understand that the development and implementation of these sites will require mutual trust and teamwork between the partnering agencies.

Section 2 Strategic Vision

The mission of the WDB is to prepare businesses and the workforce for economic prosperity and global competitiveness. This mission is achieved through the categories of talent development, business development, and regional development. To fully seize the opportunities provided in WIOA, the WDB convened two important stakeholder groups, the Regional Workforce Partners and the Regional Business Services Roundtable. The stakeholder groups share the priorities of expanding the reach of services to more customers in a manner that increases volume and skill outcomes while lowering cost and other barriers to participation.

The purpose of the Missouri Job Centers is to advance the economic well-being of the local workforce development area by developing and maintaining a quality workforce. The centers shall serve as focal points for local and regional workforce-innovation initiatives. Achieving this will require delivering high-quality and integrated workforce innovation, education, and economic-development services for jobseekers, incumbent workers, and employers.

Section 3 Services to be Provided

The partners of the Southwest Missouri Workforce Development Area collectively provide the services listed below. OACAC agrees to assist in delivery of those services marked with an asterisk (*).

Apprenticeships	Labor Exchange (Job Matching)
Availability of Supportive Services/Assistance	Leadership Development
Career Planning	Mental Health Assistance/Counseling
Classroom Occupational Skills Training	Mentoring
Clothing	Needs Related Payments (Cash Assistance)
Comprehensive Assessment	On-the-Job Training
Cost Info of Training Providers	Orientation to Services
Credential Testing	Out of Area Job Search Assistance
Dental Assistance	Outreach
Digital Literacy	Paid Work Experience
Dropout Prevention	Performance of Training Providers
Eligibility Determination	Post-Secondary Prep/Transition
English Language Acquisition	Referrals and Coordination
Entrepreneurial Training	Relocation Assistance
Ex-Offender/Re-Entry Transition	Short-Term Pre-Vocational Services
Financial Literacy	Study Skills Training
Follow-Up Counseling (post 12 months)	Substance Abuse Remediation
Food/Nutrition	Temporary Housing
Group Counseling	Transportation Assistance
Healthcare Assistance	Tutoring
Housing Assistance *	Unpaid Work Experience
Individual Counseling	Utility Assistance *
Individual Employment Plan	Veterans Transition
Info Applying for Financial Aid/Training	Virtual (Online) Occupational Skills Training
Info Filing Claims Unemployment	Workforce Preparation Activities
Initial Assessment	Workforce System Performance
Instruction High School Equivalency	Workforce/Labor Market Stats
Intake	WorkKeys/NCRC
Internships and Work Experience	Workshops (multiple days)
Others/Notes:	

Employer/Business Services

Diagnostics/Troubleshooting	Growth (Expansion/Retention/Attraction)
Recruitment	Research
Retention (Employee)	Networking
Training	Other:

Innovation Builders

We have some innovative programs in the Neighborhood Centers that target elementary, middle school and high school students. We also provide Poverty Simulations in our ten county area on a regular basis as do other Community Action Agencies.

Section 4 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 the Division of Workforce Development (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 a ratio of DWD staff to WIOA staff. In addition, Job Center costs for other partners located in the Job Center are shared based on costs per square footage used and percentage of time the partner occupies that square footage in the Job Center. All formal infrastructure cost sharing agreements are negotiated and executed as a separate instrument for the relevant parties.

Section 5 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. All formal service cost sharing agreements are negotiated and executed as a separate instrument for the relevant parties.

Partner Resources Targeted for Mutual Benefit

OACAC offers seven major programs: Family Planning, Foster Grandparents, Head Start and Early Head Start, Housing Assistance, Low-Income Home Energy Assistance Programs, Neighborhood Centers (in each county) and Weatherization in a ten county service area including Barry, Dade and Lawrence Counties.

Section 6 Systematic Referral Process for Job Center Customers

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. The partners agree to conduct referral for services in the following manner, whenever possible:

1. All customers referred for services (via the One-Stop Partners) will receive a written referral 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 fax or email). The statewide workforce management information system through DWD may facilitate this process virtually in the future. Other secure online collaboration systems may be deployed by the partners to improve efficiency and outcomes of the process.

2. The organization receiving the referral will make a good faith effort to contact the customer and schedule an appointment within 3 to 7 business days of date on the referral form.

Section 7 Human Resources Management

Respect and trust of each other as partners 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 WDB. 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).

Section 8 One-Stop Delivery System Performance Criteria

As part of the SectorReady framework for career pathways, credentials, and industry partnerships, the WDB's strategy matrix includes the following metrics for system stakeholders. The metrics are aligned to address specific economic challenges for the region, targeted activities, and available inputs/resources along with WIOA mandates.

Short-Term Goals:
- Increase company retention/layoff aversion contacts
- Increase enrollments in credentialed occupational trainings
- Increase participant usage according to online analytics and Customer Satisfaction surveys
- Increase Career Pathway related enrollment services
- Increase incidence of workforce development service partnerships

Long-Term Goals:
- Increase Entered Employment, Retention & Earnings for all enrollees and with a special focus on targeted populations affected by work-related barriers
- Report an increase of business investment in the Region
- Increase the number of credentialed candidates hired by employers
- Report a Return-On-Investment/Economic Impact of WIOA dollars (for the Region)
- Reduce the number of enrollees in Regional public assistance programs

While not always easily measurable, the partners agree to strive for high quality standards of service for customers, employees, and partners of the system.

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.

Section 9 Governance of the One-Stop Delivery System

The ultimate accountability and responsibility for the One-Stop System organizational processes, services, and accomplishments will rest with the Board, the One-Stop operator, and the Partners. The WDB serves seven counties in Southwest Missouri and collaborates with neighboring WDB's and economic development partners to assist in the portions of Southeast Kansas and Northeast Oklahoma that comprise the Joplin labor shed. The WDB is an appointed body representing business and industry along with core partners in the region.

Responsibilities of the WDB include, but are not limited to:

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. Designate or certify the One-Stop Operator(s) and/or terminate a One-Stop Operator for cause, with the agreement of the CEOs.
5. Conduct oversight of the local One-Stop delivery system, including all Adult, Dislocated Worker and Youth activities, jointly or on behalf of the CEOs.
6. Recommend grants or contracts for program activities as appropriate.
7. Coordinate workforce investment activities with economic development strategies and other employer linkages.

The WIB approved a procurement framework for the One-Stop Operator to begin a new contract period of October 1, 2016. The framework timing seeks to maximize the known WIOA regulatory components. Once selected, the One-Stop Operator contract includes components of this MOU. The WDB will enact an official WIOA Plan Modification to reflect the adoption of the one-stop operator. Responsibilities of the One-Stop Operator include, but are not limited to:

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 Consortium 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.

WIOA establishes core (mandatory) partners in each workforce development region. Those core partners are joined by representatives of other service organizations in Southwest Missouri to provide the most comprehensive and integrated service possible. Responsibilities (to the extent allowed within individual program or agency policies) of the partners include:

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.

Additional Responsibilities from OACAC:

OACAC is an off-site partner. Neighborhood Centers staff attend Third Thursday meetings and each Center provides space for Southwest Missouri Workforce Development Area staff to meet with clients on a weekly or monthly basis. All Centers partner with the SMWDA through referrals to workforce programs and all Centers receive referrals for OACAC services.

Section 10 Duration and Modification

The parties agree that the terms of this MOU as a whole will take effect as of July 1, 2016 and will continue in effect until June 30, 2018 or such time as any party will modify, extend, or terminate this MOU. Amendments to the MOU may be made upon consensus of all parties at least 30 days prior to the effective date of the change. The terms of the cost sharing are negotiated under a separate agreement.

Section 11 Termination

Any party to this agreement may cease participation in the agreement. Any party that intends to cease participation must notify the other parties to the agreement at least 30 days prior to the effective termination date.

Section 12 Signatures

By signature hereto, the Southwest Region Workforce Development One-Stop Partners attest to participation in development of the plan and agree to abide by all terms and conditions of the MOU.

Agency	OACAC
Name	Carl Rosenkranz
Title	Director
Date	05-03-2016
Signature	Carl Rosenkranz

Agency	Workforce Investment Board of the Southwest Region, Inc.
Name	Jasen Jones
Title	Executive Director
Date	May 1, 2016
Signature	

Agency	Chief Elected Official, Southwest Missouri Workforce Area
Name	Cherry Warren
Title	Barry County Presiding Commissioner
Date	May 1, 2016
Signature	Cherry Warren

Memorandum of Understanding

Southwest Missouri Workforce Development Area

One-Stop Job Center System Partnerships

Partner/Stakeholder Parties to the MOU	Referred to as
Preferred Family Healthcare Inc. (Employment Services)	PFH-ES
Workforce Investment Board of the Southwest Region, Inc.	WDB
Cherry Warren, WIOA Chief Elected Official	CEO

Section 1 Introduction

This Memorandum of Understanding (MOU) establishes the spirit of cooperation and collaboration in the Southwest Missouri Workforce Development Area, per the Workforce Innovation Opportunity Act (WIOA). For maximum flexibility and efficiency, the MOU is a collection of individually signed and customized agreements with the one-stop system partners. Each MOU describes how they will use their various funding streams and resources to serve their mutual customers, both jobseekers and employers, through an integrated system of service delivery. In addition to the comprehensive site at the Joplin Missouri Job Center, affiliate job centers at Monett and Neosho, along with affiliated satellite sites of the partners. The parties to the MOU understand that the development and implementation of these sites will require mutual trust and teamwork between the partnering agencies.

Section 2 Strategic Vision

The mission of the WDB is to prepare businesses and the workforce for economic prosperity and global competitiveness. This mission is achieved through the categories of talent development, business development, and regional development. To fully seize the opportunities provided in WIOA, the WDB convened two important stakeholder groups, the Regional Workforce Partners and the Regional Business Services Roundtable. The stakeholder groups share the priorities of expanding the reach of services to more customers in a manner that increases volume and skill outcomes while lowering cost and other barriers to participation.

The purpose of the Missouri Job Centers is to advance the economic well-being of the local workforce development area by developing and maintaining a quality workforce. The centers shall serve as focal points for local and regional workforce-innovation initiatives. Achieving this will require delivering high-quality and integrated workforce innovation, education, and economic-development services for jobseekers, incumbent workers, and employers.

Section 3 Services to be Provided

The partners of the Southwest Missouri Workforce Development Area collectively provide the services listed below. PFH-ES agrees to assist in delivery of those services marked with an asterisk (*).

Apprenticeships	Labor Exchange (Job Matching) *
Availability of Supportive Services/Assistance *	Leadership Development
Career Planning *	Mental Health Assistance/Counseling *
Classroom Occupational Skills Training	Mentoring *
Clothing *	Needs Related Payments (Cash Assistance)
Comprehensive Assessment	On-the-Job Training *
Cost Info of Training Providers	Orientation to Services *
Credential Testing	Out of Area Job Search Assistance
Dental Assistance	Outreach *
Digital Literacy	Paid Work Experience *
Dropout Prevention *	Performance of Training Providers
Eligibility Determination	Post-Secondary Prep/Transition *
English Language Acquisition	Referrals and Coordination *
Entrepreneurial Training	Relocation Assistance
Ex-Offender/Re-Entry Transition *	Short-Term Pre-Vocational Services *
Financial Literacy *	Study Skills Training
Follow-Up Counseling (post 12 months) *	Substance Abuse Remediation *
Food/Nutrition	Temporary Housing
Group Counseling	Transportation Assistance *
Healthcare Assistance	Tutoring
Housing Assistance *	Unpaid Work Experience *
Individual Counseling *	Utility Assistance
Individual Employment Plan *	Veterans Transition
Info Applying for Financial Aid/Training	Virtual (Online) Occupational Skills Training
Info Filing Claims Unemployment	Workforce Preparation Activities *
Initial Assessment *	Workforce System Performance
Instruction High School Equivalency	Workforce/Labor Market Stats
Intake *	WorkKeys/NCRC
Internships and Work Experience *	Workshops (multiple days)
Others/Notes: PFH-ES services are offered to a vast array of individuals in partnership with: VR; DMH	

(DD - Developmental Disabilities & Autism, DBH - Mental Health & Substance Use Disorder); Rehabilitation Services for the Blind; Dept. Of Health and Senior Services – Adult Brain Injury Program; and Dept. Social Services – Children's Division (Chafee/Aftercare, Transitional Living Program, Pregnancy/STI prevention). Services also include outreach, networking and partnering with: employers, faith-based organizations, federal/state/local government, and numerous community organizations.

Employer/Business Services

Diagnostics/Troubleshooting	Growth (Expansion/Retention/Attraction)
Recruitment	Research
Retention (Employee)	Networking
Training	Other: Cultural and Disability Training

Innovation Builders

Wrap around services, multiple state perspectives of service delivery, integration of services

Section 4 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 the Division of Workforce Development (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 a ratio of DWD staff to WIOA staff. In addition, Job Center costs for other partners located in the Job Center are shared based on costs per square footage used and percentage of time the partner occupies that square footage in the Job Center. All formal infrastructure cost sharing agreements are negotiated and executed as a separate instrument for the relevant parties.

Section 5 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. All formal service cost sharing agreements are negotiated and executed as a separate instrument for the relevant parties.

Partner Resources Targeted for Mutual Benefit

Job Development and Employer outreach, Counseling, Residential services, Treatment services for teens, and Funding for youth supportive services-foster youth.

Section 6 Systematic Referral Process for Job Center Customers

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. The partners agree to conduct referral for services in the following manner, whenever possible:

1. All customers referred for services (via the One-Stop Partners) will receive a written referral 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 fax or email). The statewide workforce management information system through DWD may facilitate this process virtually in the future. Other secure online collaboration systems may be deployed by the partners to improve efficiency and outcomes of the process.

2. The organization receiving the referral will make a good faith effort to contact the customer and schedule an appointment within 3 to 7 business days of date on the referral form.

Section 7 Human Resources Management

Respect and trust of each other as partners 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 WDB. 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).

Section 8 One-Stop Delivery System Performance Criteria

As part of the SectorReady framework for career pathways, credentials, and industry partnerships, the WDB's strategy matrix includes the following metrics for system stakeholders. The metrics are aligned to address specific economic challenges for the region, targeted activities, and available inputs/resources along with WIOA mandates.

Short-Term Goals:
- Increase company retention/layoff aversion contacts
- Increase enrollments in credentialed occupational trainings
- Increase participant usage according to online analytics and Customer Satisfaction surveys
- Increase Career Pathway related enrollment services
- Increase incidence of workforce development service partnerships

Long-Term Goals:
- Increase Entered Employment, Retention & Earnings for all enrollees and with a special focus on targeted populations affected by work-related barriers
- Report an increase of business investment in the Region
- Increase the number of credentialed candidates hired by employers
- Report a Return-On-Investment/Economic Impact of WIOA dollars (for the Region)
- Reduce the number of enrollees in Regional public assistance programs

While not always easily measurable, the partners agree to strive for high quality standards of service for customers, employees, and partners of the system.

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.

Section 9 Governance of the One-Stop Delivery System

The ultimate accountability and responsibility for the One-Stop System organizational processes, services, and accomplishments will rest with the Board, the One-Stop operator, and the Partners. The WDB serves seven counties in Southwest Missouri and collaborates with neighboring WDB's and economic development partners to assist in the portions of Southeast Kansas and Northeast Oklahoma that comprise the Joplin labor shed. The WDB is an appointed body representing business and industry along with core partners in the region.

Responsibilities of the WDB include, but are not limited to:

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. Designate or certify the One-Stop Operator(s) and/or terminate a One-Stop Operator for cause, with the agreement of the CEOs.
5. Conduct oversight of the local One-Stop delivery system, including all Adult, Dislocated Worker and Youth activities, jointly or on behalf of the CEOs.
6. Recommend grants or contracts for program activities as appropriate.
7. Coordinate workforce investment activities with economic development strategies and other employer linkages.

The WIB approved a procurement framework for the One-Stop Operator to begin a new contract period of October 1, 2016. The framework timing seeks to maximize the known WIOA regulatory components. Once selected, the One-Stop Operator contract includes components of this MOU. The WDB will enact an official WIOA Plan Modification to reflect the adoption of the one-stop operator. Responsibilities of the One-Stop Operator include, but are not limited to:

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 Consortium 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.

WIOA establishes core (mandatory) partners in each workforce development region. Those core partners are joined by representatives of other service organizations in Southwest Missouri to provide the most comprehensive and integrated service possible. Responsibilities (to the extent allowed within individual program or agency policies) of the partners include:

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.

Additional Responsibilities from PFH-ES:

1. Referrals
2. Consult with and assist WDB and partners with customization of services for individuals with disabilities.
3. Consult with and assist WDB and partners with integration/customization of services for youth in foster care.

Section 10 Duration and Modification

The parties agree that the terms of this MOU as a whole will take effect as of July 1, 2016 and will continue in effect until June 30, 2018 or such time as any party will modify, extend, or terminate this MOU. Amendments to the MOU may be made upon consensus of all parties at least 30 days prior to the effective date of the change. The terms of the cost sharing are negotiated under a separate agreement.

Section 11 Termination

Any party to this agreement may cease participation in the agreement. Any party that intends to cease participation must notify the other parties to the agreement at least 30 days prior to the effective termination date.

Section 12 Signatures

By signature hereto, the Southwest Region Workforce Development One-Stop Partners attest to participation in development of the plan and agree to abide by all terms and conditions of the MOU.

Agency	Preferred Family Healthcare, Inc. (Employment Services)
Name	Joe Krueger
Title	Executive Vice President, Employment/Workforce Services
Date	May 1, 2016
Signature	

Agency	Workforce Investment Board of the Southwest Region, Inc.
Name	Jasen Jones
Title	Executive Director
Date	May 1, 2016
Signature	

Agency	Chief Elected Official, Southwest Missouri Workforce Area
Name	Cherry Warren
Title	Barry County Presiding Commissioner
Date	May 1, 2016
Signature	

Memorandum of Understanding

Southwest Missouri Workforce Development Area

One-Stop Job Center System Partnerships

Partner/Stakeholder Parties to the MOU	Referred to as
Vocational Rehabilitation	VR
Workforce Investment Board of the Southwest Region, Inc.	WDB
Cherry Warren, WIOA Chief Elected Official	CEO

Section 1 Introduction

This Memorandum of Understanding (MOU) establishes the spirit of cooperation and collaboration in the Southwest Missouri Workforce Development Area, per the Workforce Innovation Opportunity Act (WIOA). For maximum flexibility and efficiency, the MOU is a collection of individually signed and customized agreements with the one-stop system partners. Each MOU describes how they will use their various funding streams and resources to serve their mutual customers, both jobseekers and employers, through an integrated system of service delivery. In addition to the comprehensive site at the Joplin Missouri Job Center, affiliate job centers at Monett and Neosho, along with affiliated satellite sites of the partners. The parties to the MOU understand that the development and implementation of these sites will require mutual trust and teamwork between the partnering agencies.

Section 2 Strategic Vision

The mission of the WDB is to prepare businesses and the workforce for economic prosperity and global competitiveness. This mission is achieved through the categories of talent development, business development, and regional development. To fully seize the opportunities provided in WIOA, the WDB convened two important stakeholder groups, the Regional Workforce Partners and the Regional Business Services Roundtable. The stakeholder groups share the priorities of expanding the reach of services to more customers in a manner that increases volume and skill outcomes while lowering cost and other barriers to participation.

The purpose of the Missouri Job Centers is to advance the economic well-being of the local workforce development area by developing and maintaining a quality workforce. The centers shall serve as focal points for local and regional workforce-innovation initiatives. Achieving this will require delivering high-quality and integrated workforce innovation, education, and economic-development services for jobseekers, incumbent workers, and employers.

Section 3 Services to be Provided

The partners of the Southwest Missouri Workforce Development Area collectively provide the services listed below. VR agrees to assist in delivery of those services marked with an asterisk (*).

Apprenticeships	Labor Exchange (Job Matching)
Availability of Supportive Services/Assistance	Leadership Development
Career Planning	Mental Health Assistance/Counseling
Classroom Occupational Skills Training	Mentoring
Clothing	Needs Related Payments (Cash Assistance)
Comprehensive Assessment	On-the-Job Training
Cost Info of Training Providers	Orientation to Services
Credential Testing	Out of Area Job Search Assistance
Dental Assistance	Outreach
Digital Literacy	Paid Work Experience
Dropout Prevention	Performance of Training Providers
Eligibility Determination	Post-Secondary Prep/Transition
English Language Acquisition	Referrals and Coordination
Entrepreneurial Training	Relocation Assistance
Ex-Offender/Re-Entry Transition	Short-Term Pre-Vocational Services
Financial Literacy	Study Skills Training
Follow-Up Counseling (post 12 months)	Substance Abuse Remediation
Food/Nutrition	Temporary Housing
Group Counseling	Transportation Assistance
Healthcare Assistance	Tutoring
Housing Assistance	Unpaid Work Experience
Individual Counseling	Utility Assistance
Individual Employment Plan	Veterans Transition
Info Applying for Financial Aid/Training	Virtual (Online) Occupational Skills Training
Info Filing Claims Unemployment	Workforce Preparation Activities
Initial Assessment	Workforce System Performance
Instruction High School Equivalency	Workforce/Labor Market Stats
Intake	WorkKeys/NCRC
Internships and Work Experience	Workshops (multiple days)
Others/Notes:	

Employer/Business Services

Diagnostics/Troubleshooting	Growth (Expansion/Retention/Attraction)
Recruitment	Research
Retention (Employee)	Networking
Training	Other:

Innovation Builders

Consistently evaluating our practices and processes to provide exemplary services to everyone who seeks services
~ Assist youth with disabilities before graduation towards gainful employment
~ Referrals to the Job Center in terms of skills training
~Workshop Education

Section 4 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 the Division of Workforce Development (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 a ratio of DWD staff to WIOA staff. In addition, Job Center costs for other partners located in the Job Center are shared based on costs per square footage used and percentage of time the partner occupies that square footage in the Job Center. All formal infrastructure cost sharing agreements are negotiated and executed as a separate instrument for the relevant parties.

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Partner Resources Targeted for Mutual Benefit

VR Counselor on site at MO Job Center in Neosho, Monett, Joplin twice a month.
>See new referrals/intakes
>Meet with existing clients
>Provide information/resources to clients/prospective clients

>Partner and collaborate with other entities/agencies
>Meet with other MO Job Center staff regarding any questions about VR services, overlaps, or potential referrals, i.e. coordination of services
>Participate in WIB Board meetings and WIB sub committees, Engage with committee members to seek best services for clients

Section 6 Systematic Referral Process for Job Center Customers

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. The partners agree to conduct referral for services in the following manner, whenever possible:

1. All customers referred for services (via the One-Stop Partners) will receive a written referral 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 fax or email). The statewide workforce management information system through DWD may facilitate this process virtually in the future. Other secure online collaboration systems may be deployed by the partners to improve efficiency and outcomes of the process.

2. The organization receiving the referral will make a good faith effort to contact the customer and schedule an appointment within 3 to 7 business days of date on the referral form.

Section 7 Human Resources Management

Respect and trust of each other as partners 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.

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Section 8 One-Stop Delivery System Performance Criteria

As part of the SectorReady framework for career pathways, credentials, and industry partnerships, the WDB's strategy matrix includes the following metrics for system stakeholders. The metrics are aligned to address specific economic challenges for the region, targeted activities, and available inputs/resources along with WIOA mandates.

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- Increase incidence of workforce development service partnerships

Long-Term Goals:
- Increase Entered Employment, Retention & Earnings for all enrollees and with a special focus on targeted populations affected by work-related barriers
- Report an increase of business investment in the Region
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- Reduce the number of enrollees in Regional public assistance programs

While not always easily measurable, the partners agree to strive for high quality standards of service for customers, employees, and partners of the system.

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Responsibilities of the WDB include, but are not limited to:

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. Designate or certify the One-Stop Operator(s) and/or terminate a One-Stop Operator for cause, with the agreement of the CEOs.
5. Conduct oversight of the local One-Stop delivery system, including all Adult, Dislocated Worker and Youth activities, jointly or on behalf of the CEOs.
6. Recommend grants or contracts for program activities as appropriate.
7. Coordinate workforce investment activities with economic development strategies and other employer linkages.

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2. Examine the organizations' processes of developing strategic objectives, as well as creating action plans and related human resource plans to support system direction.
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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.

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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.

Additional Responsibilities from VR:

Types of services that could be provided include:
*Pre-employment transition services
*Vocational exploration and individualized guidance and counseling during the rehabilitation process and towards gainful employment
*Time-limited physical or mental restoration services
*Assistive technology devices that increase ability to work
*Vocational and educational training to prepare for employment
*Supported and/or customized employment, SE, ESP and IPS, job coaching
*Individualized maintenance and transportation costs necessary to participate in a training program
*Job-related tools and licenses when ready to go to work
*Help in developing job seeking skills, resume
*Assistance in finding a job in a competitive, integrated setting

Section 10 Duration and Modification

The parties agree that the terms of this MOU as a whole will take effect as of July 1, 2016 and will continue in effect until June 30, 2018 or such time as any party will modify, extend, or terminate this MOU. Amendments to the MOU may be made upon consensus of all parties at least 30 days prior to the effective date of the change. The terms of the cost sharing are negotiated under a separate agreement.

Section 11 Termination

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Section 12 Signatures

By signature hereto, the Southwest Region Workforce Development One-Stop Partners attest to participation in development of the plan and agree to abide by all terms and conditions of the MOU.

Agency	VR
Name	Cathee Wolford
Title	District Supervisor
Date	5/10/16
Signature	Cathee Wolford

Agency	Workforce Investment Board of the Southwest Region, Inc.
Name	Jasen Jones
Title	Executive Director
Date	May 1, 2016
Signature	

Agency	Chief Elected Official, Southwest Missouri Workforce Area
Name	Cherry Warren
Title	Barry County Presiding Commissioner
Date	May 1, 2016
Signature	Cherry Warren

Memorandum of Understanding

Southwest Missouri Workforce Development Area

One-Stop Job Center System Partnerships

Partner/Stakeholder Parties to the MOU	Referred to as
WIOA Adult, Dislocated Worker, Youth Programs	WIOA
Workforce Investment Board of the Southwest Region, Inc.	WDB
Cherry Warren, WIOA Chief Elected Official	CEO

Section 1 Introduction

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Section 2 Strategic Vision

The mission of the WDB is to prepare businesses and the workforce for economic prosperity and global competitiveness. This mission is achieved through the categories of talent development, business development, and regional development. To fully seize the opportunities provided in WIOA, the WDB convened two important stakeholder groups, the Regional Workforce Partners and the Regional Business Services Roundtable. The stakeholder groups share the priorities of expanding the reach of services to more customers in a manner that increases volume and skill outcomes while lowering cost and other barriers to participation.

The purpose of the Missouri Job Centers is to advance the economic well-being of the local workforce development area by developing and maintaining a quality workforce. The centers shall serve as focal points for local and regional workforce-innovation initiatives. Achieving this will require delivering high-quality and integrated workforce innovation, education, and economic-development services for jobseekers, incumbent workers, and employers.

Section 3 Services to be Provided

The partners of the Southwest Missouri Workforce Development Area collectively provide the services listed below. WIOA agrees to assist in delivery of those services marked with an asterisk (*).

*Apprenticeships	*Labor Exchange (Job Matching)
*Availability of Supportive Services/Assistance	*Leadership Development
*Career Planning	Mental Health Assistance/Counseling
*Classroom Occupational Skills Training	*Mentoring
Clothing	*Needs Related Payments (Cash Assistance)
*Comprehensive Assessment	*On-the-Job Training
*Cost Info of Training Providers	*Orientation to Services
*Credential Testing	Out of Area Job Search Assistance
*Dental Assistance	*Outreach
Digital Literacy	*Paid Work Experience
*Dropout Prevention	*Performance of Training Providers
*Eligibility Determination	*Post-Secondary Prep/Transition
English Language Acquisition	*Referrals and Coordination
Entrepreneurial Training	Relocation Assistance
*Ex-Offender/Re-Entry Transition	*Short-Term Pre-Vocational Services
Financial Literacy	*Study Skills Training
*Follow-Up Counseling (post 12 months)	Substance Abuse Remediation
Food/Nutrition	Temporary Housing
*Group Counseling	*Transportation Assistance
Healthcare Assistance	Tutoring
*Housing Assistance	*Unpaid Work Experience
*Individual Counseling	*Utility Assistance
*Individual Employment Plan	*Veterans Transition
*Info Applying for Financial Aid/Training	*Virtual (Online) Occupational Skills Training
Info Filing Claims Unemployment	*Workforce Preparation Activities
*Initial Assessment	*Workforce System Performance
Instruction High School Equivalency	*Workforce/Labor Market Stats
*Intake	*WorkKeys/NCRC
*Internships and Work Experience	*Workshops (multiple days)
Others/Notes:	

Employer/Business Services

*Diagnostics/Troubleshooting	*Growth (Expansion/Retention/Attraction)
*Recruitment	*Research
*Retention (Employee)	*Networking
*Training	Other:

Innovation Builders

SectorReady career pathways, credentialing, training

Section 4 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)

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Partner Resources Targeted for Mutual Benefit

WIOA supportive services and training resources

Section 6 Systematic Referral Process for Job Center Customers

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. The partners agree to conduct referral for services in the following manner, whenever possible:

1. All customers referred for services (via the One-Stop Partners) will receive a written referral 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 fax or email). The statewide workforce management information system through DWD may facilitate this process virtually in the future. Other secure online collaboration systems may be deployed by the partners to improve efficiency and outcomes of the process.

2. The organization receiving the referral will make a good faith effort to contact the customer and schedule an appointment within 3 to 7 business days of date on the referral form.

Section 7 Human Resources Management

Respect and trust of each other as partners 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 WDB. 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).

Section 8 One-Stop Delivery System Performance Criteria

As part of the SectorReady framework for career pathways, credentials, and industry partnerships, the WDB's strategy matrix includes the following metrics for system stakeholders. The metrics are aligned to address specific economic challenges for the region, targeted activities, and available inputs/resources along with WIOA mandates.

Short-Term Goals:
- Increase company retention/layoff aversion contacts
- Increase enrollments in credentialed occupational trainings
- Increase participant usage according to online analytics and Customer Satisfaction surveys
- Increase Career Pathway related enrollment services
- Increase incidence of workforce development service partnerships

Long-Term Goals:
- Increase Entered Employment, Retention & Earnings for all enrollees and with a special focus on targeted populations affected by work-related barriers
- Report an increase of business investment in the Region
- Increase the number of credentialed candidates hired by employers
- Report a Return-On-Investment/Economic Impact of WIOA dollars (for the Region)
- Reduce the number of enrollees in Regional public assistance programs

While not always easily measurable, the partners agree to strive for high quality standards of service for customers, employees, and partners of the system.

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.

Section 9 Governance of the One-Stop Delivery System

The ultimate accountability and responsibility for the One-Stop System organizational processes, services, and accomplishments will rest with the Board, the One-Stop operator, and the Partners. The WDB serves seven counties in Southwest Missouri and collaborates with neighboring WDB's and economic development partners to assist in the portions of Southeast Kansas and Northeast Oklahoma that comprise the Joplin labor shed. The WDB is an appointed body representing business and industry along with core partners in the region.

Responsibilities of the WDB include, but are not limited to:

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. Designate or certify the One-Stop Operator(s) and/or terminate a One-Stop Operator for cause, with the agreement of the CEOs.
5. Conduct oversight of the local One-Stop delivery system, including all Adult, Dislocated Worker and Youth activities, jointly or on behalf of the CEOs.
6. Recommend grants or contracts for program activities as appropriate.
7. Coordinate workforce investment activities with economic development strategies and other employer linkages.

The WIB approved a procurement framework for the One-Stop Operator to begin a new contract period of October 1, 2016. The framework timing seeks to maximize the known WIOA regulatory components. Once selected, the One-Stop Operator contract includes components of this MOU. The WDB will enact an official WIOA Plan Modification to reflect the adoption of the one-stop operator. Responsibilities of the One-Stop Operator include, but are not limited to:

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 Consortium 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.

WIOA establishes core (mandatory) partners in each workforce development region. Those core partners are joined by representatives of other service organizations in Southwest Missouri to provide the most comprehensive and integrated service possible. Responsibilities (to the extent allowed within individual program or agency policies) of the partners include:

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.

Section 10 Duration and Modification

The parties agree that the terms of this MOU as a whole will take effect as of July 1, 2016 and will continue in effect until June 30, 2018 or such time as any party will modify, extend, or terminate this MOU. Amendments to the MOU may be made upon consensus of all parties at least 30 days prior to the effective date of the change. The terms of the cost sharing are negotiated under a separate agreement.

Section 11 Termination

Any party to this agreement may cease participation in the agreement. Any party that intends to cease participation must notify the other parties to the agreement at least 30 days prior to the effective termination date.

Section 12 Signatures

By signature hereto, the Southwest Region Workforce Development One-Stop Partners attest to participation in development of the plan and agree to abide by all terms and conditions of the MOU. The board chair is required to sign the MOU, per DWD guidance, however this MOU governs the board's oversight role as board is not a program operator.

Agency	WIOA Programs (Workforce Investment Board of the Southwest Region, Inc
Name	Brad Baker
Title	Board Chair
Date	May 1, 2016
Signature	

Agency	Workforce Investment Board of the Southwest Region, Inc.
Name	Jasen Jones
Title	Executive Director
Date	May 1, 2016
Signature	

Agency	Chief Elected Official, Southwest Missouri Workforce Area
Name	Cherry Warren
Title	Barry County Presiding Commissioner
Date	May 1, 2016
Signature	

Job Center Cost Share

Joplin

Cost Sharing

Report For: May 2016

Job Center Cost Share Budget for 7/1/2016 through 6/30/2017

Percentages for April to June 2016

DWD: 69.00% WDB: 31.00%

Pending

Job Center Cost Share	Proposed Budget	WDB + or - Adjustment	Adjusted Budget
Office Supplies-NGCC	$ 2800.00	$ 0.00	$2,800.00
Telecommunication Charge	$10600.00	$ 0.00	$10,600.00
Postage	$ 1800.00	$ 0.00	$1,800.00
Postage Meter Machine-Office	$ 700.00	$ 0.00	$700.00
Furn & Equip Rental			
Copier-Office	$ 3300.00	$ 0.00	$3,300.00
Furniture & Equip R&M			
Rent/Utilities	$99000.00	$ 0.00	$99,000.00
Printing	$ 0.00	$ 0.00	$0.00
Organization Memberships	$ 0.00	$ 0.00	$0.00
Publications & Subscriptions	$ 0.00	$ 0.00	$0.00
Record Destruction-	$ 0.00	$ 0.00	$0.00
Other Business Services			
Insurance	$ 1700.00	$ 0.00	$1,700.00
Interpretation Services-Other	$ 150.00	$ 0.00	$150.00
Professional Services			
Functional Leader	$63345.00	$ 0.00	$63,345.00
TOTALS	$183,395.00	$0.00	$183,395.00

Local Workforce Development Board Membership or Recertification Form

Local Workforce Development Board: Southwest

Appointee's Name (& Title)	Member Category	Nominating Organization	Appointee's Company or Organization, Mailing Address, phone #, Fax #, and email address	FEIN for Business Nominees Only	Member Being Replaced (if applicable)
Susan Adams, Director	Private Sector	Joplin Chamber of Commerce	Joplin Workshops, Inc. 501 School Ave. Joplin, MO 64801 417-781-2862 417-781-4077 (F) susan.adams@jworkshops.com	43-0860719	
Trish Carroll, President	Private Sector	Joplin Chamber of Commerce	Optic Communications 224 S. Kansas Ave. Columbus, KS 66725 620-429-3132 620-429-1704 (F)	48-0176490	
Chris Corbett, Senior Director of Information Technology	Private Sector	Joplin Chamber of Commerce	Innovative Objects 2340 Range Line Road Joplin, MO 64804 417-680-7060 ccorbett@innovativeobjects.com	01-0729106	
Dan Hill	Private Sector	Joplin Chamber of Commerce	Crossland Construction 833 S. East Ave. Columbus, KS 66725 620-429-1414 620-429-8948 (F) dan.hill@crosslandconstruction.com	48-0908190	
Jeff Meredith, Director	Private Sector	Joplin Chamber of Commerce	Monett Area Chamber of Commerce 200 E. Broadway Monett, MO 65708-2328 417-235-7919 417-235-4076 (F) jeff@monett-mo.com	44-0511888	

Local Workforce Development Board Membership or Recertification Form

Local Workforce Development Board: Southwest

Appointee's Name (& Title)	Member Category	Nominating Organization	Appointee's Company or Organization, Mailing Address, phone #, Fax #, and email address	FEIN for Business Nominees Only	Member Being Replaced (if applicable)
Mary Bader, Director	Public-AEL	MO-DESE	Carthage Adult Education & Literacy Pgm. 609 River Street Carthage, MO 64836 417-359-7095 417-359-7419 (F) baderm@carthagetigers.org		
Corin Berryhill, Director	Public-Union & Apprent.	Carpenters District Council	Carpenters Union Joint Apprenticeship 719 Main Street Joplin, MO 64801 417-540-5730 417-623-6310 (F) cberryhill@cjtf.org		Chad McDonald
Janet Douglas	Public-TANF	MO-DSS/FSD	Missouri Family Support Division 101 Park Central Sq Springfield, MO 65806 417-895-6083 417-895-6098 (F) janet.l.douglas@dss.mo.gov		
Scott Simonds	Public-Union	IBEW	Intl. Brotherhood of Electrical Workers 3316 S. Main Joplin, MO 64804 417-623-2025 417-623-7829 (F) scottlocal95@gmail.com		

Local Workforce Development Board Membership or Recertification Form

Local Workforce Development Board: Southwest

Appointee's Name (& Title)	Member Category	Nominating Organization	Appointee's Company or Organization, Mailing Address, phone #, Fax #, and email address	FEIN for Business Nominees Only	Member Being Replaced (if applicable)
Mark Turnbull, Director of Regional Strategies	Public-Economic Development	Joplin Regional Partnership	Joplin Regional Partnership 320 E. 4th Street Joplin, MO 64801 417-624-4150 417-624-4303 (F) mark@joplincc.com		
Cathee Wolford, Manager	Public-VR	MO-DESE-VR	Missouri Division of Vocational Rehab. 801 E. 15th Street Joplin, MO 64804 417-208-2743 417-629-3148 (F) cathee.wolford@vr.dese.mo.gov		Yvonne Wright

ATTESTATION

I, Cherry Warren, the undersigned Chief Local Elected Official Consortium Chair of the Southwest Workforce Development Region, do hereby state that the information provided within this Local Workforce Development Board certification application is complete and accurate to the best of my knowledge. I also certify that all applicable provisions of the Workforce Innovation and Opportunity Act and any additional requirements by the State of Missouri have been followed in the selection process of the appointees listed above.

Cherry Warren, CLEO Consortium Chair Date

LOCAL WORKFORCE DEVELOPMENT BOARD
ATTESTATION FOR REVIEW OF BY-LAWS

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

Name of Local Workforce Development Board: **Southwest**

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

Printed Name	Signature	Date
BRAD BAKER		2/16/16
Debbie Little	Debbie Little	2/16/16
BERT JOHNSON		2/16/16
Teddy Steen		2-16-16
Trish Carroll		2/16/16
CARI BEASLEY		2/16/16
MARK TURNBULL		2/16/16
Shiloh Cooper		2/16/16
CATHEE WOLFORD		2/16/16
Mary Bader		2/16/16
Janet Douglas		2/16/16

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: **Southwest**

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

Printed Name	Signature	Date
LARRY SHELLHORN		2/16/16
Marsha Wallace		2/16/16
Scott Simonds		2/16/16
Jane Sligar	via conference call	2/12/16

Workforce Investment Board of the Southwest Region, Incorporated

BYLAWS

Original Approval:
October 17, 2000 and
June 15, 2010

Modification Approval:
December 15, 2015

Workforce Investment Board of the Southwest Region, Inc.
BYLAWS INDEX

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ARTICLE I

1.0 Establishment of the Workforce Investment Board of Southwest Missouri: Organizational Name

1.1 The board shall be known as The Workforce Investment Board of Southwest Region Inc. (hereinafter referred to as "WIB"), consisting of a seven (7) county region, comprised of the following counties: Barry, Barton, Dade, Jasper, Lawrence, McDonald, and Newton. Joint partnerships allow for the WIB to collaborate with workforce and economic development partners to serve constituents and counties in neighboring WIB areas when mutually-beneficial.

1.2 The WIB shall be incorporated under the general not-for-profit laws of incorporation of the State of Missouri. The WIB shall be exempted from taxation under Section 501 (c) (3) of the Internal Revenue Code.

1.3 The WIB is established under the criteria set forth by the ~~Workforce Investment Act of 1998~~ Workforce Innovation Opportunity Act of 2014

1.4 The general purpose of the WIB, in partnership with the Chief Local Elected Officials of the 7-county region, shall be set policy for the portion of the statewide workforce investment system within the Southwest Region. Said general purpose shall also include, but not be limited to, the development of the local workforce investment plan, the oversight of all programs operated under the Workforce Investment Act, and the coordination of economic development strategies of the Southwest Region.

ARTICLE II

2.0 Powers and Duties of the WIB

2.1 The WIB shall exercise and discharge its powers and duties as provided by law, and accordingly shall:

A.) Adopt, amend, and/or repeal by-laws, rules, and/or regulations governing the conduct of its performance;

B.) Provide for internal organization of the WIB;

C.) Accept, use, and dispose of gifts, or donations of services or property (real, personal, or mixed, tangible, or intangible);

D.) Enter into and perform such contracts, leases, agreements, or other transactions with persons or agencies, public or private, as necessary to provide services to the eligible population;

E.) Take such other actions and incur such expenses as may be necessary or appropriate to carry out its purpose.

2.2 Members of the WIB shall not be compensated for their service on the Board. The WIB shall be authorized to pay reasonable expenses incurred by board members such as mileage and training (registration fees, overnight expenses, etc.), while serving on the WIB.

ARTICLE III

3.0 Organization of the Board

3.1 The membership of the WIB shall be determined by the ~~Workforce Investment Act (WIA)~~ Workforce Innovation Opportunity Act (WIOA), with the majority of said membership being from the private sector.

3.2 The Chief Local Elected Officials (CLEO) shall appoint the membership of the WIB, in accordance with the criteria established in the ~~WIA~~ WIOA. Nominations to the CLEOs must come from local business organizations, chambers of commerce, or local business trade organizations. Labor representatives must be appointed from among individuals who are nominated by local labor federations.

3.3 Private sector members of the WIB shall serve a three-year term, renewable for one additional term. Term may also be extended for officer roles (such as immediate past chair) on the Executive Committee. The WIB observes staggered terms for board succession and continuity.

3.4 Any member physically-absent for one-half of the meetings in any program year, and/or more than three (3) consecutive meetings of the WIB may be terminated. The WIB Executive Committee shall review the circumstances and recommend termination or retention to the full WIB.

3.5 A member may be recommended for expulsion from the WIB when their inappropriate actions are deemed to be ~~adverse~~ averse to the credibility and mission and/or violation of the Code of Ethics of the WIB as a whole. Expulsion will occur when two thirds of the current WIB members elect to so remove by a public vote. Each WIB member should sign and adhere to the Code of Ethics statement contained in the membership nomination form.

3.6 No member shall engage in any activity, including casting a vote for, participation in the selection, award, or administration of a sub-grant or contract, if a conflict of interest, real or perceived, would be involved. Such a conflict would arise when:

1. the individual
2. any member of the individual's immediate family
3. the individual's partner, or WIB
4. an organization that employs, or is about to employ,

any of the above, has a financial or other interest in the firm or organization selected for award. Members voting by proxy must also declare any potential conflicts of interest.

3.7 Members of the WIB will neither solicit nor accept gratuities, favors, or anything of monetary value from contractors, potential contractors, or parties to sub-agreements.

ARTICLE IV

4.0 Officers

4.1 The officers of the WIB, to be chosen by vote of the membership of the entire WIB, shall include a Chairperson, Chairperson-Elect, Secretary, and Treasurer. All officers shall be voting members of the WIB.

4.2 The normal term of office for all officers shall be from July 1 through June 30 of each two consecutive calendar years. Elections shall be held at the June WIB meeting, prior to the beginning of the next program year.

4.3 The Chairperson shall serve a term of ~~one (1) year~~ two (2) years and shall be from the private sector membership of the WIB. The Chairperson shall preside over all meetings of the WIB and execute all instruments for, and on behalf of, the WIB. The Chairperson shall perform other such duties as, from time to time, are prescribed and authorized by the members. Upon completion of the normal term of office, the Chairperson shall be referred to as Past Chairperson, and shall assume a position on the Executive Committee. The Past Chairperson shall have full voting rights on said committee, and shall serve on the committee for ~~one (1) year~~ two (2) years.

4.4 The Chairperson-Elect shall serve a term of ~~one (1) year~~ two (2) years, and shall be from the private sector membership of the WIB. Upon completion of the normal term of office, the Chairperson-Elect shall assume the office of Chairperson, for the following program year. The Chairperson-Elect shall, in the absence of disability of the Chairperson, perform the duties and exercise the powers for the Chairperson. The Chairperson-Elect shall perform other such duties as, from time to time, are prescribed and authorized by the members.

4.5 The Secretary shall cause to be recorded all the proceedings of any meeting of the WIB in a book to be kept for that purpose. The Secretary shall give notice of all meetings as required and shall provide for the safekeeping of all documents of the WIB. The Secretary shall be recognized as the Parliamentarian of the WIB. The Secretary shall perform other such duties as, from time to time, are prescribed and authorized by the members.

4.6 The Treasurer shall have responsibility for all funds of the WIB and shall have cause to be kept full and accurate accounts of receipts and disbursements in books belonging to the WIB. The Treasurer shall ensure that all monies in the name and to the credit of the WIB are deposited in a depository as may be designated by the WIB. The Treasurer shall ensure that the funds of the WIB are disbursed and ordered by the members, taking proper vouchers for such disbursement and shall ensure that the members are provided an accounting of all transactions and of all financial conditions of the WIB as required by the members. ~~The Treasurer shall serve as the Chairperson of the Finance Committee.~~ The Treasurer shall perform other such duties as, from time to time, are prescribed and authorized by the members.

4.7 Any duty of the Secretary or Treasurer may be delegated to a designee of the Chairperson under the supervision of the WIB.

4.8 An officer elected by the members of the WIB may be removed at any time without cause by an affirmative vote of the majority of the WIB. Any vacancy occurring in any office shall be filled for the unexpired term thereof, by the membership, in the same manner as provided for in elections.

4.9 The membership may, by proper resolutions, grant either general or specific authority to the appropriate designee to execute instruments for and on behalf of the WIB.

4.10 All officers, members of the WIB, and authorized staff members shall be provided with adequate insurance coverage so as to provide protection from claims of personal liability in connection with WIB actions.

ARTICLE V

5.0 Meetings

5.1 All regular, special, and committee meetings of the WIB shall be open and public meetings, except as provided by the most recent edition of the State of Missouri Open Meetings Law. All said meetings shall be conducted using the most recent edition of Robert's Rules of Order.

5.2 The WIB shall meet a minimum of six (6) times per program year.

5.3 The Chairperson shall call all meetings of the WIB at such time and places and for such purpose(s) as the Chairperson designates. Actions shall not be limited to designated purposes.

5.4 The Chairperson may also call special meetings of the WIB at such times and places for such purposes as the Chairperson shall designate. Special meetings of the WIB may also be called by the written request of one-third (1/3) of the members of the WIB, filed with the Secretary. Said requests shall designate the time, place, and purpose of the special meeting. The business of any special meeting shall be limited to the stated purpose of that meeting.

5.5 Written notices of regular and special meetings of the WIB shall be given to include an agenda of the meeting. A notice shall be deemed to be duly given when transmitted by email or postage-paid regular mail to each member of the WIB at the last address that appears on records of the WIB, not less than five (5) days prior to said meeting.

5.6 Each member of the WIB shall have one (1) vote on all matters. Proxy voting shall ~~not~~ be permitted. In order to have a proxy accepted by the WIB, the voting proxy must be committed in writing (print or email) by the official member and be presented to the WIB Chair (or designate presiding over the meeting) prior to the start of the meeting. Each member representing a proxy vote is limited to one proxy. The attendance of members by written proxy shall be announced immediately following the call to order.

5.7 A quorum shall be present when a majority of members in attendance represent the private sector membership with no less than eleven (11) members present overall, as verified by the Board Secretary. Proxy votes may count in the quorum.

5.8 In the event of a lack of quorum, or if additional deliberation or action is needed between regular board meetings, the Chairperson is authorized to present follow-up voting matters to board members with individual votes to be collected through electronic means such as email or online polling.

5.9 At the discretion of the chairperson, members may participate and vote in board meetings remotely through electronic means such as teleconferencing, videoconferencing, or web-conferencing.

5.10 The minutes of each meeting shall be prepared and distributed to members within five (5) days prior to the next meeting. The minutes of each meeting and corrections thereto, duly adopted, shall be signed by the Secretary or the designee of the Chairperson.

ARTICLE VI

6.0 Committees

6.1 The Executive Committee shall consist of seven (7) members. The composition of the Executive Committee shall be as follows: Past Chairperson, Chairperson, Chairperson-Elect, Secretary, Treasurer, one duly elected at-large member from the private sector of the WIB, and one duly elected at-large member from the public sector of the WIB. The at-large members shall serve a term of ~~one~~ two years, and shall be nominated and elected at the ~~June~~ first meeting of the new fiscal year.

6.2 The WIB may establish other standing or ad hoc committees as may be required to properly carry out the described functions.

ARTICLE VII

7.0 Amending the By-Laws

7.1 The by-laws of the WIB may be amended by a two-thirds (2/3)-majority vote of the members present at any regular meeting. No amendment shall be voted upon without having first been presented in writing to the full membership of the WIB at least five (5) days prior to the scheduled meeting.

ARTICLE VIII

8.0 Fiscal Year, Audit, and Budget

8.1 The fiscal year of the WIB shall be from July 1 to June 30 of the next calendar year.

8.2 A complete audit of the books of the WIB shall be performed by an independent Certified Public Accountant and shall be submitted to the WIB as soon as possible following the close of the fiscal year. Said audit shall be presented to the WIB and shall be available to any local, state, or federal entity which requires such audit.

8.3 The ~~Finance~~ Executive Committee shall develop an annual budget providing fiscal support for the programs and administrative activities established by the WIB. The budget shall be presented for approval to the membership of the WIB no later than the ~~last scheduled~~ first meeting that budget allocations are available. ~~of the new fiscal year.~~

ARTICLE IX

9.0 General

9.1 In any case where provisions of these by-laws and amendments thereto may be in conflict with the agreement and resolution establishing the WIB and any amendments thereto, said agreement and resolution and any amendments thereto should prevail.

9.2 All revisions to the budget and/or plan are subject to WIB approval. The signature of the Chairperson is required on all revisions.

9.3 Upon the dissolution of the WIB, assets shall be distributed for one or more exempt purposes within the meaning of section 501 (c) (3) of the Internal Revenue Code, or corresponding section of any future federal tax code, or shall be distributed to the federal government, or to a state or local government, for a public purpose. Any such assets not disposed of shall be disposed of by the Court of Common Pleas of the county in which the principal office of the organization is then located, exclusively for such purposes or to such organization or organizations, as said Court shall determine, which are organized and operated exclusively for such purposes.

CHIEF LOCAL ELECTED OFFICIALS CONSORTIUM AGREEMENT

THIS AGREEMENT, made and entered into this 27th day of August, 2015 by and between the COUNTIES of: Barry, Barton, Dade, Jasper, Lawrence, McDonald, and Newton in the State of Missouri (hereinafter, the Counties):

WITNESSETH

WHEREAS, the Chief Local Elected Officials (CLEOs) of the aforementioned counties did previously adopt resolutions authorizing the creation of a consortium, in order to administer the provisions of Public Law 113-128, the Workforce Innovation Opportunity Act (hereinafter "the Act"), and

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

AGREEMENT

SECTION 1: That the Counties of: Barry, Barton, Dade, Jasper, Lawrence, McDonald, and Newton do hereby constitute a consortium for the purposes of Section 107 of Public Law 113-128, the Act.

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

SECTION 3: The Consortium shall elect from its membership a Chairperson to serve for a term of three years, or until a successor is elected and qualified. Vacancies shall be filled by election for the remainder of the unexpired term.

Chairperson: Cherry Warren, Barry County Presiding Commissioner

SECTION 4: Robert's Rules of Order shall govern the procedures of the Consortium insofar as they do not conflict with applicable law or administrative rules. All actions of the Consortium shall be approved by a simple majority of all of the members, regardless of whether all of the members are present at the meeting.

SECTION 5: The Consortium shall meet as desired and the Consortium shall determine their meeting schedule. The Workforce Investment Board of the Southwest Region, Inc. shall provide meeting notices, copies of the previous meeting's minutes, and an agenda of any business to be discussed to all Consortium members at least 15 calendar days prior to the date of each meeting.

SECTION 6: The Consortium may adopt operational and procedural bylaws consistent with this Agreement, applicable federal and state laws and rules or regulations promulgated pursuant thereto. Bylaws or amendments thereto may be adopted by the affirmative vote of a simple majority of the members of the Consortium, provided that written copies thereof were delivered to each Consortium member at least 15 calendar days prior to the date of the meeting at which such bylaws or amendments thereto are to be considered.

SECTION 7: The Consortium may execute an agreement with the Local Workforce Development Board to perform the functions of the Board under the Act, and the Consortium shall approve all local plans under the Act.

SECTION 8: The Consortium shall perform the following functions for Chief Local Elected Officials, as specified in Public Law 113-128, the Act:

- Serve as the local grant recipient for the region's Workforce Innovation Opportunity Act funds and be held liable for any misuse of such funds;
- Designate an entity to serve as a local grant sub-recipient for the funds, however, such designation shall not relieve the CLEOs of any liability for misuse of these funds, as referenced in Section 9 herein;
- Receive member nominations and make appointments of members to the Local Workforce Development Board in accordance with State criteria, as described in Section 10 herein;
- Set policy for the local workforce system in partnership with the Local Workforce Development Board;
- Develop the local plan and any modifications thereto in partnership with the Local Workforce Development Board;
- Select the One-Stop Operator in partnership with the Local Workforce Development Board;
- Select the service providers in partnership with the Local Workforce Development Board;
- Conduct oversight, in partnership with the Local Workforce Development Board, of local Youth, Adult and Dislocated Worker programs;
- Approve the Annual WIOA Plan budget developed by the Local Workforce Development Board for carrying out the Board's duties;

- Participate with the Local Workforce Development Board in local performance negotiations, in accordance with policies and practices of the Missouri Workforce Development Board;

- Appoint a Youth Committee in cooperation with the Local Workforce Development Board and coordinate workforce and youth plans and activities with such Committee; and

- Perform any other duties or obligations conferred upon the Chief Local Elected Officials as designated under the Act.

SECTION 9: According the Act, the Chief Local Elected Officials shall serve as the local grant recipient. As such, they are liable for any misuse of grant funds. In order to assist in the administration of these grant funds, the Chief Local Elected Officials have the right to designate an entity to serve as a local grant sub-recipient for these funds.

The Southwest Chief Local Elected Officials have designated Workforce Investment Board of the Southwest Region, Inc. (hereinafter, the WIB) as the local grant sub-recipient and fiscal agent. This agreement stipulates that WIB:

- assumes all liability connected with these funds,
- assumes all responsibilities and functions of the local grant sub-recipient,
- will maintain adequate coverage for:
  - Directors and Officers Liability Insurance (Errors and Omissions)
  - Bonding
  - General Liability
- will require that any contract for expenditure of local workforce investment funds contain a clause for assumption of liability for such funds.
- will affirm that staff assigned to work with the Workforce Investment Board has no conflicting duties in any other contracting agency.

While the liability for the misuse of grant funds is passed on to the grant sub-recipient, and in turn on to Workforce Innovation Opportunity Act program contractors, it does not detach the ultimate liability from the Chief Local Elected Officials.

In the event of misuse of funds, the responsible entity will be the first accountable for repayment. If a Workforce Innovation Opportunity Act program contractor is unable to satisfy the debt, responsibility will revert to WIB. If, for any reason, there is a liability above the grant sub-recipient's ability, the Chief Local Elected Officials liability shall be apportioned based on each county's level of participation in the specific disallowed cost. If the liability is a generalized debt for the entire seven-county area, the liability to each county shall be proportionate to the number of participants served in that county for the same year in which the misuse of funds occurred.

SECTION 10: The seven Chief Local Elected Officials (Presiding Commissioners) are equally responsible for the structure and on-going appointment of the WIB. However, the Chair of the Chief Local Elected Officials has the authority to review / approve all appointments to the Workforce Investment Board and therefore, must sign the attestation form submitted for certification. The Board itself shall be certified by the Governor in accordance with state and federal policies.

A majority of the members of the Board shall be business representatives, and the board chair shall be a business representative. All Workforce Development Board terms are for a three-year period.

Business Representatives shall be: 1) owners of business; 2) chief-executive or operating officers; or 3) business executives or employers with optimum policy-making or hiring authority. They must represent businesses with employment opportunities that reflect the employment opportunities in the seven-county area. They are appointed by the Chief Local Elected Official in their county or the CLEO Consortium Chair from among nominations submitted by local business organizations and business trade associations in their county.

Nomination Process – Streamlined WIB nomination forms may be used for nominations of business representatives through Chambers of Commerce in the county. If there is no Chamber of Commerce in the county, nominations will be solicited from Rotary Clubs, Industrial Development Associations, Community Betterment Associations, Farm Bureaus, or other general purpose business organizations. Upon receipt of nomination form from the local business organization(s), the Chief Local Elected Official or the Consortium Chair may approve the for appointment via the nomination form.

Public Representatives shall be representatives of education, labor, community-based organizations, economic development, and core workforce partners (as defined in the Act and state policy). They must be individuals with optimum policy-making authority within the organization, agency, or institution they represent. They are appointed by the Chair of the Chief-Elected Officials Consortium, from among individuals nominated by the organization, agency, or institution they represent.

Nomination Process – Streamlined WIB nomination forms soliciting nominations for public representatives may be completed by the organization, agency or institution represented. A member may represent more than one public sector category if the organization represents activity in the multiple categories. When possible, public sector nominations should represent a geographic balance of all counties represented.

SECTION 11: The CLEO may designate an alternate representative from their local government entity to attend and participate in the Consortium meetings on the CLEO's behalf. However, this designee shall not possess the right to vote on behalf of such CLEO.

SECTION 12: This Agreement shall be effective when approved by each member of the Consortium through their signature. This Agreement shall expire on September 30, 2018, at which time a new Agreement shall be required.

SECTION 13: Any amendments to this Agreement may be adopted with the concurrence of each and every member of the Consortium. The Consortium may be dissolved and this Agreement may be rescinded only with the consent of the Governor.

SECTION 14: The original Agreement, with complete signatures as well as any amendments thereto, shall be submitted to the Division of Workforce Development, P.O. Box 1087, Jefferson City, Missouri 65102-1087.

IN WITNESS WHEREOF, the parties representing the government entities listed in Section 1, through their signatures below, have read and understand this Agreement and hereto have caused this Agreement to be executed:

Cherry Warren — 8-27-15

Cherry Warren, Barry County — *Date*

ATTEST:

8/27/15

Jasen Jones, WIB Executive Director — *Date*

SECTION 13: Any amendments to this Agreement may be adopted with the concurrence of each and every member of the Consortium. The Consortium may be dissolved and this Agreement may be rescinded only with the consent of the Governor.

SECTION 14: The original Agreement, with complete signatures as well as any amendments thereto, shall be submitted to the Division of Workforce Development, P.O. Box 1087, Jefferson City, Missouri 65102-1087.

IN WITNESS WHEREOF, the parties representing the government entities listed in Section 1, through their signatures below, have read and understand this Agreement and hereto have caused this Agreement to be executed:

Mike Davis 9/29/15

Mike Davis, Barton County *Date*

ATTEST:

9/4/15

Jasen Jones, WIB Executive Director *Date*

SECTION 13: Any amendments to this Agreement may be adopted with the concurrence of each and every member of the Consortium. The Consortium may be dissolved and this Agreement may be rescinded only with the consent of the Governor.

SECTION 14: The original Agreement, with complete signatures as well as any amendments thereto, shall be submitted to the Division of Workforce Development, P.O. Box 1087, Jefferson City, Missouri 65102-1087.

IN WITNESS WHEREOF, the parties representing the government entities listed in Section 1, through their signatures below, have read and understand this Agreement and hereto have caused this Agreement to be executed:

Randy Daniel — 9-14-15

Randy Daniel, Dade County — *Date*

ATTEST:

Jasen Jones — 9/4/15

Jasen Jones, WIB Executive Director — *Date*

SECTION 13: Any amendments to this Agreement may be adopted with the concurrence of each and every member of the Consortium. The Consortium may be dissolved and this Agreement may be rescinded only with the consent of the Governor.

SECTION 14: The original Agreement, with complete signatures as well as any amendments thereto, shall be submitted to the Division of Workforce Development, P.O. Box 1087, Jefferson City, Missouri 65102-1087.

IN WITNESS WHEREOF, the parties representing the government entities listed in Section 1, through their signatures below, have read and understand this Agreement and hereto have caused this Agreement to be executed:

John Bartosh _____ 9/1/15

John Bartosh, Jasper County *Date*

ATTEST:

_____ 9/4/15

Jasen Jones, WIB Executive Director *Date*

SECTION 13: Any amendments to this Agreement may be adopted with the concurrence of each and every member of the Consortium. The Consortium may be dissolved and this Agreement may be rescinded only with the consent of the Governor.

SECTION 14: The original Agreement, with complete signatures as well as any amendments thereto, shall be submitted to the Division of Workforce Development, P.O. Box 1087, Jefferson City, Missouri 65102-1087.

IN WITNESS WHEREOF, the parties representing the government entities listed in Section 1, through their signatures below, have read and understand this Agreement and hereto have caused this Agreement to be executed:

Sam Goodman 9/16/15

Sam Goodman, Lawrence County *Date*

ATTEST:

9/4/15

Jasen Jones, WIB Executive Director *Date*

SECTION 13: Any amendments to this Agreement may be adopted with the concurrence of each and every member of the Consortium. The Consortium may be dissolved and this Agreement may be rescinded only with the consent of the Governor.

SECTION 14: The original Agreement, with complete signatures as well as any amendments thereto, shall be submitted to the Division of Workforce Development, P.O. Box 1087, Jefferson City, Missouri 65102-1087.

IN WITNESS WHEREOF, the parties representing the government entities listed in Section 1, through their signatures below, have read and understand this Agreement and hereto have caused this Agreement to be executed:

Keith Lindquist — 9/14/2015

Keith Lindquist, McDonald County — *Date*

ATTEST:

9/14/15

Jasen Jones, WIB Executive Director — *Date*

SECTION 13: Any amendments to this Agreement may be adopted with the concurrence of each and every member of the Consortium. The Consortium may be dissolved and this Agreement may be rescinded only with the consent of the Governor.

SECTION 14: The original Agreement, with complete signatures as well as any amendments thereto, shall be submitted to the Division of Workforce Development, P.O. Box 1087, Jefferson City, Missouri 65102-1087.

IN WITNESS WHEREOF, the parties representing the government entities listed in Section 1, through their signatures below, have read and understand this Agreement and hereto have caused this Agreement to be executed:

Marilyn Ruestman 9-16-15

Marilyn Ruestman, Newton County *Date*

ATTEST:

9/4/15

Jasen Jones, WIB Executive Director *Date*

Workforce Investment Board of the Southwest Region, Inc. (WIB)

Conflict of Interest Policy

In the spirit of compliance with 20CFR Section 667.200(a)(4)(i), DWD Policy Issuance 15-2011, and Section 3.6 of the WIB's bylaws, the WIB Conflict of Interest policy governs members of the board, Youth Council, WIB staff, WIB Local Elected Official (LEO) designee(s), and staff of WIA subcontractors.

1. Each board member shall sign an attestation denoting that the conflict of interest and code of conduct and that the member pledges to conduct him/herself in accordance with such policies during their service to the Board.

2. All WIB staff and WIA subcontractor staff shall sign an attestation denoting that the conflict of interest and code of conduct policies and that the employee pledges to conduct him/herself in accordance with such policies during employment with the WIB or the WIA subcontractor.

3. When a potential conflict of interest is identified, members must abstain from voting or approving the specific matter. In accordance with 20CFR Section 667.200(a)(4)(i) *"…a local WIB Member or Youth Council Member must neither cast a vote on, nor participate in, any decision-making capacity on the provision of services by such Member (or any organization which that Member directly represents), nor on any matter which would provide any direct financial benefit to that Member or a Member of his/her immediate family."*

4. No member shall use his or her position, or the knowledge obtained from his or her position, in such a manner that conflict with the interests of the WIB or results in personal gain to:

- The Member
- A third party that employs the Member
- A third party with whom the member has a fiduciary relationship
- A third party to whom the Member provides services.

The following are interpreted as conflicts of interest that create a duty to fully abstain from votes or approval processes

i. Has a significant personal financial interest in a proposed transaction involving the WIB.

ii. Employed by, or is Trustee, Director, or Officer of any individual, organization or entity that shall have a financial interest in a proposed transaction involving the WIB.

iii. Represents a third party either through personal, professional, or confidential relationship and such party shall have a financial interest in a proposed transaction involving the WIB.

iv. Shall not participate in the selection, award or administration of a procurement supported by WIA funds where, to the individual's knowledge, any of the following has a financial or substantial interest in any organization which may be considered for award:

a. the officer, employee, agent or board member;

b. any member of his or her immediate family;

c. his or her partner, or;

d. a person or organization which employs, or is about to employ, any of the above.

6. In the event that a board member has an interest, directly or indirectly, in a business entity that would have a direct pecuniary effect due to any official action taken by the WIB, the board member shall declare, before a vote or discussion on the matter, the potential conflict of interest and shall not voluntarily discuss the proposed WIB action. A board member shall not be excluded from the meeting following such declaration. Furthermore, this limitation on discussion shall not prohibit the member from providing factual information in response to direct questions concerning the matter from other Members. The abstention shall be reflected in the minutes of the meeting of the WIB.

7. In the event that a WIB or WIA subcontractor employee has an interest, directly or indirectly, in a business entity that would have a direct pecuniary effect due to any official action taken by the WIB, the employee should notify WIB management and refrain from participating in procurement or transaction approval processes.

8. If an award of funding is inadvertently made that violates the requirements of this procedure, the WIB Executive Committee is empowered to immediately suspend the obligation and the suspension shall be subject to review at the next regular or special meeting of the WIB. The balance of the board, excluding any member(s) with potential conflict, will then determine what final corrective actions are necessary; actions that could include removal of the Member, suspension of the obligation, termination of the obligation, or civil action to recover any monetary damages.

9. This policy is <u>not</u> intended to rule out transactions between the WIB and other persons or entities where an interest or a relationship between the member and such a person or entity exists which require proper disclosure and which are documented as being the outcome of established procurement policies, and are determined to be in the best interest of the WIB. As stated in 20CFR Section 667.220 "*Neither membership on the State Board, the Local Board, the Youth Council nor the receipt of WIA funds to provide training and related services, by itself, violates these conflict of interest provisions."*

9. Nothing in this policy should be construed to prevent any member's participation in WIA programs. WIB membership should not result in an employer receiving any more or any less consideration for trainees. Transactions should be managed to insure that the officer, employee, agent or WIB member does not approve his/her own training package, or contract for services, but that the system of approval allows for objective determinations.

Southwest Workforce Investment Board

Conflict of Interest Policy and Code of Conduct
Board Member

(Already contained within
Membership Profile and Board Appointment Letter)

This Code of Ethics has been developed to create awareness of, and bring attention to, the expectations of how the members or the Workforce Investment Board of Southwest Missouri are to conduct themselves. By signing this document:

- I will conduct all member responsibilities with fairness, honesty, and integrity.
- I will avoid all Conflicts of Interest, real or perceived, or any other improprieties.
- I will treat all board members, staff personnel, represented agencies, both public and private, all guests, and any other persons with whom I have contact in the course of my duties as a board member, with dignity and respect.
- I will help create and sustain an atmosphere conductive to the spirit of this code.

Southwest Missouri Workforce Investment Board

Conflict of Interest Policy and Code of Conduct
WIB and Subcontractor Staff

I, _____, a staff member of the Workforce Investment Board or staff member of WIA subcontractor, do hereby attest and affirm that I have read and understand the Conflict of Interest Policy and Code of Conduct duly adopted on December 18, 2012.

I also hereby declare and promise to carry out my responsibilities in relation to upholding the Conflict of Interest Policy and Code of Conduct during my tenure as a WIB or subcontractor staff.

Staff Member

Signed: _____

Print Name: _____

Date: _____

Witness

Signature: _____

Print Name: _____

Date: _____

The Southwest Region Workforce Innovation Board implements *DWD Issuance 16-2015 Sub-State Monitoring Policy* designated under the Workforce Innovation and Opportunity Act (WIOA).

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

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

Subparagraphs A(ii) and B above are WIOA expansions of local oversight responsibilities beyond the previous requirements under the Workforce Investment Act of 1998 that are retained in subparagraph A(i)above.
Further, U.S. Department of Labor (USDOL) regulations, at 20 CFR 683.410(a) as proposed, require:

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

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

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

The SW WIB Operations Manager/EO Officer and the SW WIB Quality Assurance/Projects Coordinator (EO Support) shall conduct monitoring procedures for all program compliance, during the grant period, to assure accountability and transparency of expenditures. The SW region does not serve as the one-stop operator, therefore a conflict of interest in monitoring itself does not apply.

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

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

Initial Review of New Programs

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

Prior to Monitoring:

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

Notification of Review

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

Methodology

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

Universe Sample Size

The following sample sizes are required at a minimum depending on the universe to be reviewed. The sample size should be applied to participant files from every funding source covered by the subcontract.

1–200 69	501–1,000 96
201–300 78	1,001–2,000 100
301–400 84	2,001–10,000 105
401–500 87	

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

Monitoring Report

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

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

Response to Monitoring Reports

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

Corrective Action

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

Program Monitoring will include:

WIOA Career-level –only enrollments (Membership), and an additional statistically valid sample of Adult and Dislocated Worker participants enrolled in any of the following services:

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

In addition to:

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

NGCC Staff Interview

- Coordination of services
- Continuous improvement
- LMI system and data
- Availability of resources
- Record keeping and reporting, including participant tracking
- Determination of Adults and Dislocated Workers in Need of Intensive and Training Services
- Job development
- Assessment and IEP/ ISS development
- Complaint and Grievance process

EO Review

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

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

SW WIB Fiscal Monitoring

The SW WIB Fiscal Operations Coordinator, shall review all new requirements under the Uniform Guidance5 for sub-state monitoring according to federal cost principles and audit requirements. This includes requiring an examination of recipient and sub recipient non-discrimination and conflict-of-interest policies, and mandatory disclosures of all violations of federal criminal law involving fraud, bribery or gratuity violations potentially affecting the federal award.

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

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

If applicable (due to contract):

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

Business Services Plan

Southwest Region 2016

Contents

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Master Flow & Consultative Processes 5

Product Box 6

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Business Services Team Goals and Metrics 18

Overview and Purpose

- Background and Capacity
  - Award-winning team called on frequently for state and national presentations on demand-driven innovations
  - Nationally-known excellence for integration of workforce and economic development systems
  - One of only 36 exclusive protégé WIBs selected for the second round of the National Business Learning Partnership from US DOL
  - First in the nation to integrate partners across state lines in four jurisdictions of SW MO, SE KS, NE OK, and NW AR under US DOL's WIRED framework
  - First in the nation to achieve a nationally-certified Work Ready Community
- WIB strives for an organizational culture that resembles an economic development entity rather than simply a governmental administrative program
- Chambers of Commerce and economic development organizations throughout the region consider the WIB a third party extension that adds value by making the connections to workforce strategies, solutions, and cutting-edge labor research
- Partner Integration
  - Original team launched in 2004
  - Team re-organized for Next Generation Career Center in 2010 for integration of business team with framework of regional support team, jobs team, and skills team
  - Earmarked staff for specialties in proctoring and job order coordination
  - WIOA expanded partnerships and scope for sector strategies and career pathways, branded regionally as **SectorReady™**

2016 Partner Participation in the Business Services Roundtable

Catholic Charities

Crowder College Training and Development Solutions

Division of Workforce Development

Family Support Division/TANF

Joplin Chamber of Commerce

Joplin Regional Partnership

Joplin Job Center

Missouri Enterprise

Missouri Work Assistance

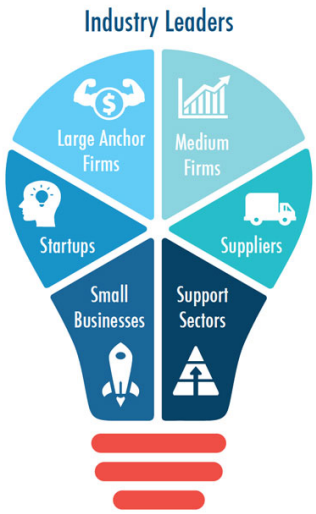
NE OK WDB/Miami Workforce Center

Preferred Employment Services

Vocational Rehabilitation

Workforce Innovation Board of Southwest Missouri

- Service Delivery Approach
    - Unique delivery channels both inside and outside the job centers
    - Field-based locations on site with employers and partners within economic development and education
    - Rapid Response functions evolved to Employment Transition Team
    - Workforce representatives on ad-hoc prospect teams for economic development attraction and expansion investors
    - Cutting-edge Business Services Product Box helps customers improve the quality of hire, reduce negative turnover, and reduce the cost of common HR functions
    - Counselor as Salesperson approach with business services outreach representatives
    - High degree of customization with National Career Readiness Certificate (NCRC) at the center
- Tiers of Service for Employers
    - Silver: Basic labor exchange recruitment, such as job orders
    - Gold: Expanded screening and recruitment such as National Career Readiness Certificate, recruitment events, screening, etc.
    - Platinum: Employers using training and development services such as WorkKeys™ Job Profile, training programs, SectorReady™ partnerships, etc.
- WIOA Employer Engagement and Business Needs Assessment
    - **SectorReady**™ research with interviews and simple surveys of employers
    - Regional Labor Certification to be completed mid-2016 to gauge under-employment and psychographic trends of job seekers; helps employers compete stronger
    - Customer-Centered Design process to be used with employers organized by sector
        - Championed by U.S. DOL-ETA and created by IDEO and Stanford Design School
    - Potential employer targets: Job Center customers, chamber/economic development stakeholders, members of EmployerLink (MEC) of Barry-Lawrence County, Society for Human Resource Management, and advisory groups from career-tech-ed centers and community colleges
    - Employer-focused events:
        - Annual Heartland Workforce Summit
        - Disability Awareness Summit (targeted for Fall 2016)
        - Events specific to sectors
    - Business Services Roundtable partners assess needs and propose solutions by category
      through the Counselor-Salesperson approach
        - Recruitment
        - Screening
        - Training
        - Growth (economic development partnerships)
        - Research
        - Troubleshooting
    - Research and diagnostic services organized by category
        - Labor Market Profiles
        - Forecasting
        - Impact Analysis
        - Job Posting Analytics
        - Workkeys® Job Profiling



- WorkforceZone quarterly journal promotes special events, products/services, and initiatives to elected officials, system stakeholders, and key customers
- Business Services Roundtable working to standardize branding of outreach materials to enhance co-brokering by partners
- Consolidating older websites to SectorReady.org for workforce customers and workforcezone.net for WIB stakeholders
- Strong social media usage for Facebook and LinkedIn
- New partnership with Crowder College and the Joplin Chamber of Commerce Foundation to launch a new training center in downtown Joplin to expand space and convenience for targeted training of new and incumbent workers

- Sector Strategy Development
  - **SectorReady**™ surveys and focus groups with targeted sector leaders underway
  - Heartland Workforce Summit: Present key findings, debut of **SectorReady**™ framework, summit sessions on ideas and strategies
  - WorkKeys® Job Profile development and analysis to quantify minimum standards for cognitive skills, knowledge, abilities, behavior, etc.
  - Partnership meetings by sector (blend of on-site and virtual for convenience)
  - Human Centered Design teams of industry stakeholders and strategic partners for pathway tools
  - Production of realistic job preview videos and testimonials by sector
  - Collaboration with educators on design teams to deploy short-term, low-cost training for industry-driven micro-credentials or skill badges
  - Design and implementation of sustainability and performance metrics
  - Online tools distributed at **SectorReady**.org
  - Train local K12 schools and colleges to implement **SectorReady**™ tools
  - Full implementation at American Job Centers and participating partner agencies

Doors of Opportunity for Business Services Outreach

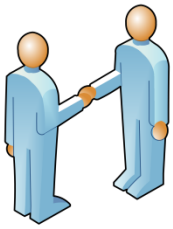
Existing Business Customers

Networking Events/ Expos

Targeted New Customers

Economic Development Prospects

RELATING PHASE



Follow up on previous customer feedback

Review Toolbox notes and consult with other staff as needed

Chamber of Commerce and sector association events generate lots of leads at the lowest cost

Research and development for relationships in targeted industry sectors

Utilize sector associations

New and expanding firms from leads in business attraction, expansion, and/or retention projects

Requires credibility with existing eco. devo. agencies

DISCOVERING PHASE

Study product performance of previous sale

Review gaps and ways that new products would meet needs

Review latest industry sector trends for customer

Collect data verbally at initial consultation

Interviewing skills help discover gaps between what customer has and what customer needs

Examine volume and specific skills needs of prospect

Consult with fellow BST and eco devo associates on customer needs

ADVOCATING PHASE

Business Solutions Center

Review with customer the discovery components to confirm customer expectations

Present solutions in terms of what, how it solves problem, how it satisfies

Observe customer's initial feedback (verbal and nonverbal) to transform objections/concerns into questions and solutions

Deploy Business Value Assessment

Participate in Prospect Team Presentations (as needed)

SUPPORTING PHASE

Confirm/Reinforce Customer Decision

Complete Product Order. Confer with BST & Career Center.

Deploy Product Box. Troubleshoot as Needed.

Follow-Up! Surveys, Calls, Reports, Data, Etc.

Product Box

Customer Demand	Solution/Product	Description/Delivery
Discovery		
Discovery of business needs for recruitment, training, retention, technical assistance, etc.	No-cost, no-obligation consultation by members of the Job Center's Region Business Services Team	One-on-one customer consultation; professional recommendations; referrals to resources
Recruitment		
Effective, user-friendly job matching	Self-service or staff-assisted access through local Job Centers and statewide job matching website	One-on-one customer service by phone or in-person; staff completes job order process; staff advises customer of results or recommended changes as needed
	Coordination of multiple agencies for joint job development	Business Services Roundtable meetings and online collaborative workspace
Mass Recruitment for high quantity or specialized high-skill positions	Mass Recruitment for high quantity or specialized high-skill positions	Special expo-style events with employer and job candidate recruitment
	Customized Job Fair Events specific to an employer or sector	Deployed in consultation with business and/or economic development partner
Recruitment of recent graduates to fill specific high-skill positions or students to fill short-term entry-level positions	Partnerships with placement offices of area educational institutions	Referrals and follow-up between Career Center and school on behalf of business customer
Screening		
Job candidates credentialed in basic skills or assessed on soft skills	National Career Readiness Certificate	Workeys® CRC Assessments administered and scored at Career Centers; remediation using Career Center workshops and virtual learning tools
	Basic skill credentialing and soft skill assessments	WorKeys® Career Readiness Credential basic skills assessments and/or soft skill assessments administered and scored at Career Centers
	Customized testing of job applicants for technical skills via specialized assessments	Specialized assessments such as the new Prove-It™
Job candidates credentialed in high-demand job-specific technical skills	**SectorReady**™ Credentials	Delivered in partnership with educators and employers through Job Centers and other access points
Dedicated space to conduct interviews	Business Resource Rooms or other meeting spaces at Joplin, Monett, and Neosho Job Centers	Reservations handled through Job Center extranet system administered by WIB

Customer Demand	Solution/Product	Description/Delivery
Talent Development		
Training programs to develop the quality and availability of the region's human capital supply base	Identification of common training across specific sectors through industry consortium partnerships in the **SectorReady**™ framework	Consortium partnerships designed and deployed in networked relationships with sector business leaders; administration, research, resource development, and procurement coordinated by WIB and sector delivery partners
	SectorReady™ Principles Training	Short-term training through a series of workshops with assessment and industry-recognized credential; leads to immediate job placement and pathway for additional credentials and career progression
	Digital Literacy introductory computer training for job seekers and/or incumbent workers	Initial consultation and development of curriculum and logistics; licensing through grant resources or fee-for-service for credentialed programs; facilitation of training event; outcomes tracking
	Credentialed computer training for job seekers and/or incumbent workers	
	Conference Room deployment for custom training events	Consultation for scheduling and logistics of conference rooms
	MissouriWorks Training Program through Crowder College, Missouri Division of Workforce Development, and local economic development teams	Referrals to Crowder staff; grant applications to Missouri Division of Workforce Development; deployment of training by Crowder staff and vendors
Work-Based Learning for proven job experience to enter and advance through a career pathway	On-the-Job Training (OJT) Program (any agency within Business Services Roundtable)	Referral and initial consultation with Business Representatives; approval of OJT training plans and contracts by staff; monitoring of learner and company outcomes by staff; follow-up as needed
	Work Experience Programs/Internships	Referral and initial consultation with Business Liaisons; monitoring of learner and company outcomes by Business Liaisons; follow-up by Liaisons as needed
	Registered Apprenticeships	Initial consultations and referrals with DOL Bureau of Apprenticeship Training and other training sponsors such as Crowder College and Carpenters Union

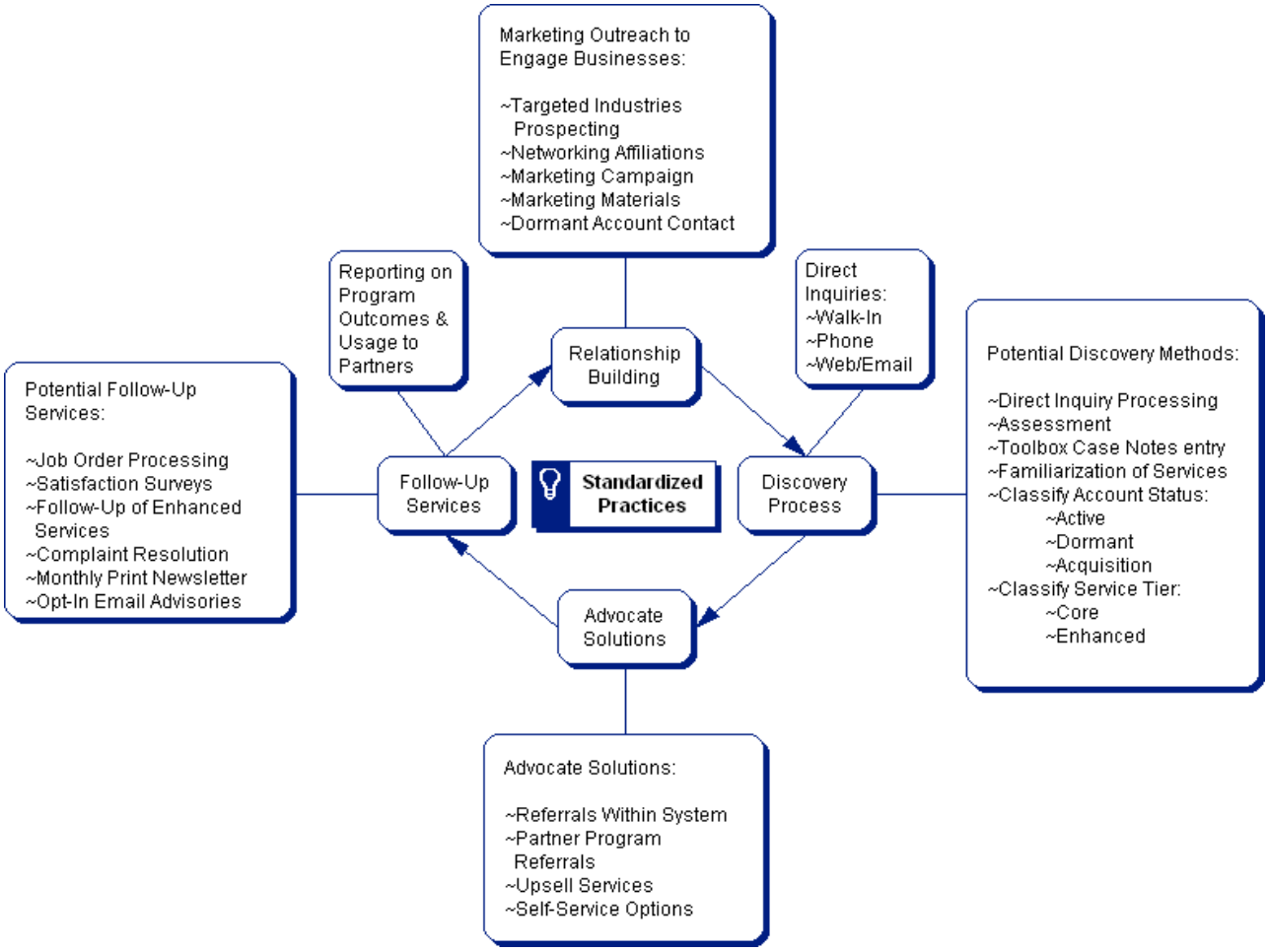
Customer Demand	Solution/Product	Description/Delivery
Technical Assistance		
Employer Posting Requirements	7-in-1 Posters; minimum wage posters; etc.	Delivery of posters by Business Services staff or referrals to internet resources to download posters
Assistance in compliance with federal employment law	eLaws online employment law advisors from the U.S. Department of Labor	Referral to online resource and linkages to **SectorReady**.org
Compliance on hiring foreign workers on a temporary or long-term basis	Foreign Labor Certification through Missouri Division of Workforce Development and U.S. Department of Labor	Business Representative refers employers to Foreign Labor Unit in the Business Relations Section at DWD in Jefferson City
Preparing workers for layoffs or closures of company; Compliance with Worker Adjustment and Retraining Notification (WARN) Act	Employment Transition Team (previously known as Rapid Response Program)	WIB team and referral for assistance from DWD Workforce Coordinator; team develops leads or follows-up on inquiries; consultation to employer; event coordination and presentations to inform affected employees of options and services
Hiring Veterans; Federal contracting compliance for Veterans preference	Recruitment of Veterans as a specialized labor pool; help employers meet federal contracting compliance for veterans preference	One-on-one consultation and follow-up by Veterans staff in Career Center, customer onsite, or by phone/email
Hiring Ex-Offenders	Missouri Re-Entry Program	Referrals made to identify potential job candidates in conjunction with Missouri Probation and Parole local offices and correctional facilities for placement and follow-up
Hiring public assistance recipients moving off welfare into the workforce	Missouri Work Assistance (MWA) Program job placement and follow-up	On-the-Job Training or Work Experience programs facilitated by MWA/TANF Business Liaisons
Hiring Older Workers	Title V Older Worker Programs	One-on-one consultation by staff (subject matter experts); referrals made for placement and follow-up on business customer and job seeker outcomes
Hiring Youth	Youth and Young Adults WIOA program	

Customer Demand	Solution/Product	Description/Delivery
Networking for HR/Business Leaders		
Making connections with other business leaders to resolve common workforce issues	Identification of common training across specific sectors through industry consortium partnerships in the **SectorReady**™ framework	Consortium partnerships designed and deployed in networked relationships with sector business leaders; administration, research, resource development, and procurement coordinated by WIB and sector delivery partners
	EmployerLink at Monett	Routine meetings and seminars organized and promoted by Business Services Roundtable and moderated by a business board member of the WIB
	Society for Human Resource Management (SHRM) local chapter	Business Services staff maintain membership and affiliation to introduce eligible new members to the SHRM chapter and connect workforce system to existing SHRM members
	Workforce/Economic Development Summit Events	Half-day conferences and other virtual learning events for business stakeholders and community leaders
	WIB affiliation and regional strategy development	Composition requirements and recruitment for Board maintained through WIB staff; task-force and workgroup participation and recruitment open in partnership with Business Services partners
Local/Regional Economic Development		
Assistance to prospective businesses looking to expand or relocate to Joplin/Tri-State Region	Local prospect teams led by Chambers and economic development organizations (EDOs) that include WIB staff; prospect leads developed among local network of EDO professionals	WIB staff participate to consult on labor market data and workforce services on location as needed; teams managed by Joplin Regional Partnership and/or local Chamber/EDO
Assistance to businesses targeted for retention due to risk factors for relocation out of the region or potential downsizing or closure	Business Retention and Expansion (BRE) Initiative	Leads identified through Early Warning Network contacts and/or database or from inquiries by businesses or communities; Intervention strategies customized in partnership with economic development partners
Incentives for businesses to expand and/or train their workforce	Financial or in-kind incentives for recruitment, screening, training, and other ramp-up functions	Consultations and referrals made to specific incentive program specialists to determine eligibility and strategy as needed
Four-State area-wide regional economic development	Joint service to new and existing business customers in SW MO, SE KS, NE OK, and NW AR	WIRED framework evolution to Joplin Regional Partnership and NW AR Regional Council

Customer Demand	Solution/Product	Description/Delivery
Market Research and Decision Support		
Understanding the current skill level and supply of the regional labor market to aid in planning and decision making	Economic Modeling Specialists, Inc. suite of market data products: Career Pathways Modeling; Competency, Occupations, and Transitions Analysis; Staffing Patterns by Industry or Occupational Sector	Consultation, processing, and follow-up provided by WIB staff
	Commuting Patterns of local workforce in and out of the counties or region	
	WorkKeys™ Job Profiles to pinpoint individual tasks to specific skill levels grouped through the National Career Readiness Credential	
	Local Employment Dynamics, Key Employment Indicators, Turnover Rates, Demographics by Sector	*Staff-Assisted Approach*: Initial consultation, processing, and follow-up provided by Business Representative or WIB staff *Self-Service Approach*: Initial consultation and orientation to website data tools
	Occupational, Wage, and Salary Trends	
	Tri-State Labor Availability Analysis categorized by commuting preference, wage goals, and underemployment perceptions	
	Complex data modeling and other customized decision-support tools	
Gaining a high-level view of an area's population and profiles of communities	Demographic Tools (Variety of sources)	
	LocationOne® Community and Economic Development Profiles	
Predicting future business needs through industry sector and occupational projections	EMSI suite: Economic Forecaster Long-Range Projections; Growth/Decline by types of businesses; Growth/Decline for demand in specific occupations	
Staying connected with news on best practices, trends, compliance issues, and local happenings	SectorReady.org and WorkforceZone.net websites	Online internet portals with a fresh blog of updated news articles and links to partner services, training programs, labor market data analysis, compliance tools, resource directories, etc.
	Social Media, video, and other web-based products WorkforceZone quarterly (journal style) newsletter	Professionally-designed content products delivered via subscription or on-demand basis; examples include email newsletters, podcasts, white paper downloads, and online social networks such as LinkedIn and Facebook

Seamless Service Delivery

- Standardized practices for business outreach involve a consultative sales process.
- Customers engaged through the marketing outreach begin in the “Relationship Building” stage and move through the diagram following a thorough assessment, solution advocacy, and follow-up stage.
- Customers that contact the Job Center directly, either through walk-in, phone, or web inquiry, will begin in the “Discovery” phase and move through the continuum with opportunity for relationship building to encourage repeat usage of the system.
- Proper MIS (Toolbox usage and a consultative sales flow provides a single point of contact operational philosophy for the business customer. Routine business services staff meetings will allow for service note review and networking on client issues as needed.



Logic Model, Inputs, Outputs, Success Metrics

WIB OF SW MO LOGIC MODEL: SECTOR-READY® CAREER PATHWAYS & SECTOR PARTNERSHIPS

CHALLENGES	ACTIVITIES	INPUTS	OUTPUTS	INITIAL OUTCOMES	END-GOALS
The unmet needs (& root causes) in our region that our activity will address:	*In order to address the root cause(s) of our problem, we will produce the following deliverables:*	*In order to accomplish our activity we will need the following:*	*We expect that once completed or underway, this activity will produce the following evidence or deliverable(s):*	*We expect that, if completed or sustained, this activity will lead to the following intermediate changes:*	*If accomplished, we expect that this activity will lead to the following long-term outcomes and/or resolution:*
Job reductions from skill gaps that cause employers to re-invest elsewhere to meet skill demands	**Engagement of employers** to identify credentials to meet skill needs at all stages of a sector career	• **Connectivity, time & insights** of employers & providers of potential solutions • **Coordination of R&D, project, event & proposal functions** (WIB & partners) • **Virtual Clearinghouse** for wide-scale engagement & adoption of customers (students & job seekers) as well as stakeholders (employers & partners via **SectorReady**) • **Partnership participation** to re-align resources & logistics • **Employer Buy-In** to use solutions & help fund resource costs • **Customer Engagement** from partners to promote usage of tools	**Sector partnerships convened or engaged** with input & satisfaction tracked for each employer stakeholder	**Company retention, layoff aversion** as verified by economic development stakeholders	**Growth of jobs and investment** in the region's targeted sectors
Shrinking workforce pipeline due to low awareness or negative perceptions of career opportunities regionally	**Well-defined, localized maps** that help students & job seekers set career goals clarifying expectations & rewards		**SectorReady** online with verified usage analytics	**Increases in enrollment & completion** of credentials to enter targeted occupations	**Increased share of credentialed job candidates** referred to and hired by employers (as compared to non-credentialed applicants) **Increase in advanced credentials** attained along stages of pathway
Failure to meet skill demands through training & employment programs due to inadequate resources, options, or access	**Re-engineered workforce solutions & re-aligned resources** to be sector-driven, high-impact, high-volume, low-cost, & scaleable		**New solutions launched** & linked to **SectorReady** tools	**Improved employer metrics** such as hire-time cycle, retention, productivity, etc. **Usage & Customer Satisfaction** gains as expressed by participants as well as online analytics	
Frustration of training & employment programs (student loan debt, job outcomes unmet, etc.)	**Career Pathway decision tools** that help set realistic career goals & training investments at key entry/exit points for students & job seekers		**Promotional efforts launched** to attract new customers and re-engage previous users customers; introduce new pathway options & solutions; **SectorReady** usage verified by analytics		**Economic Impact & ROI** for stakeholders and their customers' gains in the labor market
Underemployment of individuals possessing some skill, but not in the right category or level needed by employers				**Increase in earnings** related to advancements in Career Pathway	**Reduction of poverty** & dependence on public assistance programs; resources re-invested for sustainability & innovation
High poverty linked to unemployment in populations affected by criminal record, substance abuse, dropout, limited English proficiency, etc.	**Multiple customized points of pathway entry** to address diverse customer needs **Identified & aligned support systems** that alleviate barriers		**Promotional efforts targeted** to engage populations affected by specific work-related barriers	**Increases in Entered Employment, Retention & Earnings** for targeted populations affected by work-related barriers	

Memorandum of Understanding

Southwest Missouri Workforce Development Area

One-Stop Job Center System Partnerships

Partner/Stakeholder Parties to the MOU	Referred to as
Crowder College	CC
Workforce Investment Board of the Southwest Region, Inc.	WDB
Cherry Warren, WIOA Chief Elected Official	CEO

Section 1 Introduction

This Memorandum of Understanding (MOU) establishes the spirit of cooperation and collaboration in the Southwest Missouri Workforce Development Area, per the Workforce Innovation Opportunity Act (WIOA). For maximum flexibility and efficiency, the MOU is a collection of individually signed and customized agreements with the one-stop system partners. Each MOU describes how they will use their various funding streams and resources to serve their mutual customers, both jobseekers and employers, through an integrated system of service delivery. In addition to the comprehensive site at the Joplin Missouri Job Center, affiliate job centers at Monett and Neosho, along with affiliated satellite sites of the partners. The parties to the MOU understand that the development and implementation of these sites will require mutual trust and teamwork between the partnering agencies.

Section 2 Strategic Vision

The mission of the WDB is to prepare businesses and the workforce for economic prosperity and global competitiveness. This mission is achieved through the categories of talent development, business development, and regional development. To fully seize the opportunities provided in WIOA, the WDB convened two important stakeholder groups, the Regional Workforce Partners and the Regional Business Services Roundtable. The stakeholder groups share the priorities of expanding the reach of services to more customers in a manner that increases volume and skill outcomes while lowering cost and other barriers to participation.

The purpose of the Missouri Job Centers is to advance the economic well-being of the local workforce development area by developing and maintaining a quality workforce. The centers shall serve as focal points for local and regional workforce-innovation initiatives. Achieving this will require delivering high-quality and integrated workforce innovation, education, and economic-development services for jobseekers, incumbent workers, and employers.

Section 3 Services to be Provided

The partners of the Southwest Missouri Workforce Development Area collectively provide the services listed below. CC agrees to assist in delivery of those services marked with an asterisk (*).

Apprenticeships	Labor Exchange (Job Matching)
Availability of Supportive Services/Assistance	Leadership Development
Career Planning	Mental Health Assistance/Counseling
Classroom Occupational Skills Training	Mentoring
Clothing	Needs Related Payments (Cash Assistance)
Comprehensive Assessment	On-the-Job Training
Cost Info of Training Providers	Orientation to Services
Credential Testing	Out of Area Job Search Assistance
Dental Assistance	Outreach
Digital Literacy	Paid Work Experience
Dropout Prevention	Performance of Training Providers *
Eligibility Determination	Post-Secondary Prep/Transition *
English Language Acquisition	Referrals and Coordination
Entrepreneurial Training	Relocation Assistance
Ex-Offender/Re-Entry Transition	Short-Term Pre-Vocational Services *
Financial Literacy	Study Skills Training
Follow-Up Counseling (post 12 months)	Substance Abuse Remediation
Food/Nutrition	Temporary Housing
Group Counseling	Transportation Assistance
Healthcare Assistance	Tutoring
Housing Assistance	Unpaid Work Experience
Individual Counseling	Utility Assistance
Individual Employment Plan	Veterans Transition
Info Applying for Financial Aid/Training	Virtual (Online) Occupational Skills Training
Info Filing Claims Unemployment	Workforce Preparation Activities
Initial Assessment	Workforce System Performance
Instruction High School Equivalency	Workforce/Labor Market Stats
Intake	WorkKeys/NCRC
Internships and Work Experience	Workshops (multiple days)
Others/Notes:	

Employer/Business Services

Diagnostics/Troubleshooting	Growth (Expansion/Retention/Attraction)
Recruitment	Research
Retention (Employee)	Networking
Training	Other:

Innovation Builders

Early Childhood program-childcare training, Employer engagement

Section 4 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 the Division of Workforce Development (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 a ratio of DWD staff to WIOA staff. In addition, Job Center costs for other partners located in the Job Center are shared based on costs per square footage used and percentage of time the partner occupies that square footage in the Job Center. All formal infrastructure cost sharing agreements are negotiated and executed as a separate instrument for the relevant parties.

Section 5 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. All formal service cost sharing agreements are negotiated and executed as a separate instrument for the relevant parties.

Partner Resources Targeted for Mutual Benefit

Training/Workshops/Employer awareness delivery instructions. Career Pathways/Stackable Credential/Credential Qualities. EOC at the Career Center 2 days a week

Section 6 Systematic Referral Process for Job Center Customers

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. The partners agree to conduct referral for services in the following manner, whenever possible:

1. All customers referred for services (via the One-Stop Partners) will receive a written referral 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 fax or email). The statewide workforce management information system through DWD may facilitate this process virtually in the future. Other secure online collaboration systems may be deployed by the partners to improve efficiency and outcomes of the process.

2. The organization receiving the referral will make a good faith effort to contact the customer and schedule an appointment within 3 to 7 business days of date on the referral form.

Section 7 Human Resources Management

Respect and trust of each other as partners 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 WDB. 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).

Section 8 One-Stop Delivery System Performance Criteria

As part of the SectorReady framework for career pathways, credentials, and industry partnerships, the WDB's strategy matrix includes the following metrics for system stakeholders. The metrics are aligned to address specific economic challenges for the region, targeted activities, and available inputs/resources along with WIOA mandates.

Short-Term Goals:
- Increase company retention/layoff aversion contacts
- Increase enrollments in credentialed occupational trainings
- Increase participant usage according to online analytics and Customer Satisfaction surveys
- Increase Career Pathway related enrollment services
- Increase incidence of workforce development service partnerships

Long-Term Goals:
- Increase Entered Employment, Retention & Earnings for all enrollees and with a special focus on targeted populations affected by work-related barriers
- Report an increase of business investment in the Region
- Increase the number of credentialed candidates hired by employers
- Report a Return-On-Investment/Economic Impact of WIOA dollars (for the Region)
- Reduce the number of enrollees in Regional public assistance programs

While not always easily measurable, the partners agree to strive for high quality standards of service for customers, employees, and partners of the system.

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.

Section 9 Governance of the One-Stop Delivery System

The ultimate accountability and responsibility for the One-Stop System organizational processes, services, and accomplishments will rest with the Board, the One-Stop operator, and the Partners. The WDB serves seven counties in Southwest Missouri and collaborates with neighboring WDB's and economic development partners to assist in the portions of Southeast Kansas and Northeast Oklahoma that comprise the Joplin labor shed. The WDB is an appointed body representing business and industry along with core partners in the region.

Responsibilities of the WDB include, but are not limited to:

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. Designate or certify the One-Stop Operator(s) and/or terminate a One-Stop Operator for cause, with the agreement of the CEOs.
5. Conduct oversight of the local One-Stop delivery system, including all Adult, Dislocated Worker and Youth activities, jointly or on behalf of the CEOs.
6. Recommend grants or contracts for program activities as appropriate.
7. Coordinate workforce investment activities with economic development strategies and other employer linkages.

The WIB approved a procurement framework for the One-Stop Operator to begin a new contract period of October 1, 2016. The framework timing seeks to maximize the known WIOA regulatory components. Once selected, the One-Stop Operator contract includes components of this MOU. The WDB will enact an official WIOA Plan Modification to reflect the adoption of the one-stop operator. Responsibilities of the One-Stop Operator include, but are not limited to:

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 Consortium 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.

WIOA establishes core (mandatory) partners in each workforce development region. Those core partners are joined by representatives of other service organizations in Southwest Missouri to provide the most comprehensive and integrated service possible. Responsibilities (to the extent allowed within individual program or agency policies) of the partners include:

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.

Additional Responsibilities from CC:

Referrals, NCRC testing proctors

Section 10 Duration and Modification

The parties agree that the terms of this MOU as a whole will take effect as of July 1, 2016 and will continue in effect until June 30, 2018 or such time as any party will modify, extend, or terminate this MOU. Amendments to the MOU may be made upon consensus of all parties at least 30 days prior to the effective date of the change. The terms of the cost sharing are negotiated under a separate agreement.

Section 11 Termination

Any party to this agreement may cease participation in the agreement. Any party that intends to cease participation must notify the other parties to the agreement at least 30 days prior to the effective termination date.

Section 12 Signatures

By signature hereto, the Southwest Region Workforce Development One-Stop Partners attest to participation in development of the plan and agree to abide by all terms and conditions of the MOU.

Agency	CC
Name	Edward Stephens
Title	VP of Technical Education
Date	4-29-16
Signature	Edward Stephens

Agency	Workforce Investment Board of the Southwest Region, Inc.
Name	Jasen Jones
Title	Executive Director
Date	May 1, 2016
Signature	

Agency	Chief Elected Official, Southwest Missouri Workforce Area
Name	Cherry Warren
Title	Barry County Presiding Commissioner
Date	May 1, 2016
Signature	Cherry Warren

From WIB Fiscal Policy Manual: Section 3.1 Procurement and Purchasing Policies

3.1a Overview

1. THE POLICIES DESCRIBED IN THIS SECTION APPLY TO ALL PURCHASES MADE BY WIB.
2. WIB requires the practice of ethical, responsible, and reasonable procedures related to purchasing, agreements and contracts, and related forms of commitment. The policies in this section describe the principles and procedures that all staff must adhere to in the completion of their designated responsibilities.
3. The goal of these procurement policies is to ensure that materials and services are obtained in an effective manner and in compliance with the provisions of applicable Federal statutes and executive orders.

3.1b Responsibility and Code of Conduct

1. Staff members assigned by the Executive Director shall have the authority to initiate purchase orders on behalf of their department, within the guidelines described here.
2. The Finance Section shall be responsible for processing purchase orders. The Fiscal Operations Coordinator and the Executive Director have approval authority over all purchases and contractual commitments, and shall make the final determination on any proposed purchases where budgetary or other conditions may result in denial.
3. Ethical conduct in managing the Agency's purchasing activities is absolutely essential. Staff must always be mindful that they represent the Board of Directors and share a professional trust with other staff and the general membership.
   a. Staff shall discourage the offer of, and decline, individual gifts or gratuities of value in any way that might influence the purchase of supplies, equipment, and/or services.
   b. Staff shall notify their immediate supervisor if they are offered such gifts.
   c. No officer, board member, employee, or agent shall participate in the selection or administration of a vendor if a real or apparent conflict of interest would be involved. Such a conflict would arise if an officer, board member, employee or agent, or any member of his/her immediate family, his/her spouse/partner, or an Agency that employs or is about to employ any of the parties indicated herein, has a financial or other interest in the vendor selected.
   d. Officers, board members, employees, and agents shall neither solicit nor accept gratuities, favors, or anything of monetary value from vendors or parties to sub-agreements.
   e. Unsolicited gifts of a nominal value may be accepted with the approval of the Executive Director.

3.1c Competition

1. In order to promote open and free competition, purchasers will:
   a. Be alert to any internal potential conflicts of interest.
   b. Be alert to any noncompetitive practices among contractors that may restrict, eliminate or restrain trade.
   c. Award contracts to bidders whose product/service is most advantageous in terms of price, quality and other factors.
   d. Issue solicitations that clearly set forth all requirements to be evaluated.
   e. Reserve the right to reject any and all bids when it is in the Agency's best interest.

3.1d Non-Discrimination Policy

1. All vendors/contractors who are the sub-recipients of Agency funds, or who propose to perform any work or furnish any goods under sub-recipient agreements with WIB, shall agree to these important principles:
   a. Vendors/contractors will not discriminate against any employee or applicant for employment because of race, religion, color, sexual orientation or national origin, except where religion, sex, or national origin is a bona fide occupational qualification reasonably necessary to the normal operation of the vendors/contractors.
   b. Vendors/contractors agree to post in conspicuous places, available to employees and applicants for employment, notices setting forth the provisions of this nondiscrimination clause. Notices, advertisement and solicitations placed in accordance with Federal law, rule, or regulation shall be deemed sufficient for meeting the intent of this section.

3.1e Procurement Guidelines

1. WIB shall avoid purchasing items that are not necessary or reasonable for the performance of the activities required by a Federal award.
2. Where appropriate, an analysis shall be made of lease and purchase alternatives to determine which would be the most economical and practical procurement for the Federal government. This analysis should only be made when both lease and purchase alternatives are available to the program.
3. Some form of cost or value analysis shall be made for every procurement. Value analysis may be made in various ways, including comparison of price quotations submitted or market prices. Cost analysis is the review and evaluation of each element of cost to determine reasonableness, allocability, and allowability.
4. The cost and value analysis associated with each procurement decision shall be conducted in an efficient and reasonable way. The approval for payment of items meeting procurement thresholds shall document that staff has performed the cost and value analysis.
5. For all procurements in excess of the small purchase acquisition threshold of $25,000 procurement records and files shall be maintained that include all of the following:
   a. The basis for contractor selection.
   b. Justification for lack of competition when competitive bids or offers are not obtained.
   c. The basis for award value or price.
6. WIB shall make all procurement files available for inspection upon request by a Federal awarding agency.
7. All contracts with sub-recipients shall require the vendor to certify in writing that it has not been suspended or disbarred from doing business with any Federal agency.
8. WIB shall not utilize the "cost-plus-a-percentage-of-costs method of contracting" unless authorized by the awarding agency.
9. All staff members with the authority to approve purchases will receive a copy of and be familiar with A -87 and A-110, federal cost principles.

3.1f Cost Thresholds

1. The following cost thresholds will determine the procedure to be followed for procurement:
   a. $0 – 999 - Requisition completed with Executive Director approval prior to procurement
   b. $1,000 - 25,000 - Staff employee must prepare a Written Needs Assessment, secure a minimum of three (3) written bids, and choose a vendor in conjunction with the Executive Director (catalog, email, fax, or internet documentation is permissible)
   c. $25,000 or More - WIB must formally advertise through a competitive bidding process as noted in 3.1h

3.1g Written Needs Assessment – Bid/Quote

1. Authorized WIB staff may solicit for bids either by direct contact with venders or by formal advertisement if necessary. The bid must be submitted in writing, with a detailed description of good/service to be provided and the purchase amounts. If the purchase amount is based on an estimate, the vendor must clearly communicate that fact in writing on the bid document.
2. A minimum of three bids must be obtained prior to selecting a vendor; however, in some cases three bids may not be able to be feasibly obtained. For guidance on exceptions, see the section entitled *Non-Competitive Proposals* provided later in this chapter.
3. A written *Procurement Instrument* will be prepared by WIB staff prior to any purchase of goods or services in the amount of five hundred dollars or more (excluding reoccurring expenses such as rent, utilities, telecommunications, insurance premiums for which competitive bidding has already been obtained, payroll, payroll deductions, and payroll taxes). The *Procurement Instrument* must include the following:
   a. The reason(s) or need for the purchase
   b. Notation of funding ability and allocation
   c. Any grant requirements that might prevent such a purchase, if applicable
   d. Bidding information received, or a copy of the advertisement to be published
   e. Approving signature and date of approval from Executive Director
4. The final, approved *Procurement Instrument* will be attached to the Purchase Requisition and the Accounts Payable Voucher once the payment is processed.

3.1h Formal Competitive Procurement

1. Purchases exceeding the threshold of $25,000 must be formally advertised in public media. Procurements of this nature require the following guidelines
2. Advertisements to the public must be published in a minimum of two newspapers of general circulation in such a way that the advertisements achieve the best coverage for the area. In addition, written notifications to prospective bidders will be considered an attempt to solicit the receipt of three or more bids. Advertisements are documented by a tear sheet ***and*** an affidavit of publication.
3. To keep the size and cost of bid advertisements to a minimum, bid advertisements may reference a specific website address to obtain full bid information.
4. The payment for advertisements will be processed through standard accounts payable procedures.
5. The formal advertised competitive bid process does not have a minimum number of proposals required, but every reasonable effort will be made to solicit more than one bid response. Should only one bid response be received or deemed qualified, a reasonableness of cost and price analysis must be completed.
6. A formal *Request for Proposal* (RFP) must be prepared. A RFP must not be so restrictive as to eliminate open and effective competition.
7. ***The RFP indicates the goal to be accomplished and requests from the bidder how and at what cost the goal will be met.*** A list of those who received the RFP must be maintained and filed in the permanent file for the project. The RFP must also specify the proposal submission requirements and the proposal evaluation method. Bid selection and award is based on the evaluation criteria. Contractor selection must be documented in writing with a copy retained in the permanent file for the project.
8. ***The distribution of the RFP will be made to anyone responding to the advertisement or written solicitation.*** Distribution of these documents must be made no sooner than the date and time named in the bid solicitation or advertisement. Distribution should also be made to known vendors in an attempt to secure as many bids as possible. Publication of RFPs on a publicly-accessible website is permissible to meet this requirement.

9. ***An RFP contains precise statements and complete specifications on the goals of the project, allowing only one interpretation. It allows no choice in the outcome to be expected, but requests only that the bidding organization evaluate its ability to accomplish the goal at a set cost.*** Bid comparison and contractor selection is made on the basis of meeting the bid selection criteria, reasonableness of cost, allowability, and whether the bid meets the identified need(s). The lowest bidder may not always be the best choice. The bid award(s) must always be in the best interest of the project. Contractor selection must always be in writing.
10. For procurements over $25,000, a pre-bid conference (either in person or electronically) must be held with the prospective bidders to answer questions and to clarify issues within the RFP. The time and place of the pre-bid conference is to be named in the advertisement and the RFP. Questions may be posed in person, in writing or email prior to the opening of the pre-bid conference or participation by telephone. The questions and answers are formally recorded, and a written copy is distributed to all prospective bidders within one week of the closing of the conference. After the close of the pre-bid conference, no questions may be answered regarding the bid solicitation.
11. An evaluation team of at least three (3) members is formed prior to the opening of all bids/proposals received. The Chief Local Elected Official must be assigned to the team if the procurement is over $25,000. These members must have knowledge of the goods/services to be procured, and must not be in a position to benefit from the bidder selection. The appointment of the evaluation team by the WIB Executive Director or other WIB designee must be written and maintained in the permanent file for the project.
12. The time and date of the public opening shall be named in the advertisement and bid solicitation. The solicitation must state the format for submitting the bid, that bids must be sealed upon receipt to be accepted, the number of originals and copies to be submitted, the date and time to be received, and the bid number to placed on the outside of the sealed proposal. Bids received must remain unopened, stamped with the receipt date, logged and stored in a secure location until the time of the public opening. Bids received after the closing time are to be considered non-responsive and be returned to the bidder, unopened, and logged as such. Bids that do not meet the submission criteria may also be determined non-responsive, logged as such, and returned to the bidder unopened.
13. Bids are to be determined responsive or non-responsive based on conformity with the essential elements of the RFP. A written report must be prepared with adequate documentation of the reasoning for any bid determined non-responsive. Non-responsive bids are removed from further consideration and logged as such.
14. *Originals/copies of the bids will then be distributed to the members of the evaluat*ion team. The team should read all bids before meeting as a group. A meeting will be scheduled to evaluate the bids. Each team member will evaluate the proposals independently. All aspects of the evaluation meeting will be recorded, including the date and time frame of the meeting (time brought to order and time adjourned), and the names of those in attendance. Individuals who join the meeting late or leave early must also be recorded.
15. Responsive bids are analyzed and evaluated in accordance with the evaluation criteria. Each bid must be evaluated independently of the others. Concerns and/or specific comments regarding the individual responses will be recorded and maintained with the evaluation documentation. The points awarded by each evaluator will be recorded separately and will be averaged to award a composite score. This composite score may be documented by a computer printout or calculator tape on which the name of the bidder, type of program, and verification of the composite score is recorded. This documentation is affixed to the proposal document, or maintained intact in the permanent file.

16. The evaluation team must make a contract award(s) recommendation based on their evaluation. The team may recommend that no award be made if it is determined that no responsive bids are in the best interests of the project. The recommendation of the evaluation team will be presented to the WIB Board as a whole for final authorization.
17. The WIB Board as a whole will consider the recommendations of the evaluation team and will vote on the recommendations made. For all procurements over $25,000, the CLEO, or designee of the CLEO, may poll the region's county commissioners for consensus. Contract awards or non-awards are recorded in the minutes of the board meeting, a copy of which will be included in the permanent file for the project. Abstentions from the vote due to a real or implied conflict of interest will also be recorded in the minutes.
18. The successful and non-successful bidders are notified in writing of the award, utilizing a Letter of Intent to Contract for the award recipient. The letter must be mailed within the timeframe outlined in the RFP. The bidder must be notified in writing if further negotiations are required prior to the contract being drawn.
19. A contract is prepared for signature for the program year of other term specified in the RFP. Contracts may be extended for an additional one-year period if the bidder performs successfully under the contract and adequate funds are available to continue the contract.

3.1i Special Purchasing Conditions

1. A Non-Competitive Proposal, or one-source procurement, is defined as a procurement through a solicitation of a proposal from only one source, or when competition is determined inadequate after solicitation from a number of sources.
2. Sole-source procurements under WIA and other federal/state funding sources must be minimized to all practical extents. All sole-source procurements must be justified and documented in writing . Procurement by non-competitive proposals will be used only when
   a. the purchase is less than $1,000 (no documentation required)
   b. The emergent needs for the item or service does not permit the delay resulting from repetitive bid solicitation
   c. The item or service is proprietary and is only available from a single source, not excluding items or services under a different name, manufacturer, or packaging
   d. After solicitation from a number of sources, competition is deemed inadequate or falls short of the three required bids (in all such cases, the solicitations and the inadequacy of the responses must be clearly documented and filed in the permanent file for the project)
   e. The item is to be purchased through state or federal surplus property
3. Non-competitive or sole-source procurements will follow the requirements of reasonableness of value, price analysis, cost reimbursable basis, and debarred or suspended parties. Selection will be based on the best known price and the information available.
4. The WIB has determined that the following items may be exempt from competitive procurement:
   a. Publications such as magazines, books, periodicals and newspapers
   b. Any form of direct advertising space and time, unless there are multiple businesses in the area able to provide the same service to the same coverage area and demographics required
   c. The cost of attending or participating in a conference approved by the Executive Director and/or the board of directors (the cost of organizing and hosting a conference is not exempt)
   d. Training sessions and seminars related to the individual's position or profession
   e. Copyrighted materials such as software, films, film strips, books, pamphlets, video tapes or audio tapes
   f. Updates to computer software for which the WIB or its subcontractor already owns
   g. Repair services and operational supplies from the original manufacturer, if such repairs must be performed or obtained through the original manufacturer because (1) the type of repair is only available through the original manufacturer, (2) the technical nature of the repair or

service can only be performed by the original manufacturer or (3) repairs of such equipment would violate the terms of safety or warranty accompanying the impaired equipment

5. Emergency purchases, which under normal circumstances would be subject to the procurement guidelines, will be allowed only when immediate action is necessary to resolve an extraordinary situation and the resolution of the condition receives priority over routine operations and duties. A purchase of this nature requires strict written documentation of the existing emergency condition, which is to be filed with the purchase order and invoice.
6. Emergency situations include circumstances that create a serious and obvious threat to public health, safety and the operations of the WIB in executing its legal responsibilities to the public, or public property in its legal care or control, as may arise by reason of flood, epidemic, illness, riot, natural disaster, accident, equipment failure, or similar extraordinary cases. The WIB Executive Director or the Director's designees must declare such an emergency situation.

3.1j Purchase Orders

1. WIB utilizes a purchase order system. A properly completed purchase order shall be required for each purchase decision in excess of $1,000.00. The only exceptions will be travel advances and expense reimbursements, which require the preparation of a separate form described elsewhere in this manual. A properly completed purchase order shall contain the following information, at a minimum:
   a. Description of purchase.
   b. Vendor name and address.
   c. Price per unit and total cost.
   d. Cost category.
   e. Person requesting.
   f. Special conditions (if applicable)
   g. Authorized signatures. (Executive Director and Fiscal Operations Coordinator)
   h. Date purchase order was prepared
2. Purchase orders will be prepared by staff in the appropriate division and routed in the following manner:
   a. To the Executive Director for approval.
   b. To the Fiscal Operations Coordinator for issuance of a Purchase Order number and logging.
   c. Back to the requesting person for ordering.
3. All purchase orders shall be recorded in a purchase order log. Purchase orders must be approved prior to the purchase. Blanket purchase orders can be established at the start of the fiscal year to authorize purchases from a vendor for standard purchases.
4. The person requesting the purchase will retain a copy of the Purchase/Requisition Order for their records until all items ordered are received. The original purchase order will be submitted to Finance Section after the purchase is made.
5. All original purchase orders will be maintained in file in the Finance Section.

3.1k Right to Audit Clause

1. WIB requires a “Right to Audit” clause in all contracts between the Agency and contract sub-recipients vendors that either:
   a. Take any form of temporary possession of assets directed for the Agency, or
   b. Process data that will be used in any financial function of the Agency.
2. This Right to Audit clause shall permit access to and review of all documentation and processes relating to the vendor’s operations that apply to WIB, as well as all documents maintained or processed on behalf of WIB, for a period of three years. The clause shall state that such audit procedures may be performed by WIB employees or any outside auditor or contractor designated by the Agency.

3.1l Vendor Files and Required Documentation

1. The Finance Section shall maintain a completed and signed W-9 (or obtain equivalent, substitute information) from vendors.
2. Payment will not be issued to a vendor until a completed, signed W-9 is received.

Budget

Data Entry for the month of
June 2016
Southwest

Funding: WIOA Adult Funding
Grant: AA-26789-15-55-A29
Project:
CFDA: 17.258
DWD Contract: 10-07-07-17

Formula Funds

PY16 **Start Date:** **7/1/16** **End Date:** **6/30/18**

PY16	**FY17**

Adult - PY16/FY17	**Total Budget:**	$ 65,293.00
Admin		
Admin Salary/Fringe		$ 4,564.00
Admin Other		$ 1,965.00
	Subtotal:	$ 6,529.00
Program		
Program Sal/Fringe		$ 35,885.00
Program Other Staffing Costs		$ 16,117.00
Individual Training Account		$ 4,932.00
On The Job Training		$ 1,165.00
Pre-Apprenticeship		$ 0.00
Registered Apprenticeship		$ 0.00
Transitional Jobs		$ 0.00
Incumbent Worker Training		$ 0.00
Work Experience or Internship		$ 0.00
Supportive Services		$ 665.00
	Subtotal:	$ 58,764.00
	Total:	$ 65,293.00

Budget

Data Entry for the month of
June 2016
Southwest

Funding: WIOA Adult Funding
Grant: AA-26789-15-55-A29
Project:
CFDA: 17.258
DWD Contract: 10-07-07-17

Formula Funds

FY17 **Start Date:** **10/1/16** **End Date:** **6/30/18**

PY16	FY17			
Adult - PY16/FY17		**Total Budget:**	$	447,457.00
Admin				
	Admin Salary/Fringe		$	31,277.00
	Admin Other		$	13,468.00
		Subtotal:	$	44,745.00
Program				
	Program Sal/Fringe		$	245,924.00
	Program Other Staffing Costs		$	110,443.00
	Individual Training Account		$	33,800.00
	On The Job Training		$	7,987.00
	Pre-Apprenticeship		$	0.00
	Registered Apprenticeship		$	0.00
	Transitional Jobs		$	0.00
	Incumbent Worker Training		$	0.00
	Work Experience or Internship		$	0.00
	Supportive Services		$	4,558.00
		Subtotal:	$	402,712.00
		Total:	$	447,457.00

Budget

Data Entry for the month of
June 2016
Southwest

Funding: WIOA Dislocated Worker
Grant: AA-26789-15-55-A29
Project:
CFDA: 17.278
DWD Contract: 10-07-07-17

Formula Funds

PY16 **Start Date:** **7/1/16** **End Date:** **6/30/18**

PY16	FY17

Dislocated Worker - PY16/FY17	**Total Budget:**	$	82,463.00
Admin			
Admin Salary/Fringe		$	5,014.00
Admin Other		$	3,232.00
	Subtotal:	$	8,246.00
Program			
Program Sal/Fringe		$	38,486.00
Program Other Staffing Costs		$	17,342.00
Individual Training Account		$	15,966.00
On The Job Training		$	528.00
Pre-Apprenticeship		$	0.00
Registered Apprenticeship		$	0.00
Transitional Jobs		$	0.00
Incumbent Worker Training		$	0.00
Work Experience or Internship		$	0.00
Supportive Services		$	1,895.00
	Subtotal:	$	74,217.00
	Total:	$	82,463.00

Budget

Data Entry for the month of
June 2016
Southwest

Funding: WIOA Dislocated Worker
Grant: AA-26789-15-55-A29
Project:
CFDA: 17.278
DWD Contract: 10-07-07-17

Formula Funds

FY17 **Start Date:** **10/1/16** **End Date:** **6/30/18**

PY16	FY17			
Dislocated Worker - PY16/FY17		**Total Budget:**	$	439,378.00
Admin				
	Admin Salary/Fringe		$	26,714.00
	Admin Other		$	17,223.00
		Subtotal:	$	43,937.00
Program				
	Program Sal/Fringe		$	205,059.00
	Program Other Staffing Costs		$	92,402.00
	Individual Training Account		$	85,072.00
	On The Job Training		$	2,816.00
	Pre-Apprenticeship		$	0.00
	Registered Apprenticeship		$	0.00
	Transitional Jobs		$	0.00
	Incumbent Worker Training		$	0.00
	Work Experience or Internship		$	0.00
	Supportive Services		$	10,092.00
		Subtotal:	$	395,441.00
		Total:	$	439,378.00

Budget
Data Entry for the month of
June 2016
Southwest

Funding: WIOA Youth
Grant: AA-26789-15-55-A29
Project:
CFDA: 17.259
DWD Contract: 10-07-07-17

Formula Funds

PY16 **Start Date:** **4/1/16** **End Date:** **6/30/18**

PY16

Youth- PY16	**Total Budget:**	$ 535,950.00
Admin		
Admin Salary/Fringe		$ 32,761.00
Admin Other		$ 20,834.00
	Subtotal:	$ 53,595.00
In-School		
IS Sal/Fringe		$ 29,015.00
IS Other Staffing/Operating		$ 13,614.00
IS Occup Skills Training		$ 0.00
IS Work Experience		$ 4,254.00
IS Work Experience Staffing		$ 1,800.00
IS On the Job Training		$ 0.00
IS Supportive Services		$ 1,155.00
IS Pre-Apprenticeship Programs		$ 0.00
IS Internships		$ 0.00
IS Financial Literacy Education		$ 0.00
IS Dropout Prevention and Recovery		$ 0.00
IS Alternative Secondary School Services		$ 0.00
IS Other Direct Part Costs		$ 2,691.00
	Subtotal:	$ 52,529.00
In-School Summer		
ISS Sal/Fringe		$ 0.00
ISS Other Staffing/Operating		$ 0.00
ISS Work Experience		$ 0.00
ISS Supportive Services		$ 0.00
	Subtotal:	$ 0.00
Out-School		
OS Sal/Fringe		$ 237,920.00
OS Other Staffing/Operating		$ 84,590.00
OS Occup Skills Training		$ 0.00
OS Older Youth Individual Training Account		$ 0.00
OS Work Experience		$ 58,368.00
OS Work Experience Staffing		$ 32,050.00
OS On The Job Training		$ 0.00
OS Supportive Services		$ 9,947.00
OS Pre-Apprenticeship Programs		$ 0.00
OS Internships		$ 0.00
OS Financial Literacy Education		$ 0.00
OS Dropout Prevention and Recovery		$ 0.00
OS Adult Education and Literacy Activities		$ 0.00
OS Other Direct Part Costs		$ 6,951.00
	Subtotal:	$ 429,826.00
Out-School Summer		
OS Sal/Fringe		$ 0.00
OS Other Staffing/Operating		$ 0.00
OS Work Experience		$ 0.00
OS Supportive Services		$ 0.00
	Subtotal:	$ 0.00
	Total:	$ 535,950.00

TRANSFER PLANNING BUDGET SUMMARY

Local Workforce Investment Board (LWIB): Southwest

Program Year Source of Funds: PY' _____ or FY2016 _____

Non-Administration Transfer From Title I-B Adult to Dislocated Worker: (Requires Plan Modificaiton)	**$0.00**
Non-Administration Transfer From Title I-B Dislocated Worker to Adult: (Requires Plan Modificaiton)	**$250,000.00**

WORKFORCE INVESTMENT ACT LOCAL ALLOCATIONS:

	Original Allocation
Title I-B Adult	$ 468,804.00
Title I-B Dislocated Worker	$ 453,442.00
TOTAL ADULT AND DISLOCATED WORKER ALLOCATIONS	$ 922,246.00

TITLE I-B ADULT:		**AMOUNT**
Use whole numbers - minimums must be rounded up and maximums rounded down		
Local Administration		
Adult - Salary and Fringe Benefits	34189	
Adult - Other Administration	12691	
Total Local Administration (Maximum 10%)		46880
Program Services		
Adult - Salary and Fringe Benefits	272700	
Adult - Other staffing costs	90648	
Adult - ITA	28712	
Adult - OJT	24271	
Adult - Work Experience	0	
Adult - Supportive Services	5593	
Adult - Needs Related Payments	0	
Total Program Services (Minimum 90%)		421924
Transfer from Adult to Dislocated Worker		
Adult - Salary and Fringe Benefits		
Adult - Other staffing costs		
Adult - ITA		
Adult - OJT		
Adult - Internships		
Adult - Work Experience		
Adult - Supportive Services		
Adult - Needs Related Payments		
Total Transfer from Adult to Dislocated Worker		
GRAND TOTAL TITLE I-B ADULT		$ 468,804.00

TITLE I-B DISLOCATED WORKER:		**AMOUNT**
Use whole numbers - minimums must be rounded up and maximums rounded down		
Local Administration		
Dislocated Worker - Salary and Fringe Benefits	28039	
Dislocated Worker - Other Administration	17305	
Total Local Administration (Maximum 10%)		45344
Program Services		

Dislocated Worker - Salary and Fringe Benefits	94381	
Dislocated Worker - Other Staffing Costs	28863	
Dislocated Worker - ITA	27027	
Dislocated Worker - OJT	4742	
Dislocated Worker - Internships	0	
Dislocated Worker - Work Experience	0	
Dislocated Worker - Supportive Services	3085	
Dislocated Worker - Needs Related Payments	0	
Total Program Services (Minimum 90%)		158098
Transfer from Dislocated Worker to Adult		
Dislocated Worker - Salary and Fringe Benefits	149245	
Dislocated Worker - Other Staffing Costs	45642	
Dislocated Worker - ITA	42739	
Dislocated Worker - OJT	7499	
Dislocated Worker - Supportive Services	4875	
Dislocated Worker - Needs Related Payments	0	
Total Transfer from Dislocated Worker to Adult		$ 250,000
GRAND TOTAL TITLE I-B DISLOCATED WORKER		$ 453,442
GRAND TOTAL (must equal Total Adult and Dislocated Worker Allocations above)		$ 922,246

NOTE: 1) A separate Planning Budget Summary form must be prepared for each Program Year (PY) and Fiscal Year (FY) source of funds.

Workforce Innovation Board
Southwest Missouri

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 **Workforce Investment Board of the Southwest Region** 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 Consortium Chair: Cherry Warren	Cherry Warren	June 27, 2016
Workforce Development Board Chair: Brad Baker	Brad Baker	7/8/2016
Workforce Development Board Director: Jasen Jones		June 27, 2016

Southwest Workforce Investment Board Complaint Policy

The nondiscrimination and equal opportunity provisions of the Workforce Innovation Act (WIOA) 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 WIOA Title I-financially assisted program or activity.

The Southwest WIB will follow DWD Issuance 01-2014, Change 1 Equal Opportunity and Complaint & Grievance, Notice and Dissemination, which includes attachment(s) 1-8 in the Issuance.

Notification

Any person (employee, former employee, customer, non-customer, and employers) must be made aware of their equal opportunity rights and responsibilities, as well as their complaint and grievance rights under the Workforce Innovation Act. In order to ensure equal opportunity for customers within the Workforce System, the Southwest Region WIB 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.

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/registrant, and participant; and retain original signed copies in that individual's file. This applies to WIOA Adult and Dislocated Worker (for participants who progress to the Intensive Service level), WIOA Youth, National Emergency Grant, Trade Adjustment Assistance, and any other program for which a hard-copy participant file is required. who believes he or she has been subjected to unlawful discrimination by a recipient of the One-Stop system who receives federal financial assistance may file a discrimination complaint with this recipient. (DWD, LWIB, One-Stop Program or Operator)

Determining the type of complaint

A program complaint and a discrimination complaint can look alike. Both types of complaints include an issue, something the individual is complaining about. The ingredient that makes a discrimination complaint different from a program complaint is that, in addition to an issue, a discrimination complaint includes a basis. A basis is the complainant's reason for his/her treatment. A complaint is a discrimination complaint if it includes, as a reason for the mistreatment, one of the prohibited factors listed in WIOA Section 188 (e.g., race, color, sex, etc.). A complaint cannot be processed as both a program complaint and as a discrimination complaint.

Discrimination Complaint

If a complainant chooses to file a discrimination complaint with the local area, the Complaint and Grievance Form (not required) and/or written statement should be completed and submitted to the Functional Leader of the Career Center or the EO Officer for the region. A complaint must be filed within 180 days of the alleged discrimination and all written complaints must contain the following information:

1. Full name, address and telephone number (or message number) of the person making the complaint (complainant);
2. Full name and address of the entity or individual against whom the complaint is made (respondent)
3. Description of the complainant's allegations in sufficient detail to allow determinations to be made regarding jurisdiction, timeliness, and whether the complaint has apparent

merit -- in other words, whether the complainant's allegations, if true, would violate any of the nondiscrimination and equal opportunity provisions of the WIOA.

4. The complaint must be signed and dated by the complainant or complainant's authorized representative.

Staff may assist a customer in completing the information where needed. A copy of the form and/or statement should be provided for the customer and the original should be delivered to the Local EO Officer.

The Local EO Officer will review the complaint to assure completeness and may also assist the complainant with any additional filing procedures. The Local EO Officer provides coordination of discrimination complaints by determining whether the complaints are covered by 29 CFR Part 37 and promptly conferring with the State EO Officer. A copy of the complaint will be faxed to the State EO Officer within 24 hours by the Local EO Officer and the State EO Officer must notify the complaint, in writing within 10 days of the receipt of the complaint.

Upon receipt of a complaint, the EO Officer will log the complaint. The log includes the name and address of the complainant, the basis for the complaint, a description of the complaint, the disposition and date of the disposition of the complaint and any other pertinent information. Local complaint logs are submitted to the State EO Officer on a quarterly basis.

Danielle Smith, State WIOA,
Equal Opportunity Officer
State WIOA EO Officer
Division of Workforce Development
(573)751-2428
P.O. Box 1087
421 E. Dunklin Street
Jefferson City, MO 65102-1087
Missouri TTY User: 800.735.2966 or 711
www.ded.mo.gov/wfd/eo.htm

Sherri Rhuems, SW EO Officer
105 N Rangeline,
Joplin MO 64801
(417)-206-1717 Ext 222
TTY 711

In the event the complainant is dissatisfied, he or she may file his or her complaint with the USDOL Civil Rights Center.

The Director, Civil Rights Center (CRC)
U.S. Department of Labor
200 Constitution Avenue NW, Room N-4123
Washington, DC 20210
Voice: 202.693.6502 TTY: 202.693.6515

Complaints Not Based on Discrimination

Any person that receives services, benefits, aid or training at the Career Center is considered a participant for the purposes of the nondiscrimination and equal opportunity provisions of WIOA.

Specific steps must be taken before the complaint can be filed.

- The participant can file the grievance in writing within one year of the event to the program operator. The program operator has seven days to investigate and provide written a response to the participant and all parties involved including the Local EO officer.

- If the decision fails to be resolved, the participant has 5 days to present a written request for an impartial hearing. And a hearing will be held within 30 days. A decision will be made within 60 days.
- If the results are non-satisfactory the participant has the choice of requesting a state review within 10 days.
- To request a State review, the disappointed party must submit its request, in writing, to:

  Division of Workforce Development (DWD)
  WIOA Equal Opportunity
  421 E. Dunklin, P.O. Box 1087
  Jefferson City, MO 65102-1087
- This request must be received by DWD not more than ten (10) days after the disappointed party received the written decision from the program operator or, if no decision was rendered, within fifteen (15) days of the date the decision should have been received. The review process by DWD may be conducted by DWD staff, an impartial hearing or by any other means of independent review or investigation. DWD will provide a written final decision to the parties within sixty (60)

Informal Resolution of Program Complaint

An attempt should be made by the local administrative entity or the service provider to informally resolve the complaint to the satisfaction of all parties. The informal resolution process must be completed within ten business days from the date the complaint is filed. If all parties are satisfied, the complaint is considered resolved and the terms and conditions of the resolution must be documented in the complaint file. When a service provider attempts the informal resolution, the service provider will forward the complaint file to the local administrative entity. The local administrative entity will review the complaint file and investigate it further if necessary.

Formal Resolution

When an informal resolution is not possible, the local administrative entity will issue a determination within 20 calendar days from the date the complaint was filed. If an appeal of the determination is not requested, the complaint is considered resolved and the complaint file should be documented accordingly. Any party dissatisfied with the determination may request a hearing within 14 calendar days of the date of the determination.

It is a violation for the recipient to intimidate or retaliate against any individual who…

- Files a discrimination complaint;
- Opposes a practice prohibited by the nondiscrimination and EO provisions of WIOA;
- Provides information to or assists or participates in any manner in an investigation.

Missouri Division of Workforce Development **Issued: July 22, 2014**
DWD Issuance 01-2014, Change 1 **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/registrant, 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.

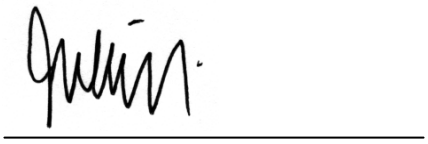
5. Contact: Direct questions or comments regarding this Issuance to Danielle Smith, State Equal Opportunity Officer at 573-751-2428 or email danielle.smith@ded.mo.gov.

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

Attachment 16:
WIOA Plan
Incumbent Worker Policy

At this time, the Southwest Region is not implementing the incumbent worker program until provisions are finalized for new training programs and credentials

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

LWDA = Local Workforce Development Area

IV. Economic, Labor Market, and Workforce Analysis

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

A. Economic Analysis

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

B. Labor Market Analysis

1 Existing Demand Industry Sectors and Occupations

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

Missouri's WIOA partnership includes a functional bureau of state government housed within the Department of Economic Development called the Missouri Economic Research Information Center (MERIC). The following economic analysis has been prepared to explain the Southwest 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 industry was a top job advertisement. Restaurants, Trucking, and Computer Systems Design also had a high number of job advertisers.

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

Industry	Job Postings
General Medical and Surgical Hospitals	700
Restaurants and Other Eating Places	562
General Freight Trucking	540
Computer Systems Design and Related Services	426
Building Material and Supplies Dealers.	403
Department Stores	400
Insurance Carriers	267
Animal Slaughtering and Processing	205
Specialized Freight Trucking	193
Business Support Services	172

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

Occupational Demand

Job analysis highlights the top ten occupations Southwest Region employers advertised for in the past year. Truck Drivers were in the greatest demand, followed by Retail Salespersons, Registered Nurses, and Customer Service Representatives. Sales Representatives, Supervisors of Retail Workers and Laborers were also in demand.

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	1,548
Retail Salespersons	739
Registered Nurses	559
Customer Service Representatives	462
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	403
First-Line Supervisors of Retail Sales Workers	387
Laborers and Freight, Stock, and Material Movers, Hand	299
Maintenance and Repair Workers, General	270
Combined Food Preparation and Serving Workers, Including Fast Food	230
First-Line Supervisors of Food Preparation and Serving Workers	228

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

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

Industry

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

For the 2012-2022 time period, industries in the Southwest Region with the largest projected net change in employment are Manufacturing (1,952); Administrative and Support Services (1,667); Ambulatory Health Care Services (806); Truck Transportation (751); Specialty Trade Contractors (664); and Food Services and Drinking Places (636).

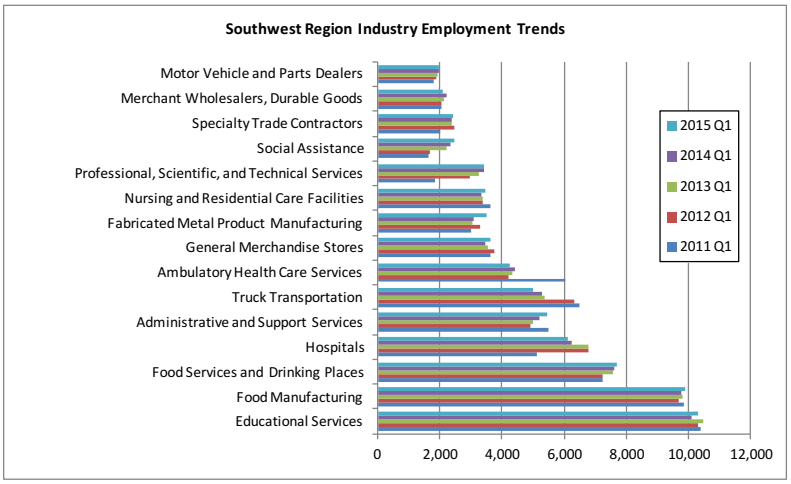
Southwest Region 2012-2022 Industry Projections

	Employment		Change	
	2012	2022	2012-2022	
Title	Estimated	Projected	Numeric	Percent
Manufacturing	22,723	24,675	1,952	8.59%
Administrative and Support Services	4,964	6,631	1,667	33.58%
Ambulatory Health Care Services	4,144	4,950	806	19.45%
Truck Transportation	5,671	6,422	751	13.24%
Specialty Trade Contractors	2,368	3,032	664	28.04%
Food Services and Drinking Places	7,833	8,469	636	8.12%
Professional, Scientific, and Technical Services	2,914	3,510	596	20.45%
Fabricated Metal Product Manufacturing	3,165	3,686	521	16.46%
Educational Services	9,205	9,706	501	5.44%
Hospitals	6,151	6,646	495	8.05%

Source: MERIC Employment Projections

Industry employment trends offer insight on the industries that are growing over time in a given area. Between 2011 and 2015, Southwest region industries with the largest increase in employment were

Professional, Scientific, and Technical Services (1,559); Hospitals (1,000); Social Assistance (811); Fabricated Metal Product Manufacturing (494); Food Services and Drinking Places (454).



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

Occupations

The long-term occupational projections for the Southwest Region show that the top job openings are for Truck Drivers, Retail Salespersons and Cashiers. The definition of *Total Openings* is projected new growth and replacement needs. The Truck Driver occupation, for example, shows a total projected employment of 6,144 for 2022, only 672 more than the 2012 estimate of 5,472 jobs. This means of the 1,547 job openings over 10 years, 875 are replacement openings due to turnover while only 672 are new. Total openings are important to job seekers while new jobs indicate where new training needs may be found.

Deleted:

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

Occupation	2012 Estimated Employment	2022 Projected Employment	Growth Openings	Replacement Openings	Total Openings
Heavy and Tractor-Trailer Truck Drivers	5,472	6,144	672	875	1,547
Retail Salespersons	3,880	4,079	199	1,327	1,526
Cashiers	3,357	3,401	44	1,451	1,495
Combined Food Preparation and Serving Workers	2,692	3,060	368	1,028	1,396
Laborers and Freight, Stock, and Material Movers	2,224	2,510	286	689	975
Customer Service Representatives	2,013	2,379	366	548	914
Waiters and Waitresses	1,650	1,713	63	794	857
Registered Nurses	2,675	2,934	259	519	778
Office Clerks, General	2,765	2,952	187	581	768
Personal Care Aides	1,820	2,363	543	130	673

Source: MERIC Employment Projections

Occupations expected to have 500 or more total openings over ten years include Truck Drivers, Personal Care Aides, Retail Salespersons, Cashiers, Combined Food Preparation and Serving Workers, Manual Laborers and Customer Service Representatives. The Personal Care Aide occupation is also projected to grow faster than the overall region, nearly 30 percent in ten years. Other fast growing occupations include Industrial Machinery Mechanics, Medical Secretaries, and Customer Service Representatives.

3. Employers' Employment Needs

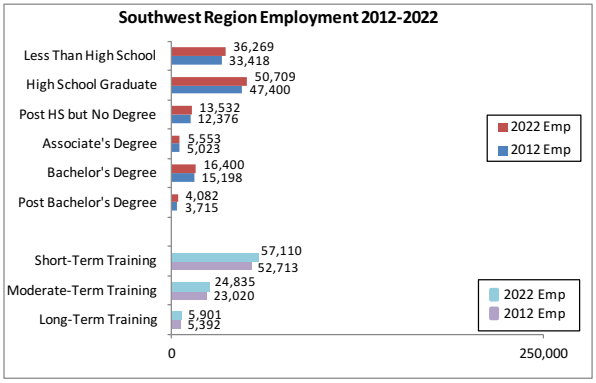
Identify the job skills necessary to obtain current and projected employment opportunities. With regard to the industry sectors and occupations, provide an analysis of the employment needs of employers. Describe the knowledge, skills, and abilities required, including credentials and licenses.

Long-Term Projections – Jobs by Education Level

Occupations typically requiring short-term OJT are expected to account for the largest portion of 2022 employment change in the Southwest Region. Occupations requiring short-term OJT are projected to experience the highest number of increased employment at over 4,397, or 8.3 percent growth. Employment in occupations requiring moderate-term OJT is also expected to grow by approximately 1,815 or 7.9 percent.

Increased employment is also anticipated for occupations requiring a high school diploma. Employment for this education level is projected to increase by nearly 3,309, or 7.0 percent. Occupations requiring post-high school training will increase by 3,255 workers.

As estimated for the year 2022, 69 percent of workers in the Southwest 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 13 percent of total employment in 2022.



Occupations by Education Level

The 2012-2022 long-term occupations projections were used to identify the top ten occupations based on total openings and level of education or training needed. Top occupations requiring short to moderate-term training include services and support sector occupations. Top new openings requiring at least long-term training or as much as an Associate's degree include truck drivers, nurses, maintenance workers, and mechanics. The top occupations requiring a bachelor's degree or higher include Management, Education, and Social Work occupations.

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

Occupation	2012 Estimated Employment	2022 Projected Employment	Growth Openings	Replacement Openings	Total
Now - Typically requires short-term on-the-job training					
Retail Salespersons	3,880	4,079	199	1,327	1,526
Cashiers	3,357	3,401	44	1,451	1,495
Combined Food Preparation and Serving Workers, Including Fast Food	2,692	3,060	368	1,028	1,396
Laborers and Freight, Stock, and Material Movers, Hand	2,224	2,510	286	689	975
Customer Service Representatives	2,013	2,379	366	548	914
Waiters and Waitresses	1,650	1,713	63	794	857
Office Clerks, General	2,765	2,952	187	581	768
Personal Care Aides	1,820	2,363	543	130	673
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	1,983	2,275	292	373	665
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	2,009	2,225	216	242	458
Next - Typically requires an associate's degree or long-term training					
Heavy and Tractor-Trailer Truck Drivers	5,472	6,144	672	875	1,547
Registered Nurses	2,675	2,934	259	519	778
Nursing Assistants	1,481	1,590	109	282	391
First-Line Supervisors of Retail Sales Workers	1,637	1,669	32	356	388
Teacher Assistants	1,136	1,178	42	258	300
Maintenance and Repair Workers, General	1,188	1,256	68	228	296
First-Line Supervisors of Office and Administrative Support Workers	821	913	92	195	287
First-Line Supervisors of Food Preparation and Serving Workers	681	764	83	192	275
Industrial Machinery Mechanics	532	646	114	154	268
Automotive Service Technicians and Mechanics	786	839	53	199	252
Later - Typically requires bachelor's degree or beyond					
General and Operations Managers	1,835	2,004	169	343	512
Elementary School Teachers, Except Special Education	1,454	1,586	132	320	452
Substitute Teachers	1,195	1,240	45	204	249
Accountants and Auditors	556	624	68	165	233
Secondary School Teachers, Except Special and Career/Technical Education	712	730	18	193	211
Farmers, Ranchers, and Other Agricultural Managers	1,206	1,028	0	195	195
Middle School Teachers, Except Special and Career/Technical Education	550	599	49	121	170
Physical Therapists	296	360	64	73	137
Child, Family, and School Social Workers	402	432	30	85	115
Cost Estimators	210	258	48	67	115

Source: MERIC Employment Projections

C. Workforce Analysis

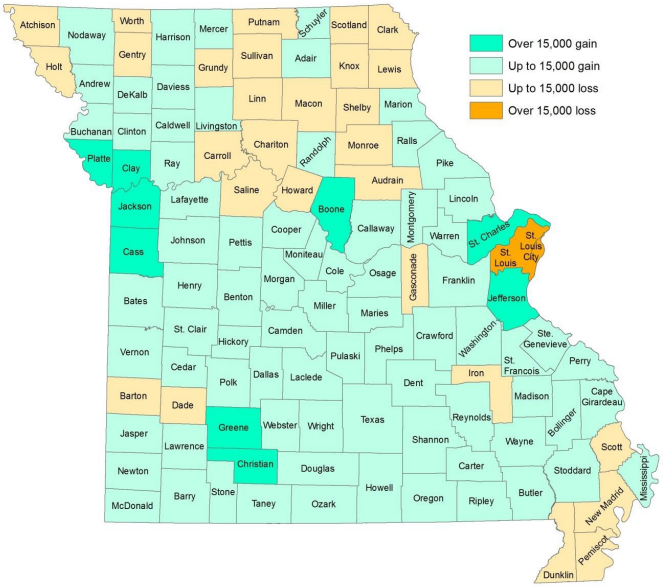
Describe the current workforce, including individuals with barriers to employment, as defined in section 3 of WIOA[1]. This population must include individuals with disabilities among other groups[2] in the economic region and across the LWDA.

[1] Individuals with barriers to employment include displaced homemakers; low-income individuals; Indians, Alaska Natives, and Native Hawaiians; individuals with disabilities, including youth who are individuals with disabilities; older individuals; ex-offenders; homeless individuals, or homeless children and youths; youth who are in or have aged out of the foster care system; individuals who are English-language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers; farmworkers (as defined at section 167(i) of WIOA

Geographic Change

While St. Louis and Kansas City remain the largest population centers in Missouri, the most recent decennial census shows some population shifts away from the urban core. The overall population for the Southwest Workforce Development Area has increased by 24,436 persons. Details for all counties are in Table 1.

Missouri Population Change, 2000-2010



Minority Population Growth

Missouri experienced population increases in the Black and Hispanic or Latino minority groups during the 2000's. The Southwest Region's black population increased by 1,000 persons, accounting for 1.1 percent of Southwest region's total population. Missouri's Black population accounts for 11.6 percent of total state population, and nationally, the Black population accounts for 12.6 percent of total U.S. population.

The Hispanic or Latino population in the Southwest Workforce Development Area has also increased. This minority group numbers about 18,700, an increase of 8,800 persons since 2000. The Hispanic or Latino population represents 6.4 percent of the Southwest's total population. Missouri's 2010 Hispanic or Latino population, in contrast, accounts for 3.5 percent of the state's total population;

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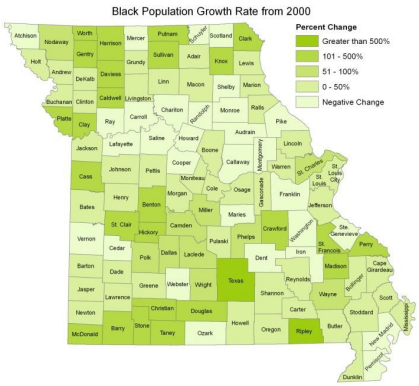
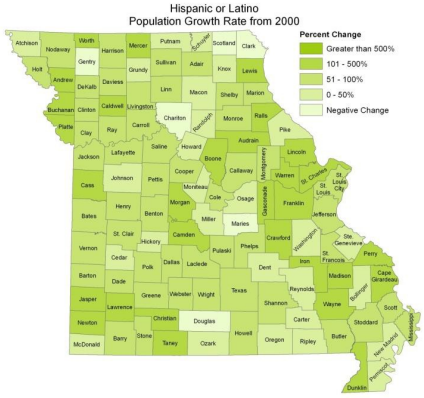
and Training and Employment Guidance Letter No. 35-14); individuals within two years of exhausting lifetime eligibility under the Temporary Assistance for Needy Families (TANF) program; single parents (including single pregnant women); and long-term unemployed individuals.
[2] Veterans, unemployed workers, and youth, and others that the State may identify.

nationally, 16.3 percent of the U.S. population is Hispanic or Latino. The full datasets are available in Table 2: Black Population Rates and Table 3: Hispanic or Latino Population Rates in the Appendix.



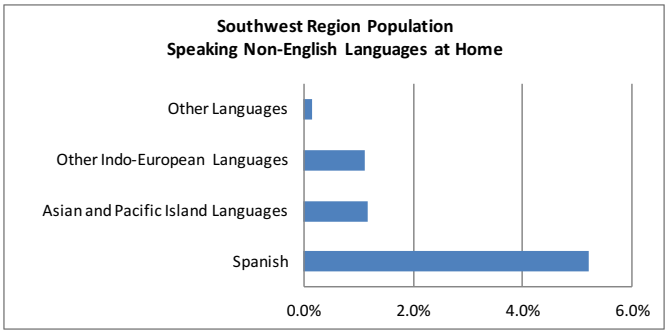


Limited English Proficiency

According to the 2010-2014 American Community Survey 5-Year Estimates, 7.7 percent (13,256) of the Southwest region's 18 to 64 population age cohort spoke a language other than English at home. The most common non-English languages spoken in Southwest area homes was Spanish (5.2 percent); Other Indo-European languages (1.1 percent); Asian and Pacific Island languages (1.2 percent) and Other Languages (0.2 percent).

The total percentage of the population speaking languages other than English at home is higher in the Southwest Region than in Missouri. Statewide, however, 6.6 percent of the population (244,947) spoke a non-English language at home. In Missouri, the most common non-English language is Spanish (2.7 percent), followed by Other Indo-European languages (1.9 percent), Asian and Pacific Island Languages (1.4 percent) and Other Languages (0.5 percent).

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

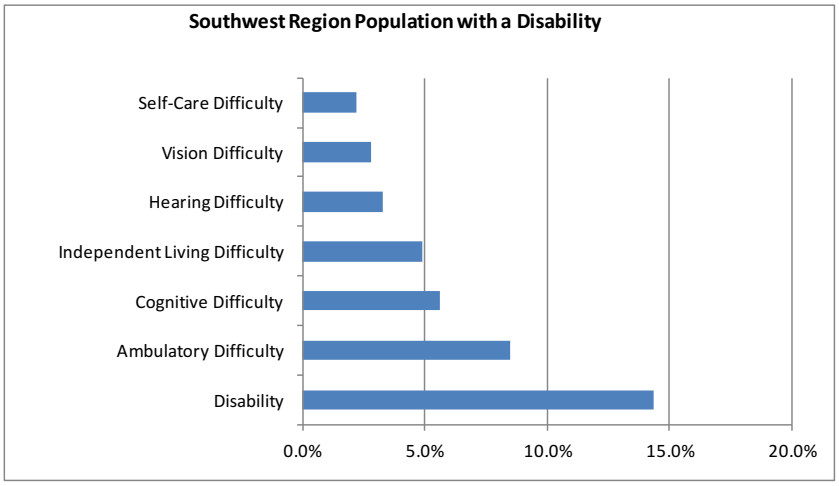


Individuals with Disabilities

According to the American Community Survey 2010-2014 estimates, 14.4 percent, or 24,738 Southwest Area residents age 18-64 had a disability. Ambulatory difficulty was the most prevalent disability type at 8.5 percent of the population. About 5.6 percent of the population had a cognitive difficulty, followed by 4.9 percent with independent living difficulty.

The percentage of individuals with disabilities was consistent with state trends. Statewide, 12.4 percent of residents of the same age group had a disability. Missourians with an ambulatory difficulty was the highest at 6.6 percent, followed by cognitive difficulty (5.4 percent) and independent living difficulty (4.4 percent).

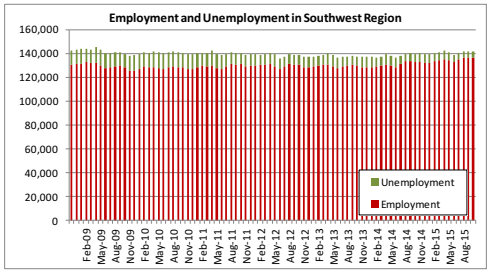
Nationally, 10.2 percent of the population had a disability. Individuals with ambulatory difficulty total 5.2 percent, while 4.3 percent have cognitive difficulty and 3.6 percent have independent living difficulty.

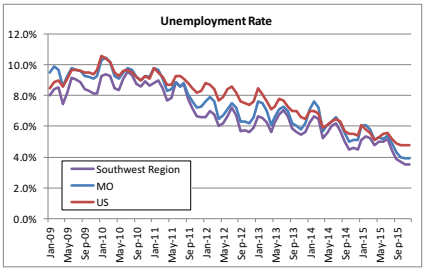


This includes:

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

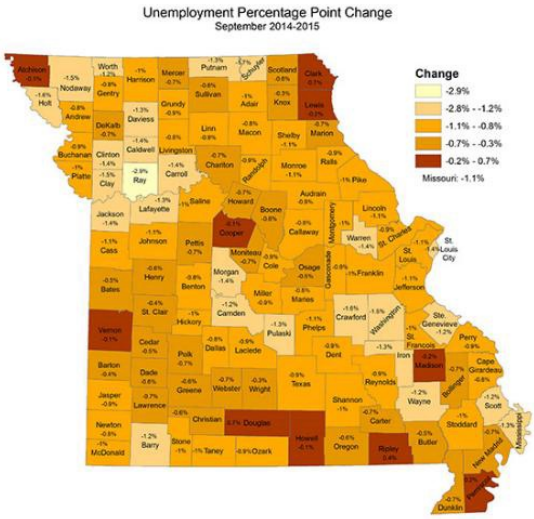
During the recession, the number of Missourians employed in the Southwest region decreased, while the number of unemployed increased to a high of 9.6 percent. Over time, employers have become more confident in hiring workers, increasing total employment to just over 136,859 at the end of 2015. The unemployment rate has decreased to a low of 3.5 percent in December 2015, below the Missouri unemployment rate of 3.9 percent and the US at 4.8 percent. These numbers, queried from Local Area Unemployment Statistics (LAUS), includes include all employment, including self-employed workers.





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

Even with the low unemployment rate statewide, Missouri still has pockets where the unemployment rate is high. The brighter news is that unemployment has decreased in every county during the past year. In the seven-county Southwest region, the unemployment rate decreased from 5.01 percent in September 2014 to 3.53 percent in September 2015. Numbers for each county are available in Table 4 of the Appendix.



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

Industry Employment Trends

The seven-county Southwest Workforce Development Area gained 715 workers from 2009 to 2014, a 0.6 percent increase. The Southwest, however, lags behind the state which experienced a 2.2 percent increase. Regional industries with the largest employment growth were Professional, Scientific, and Technical Services (51.6 percent), Administrative and Support Services (29.6 percent), and Food Manufacturing (19.1 percent). Four industries lost employment: Truck Transportation (-27.7 percent), Hospitals (-14 percent), Nursing and Residential Care Facilities (-5.6 percent), and General Merchandise Stores (-1.3 percent).

NAICS Sector	2009 Employment	2014 Employment	Change	Percent Change
Total Region Employment	**111,054**	**111,769**	**715**	**0.6 percent**
Educational Services	10,757	11,277	520	4.8 percent
Food Manufacturing	8,258	9,837	1,579	19.1 percent
Food Services and Drinking Places	7,388	8,289	901	12.2 percent
Hospitals	7,342	6,313	-1,029	-14 percent
Truck Transportation	7,347	5,315	-2,032	-27.7 percent
Administrative and Support Services	3,630	4,705	1,075	29.6 percent
Ambulatory Health Care Services	4,041	4,465	424	10.5 percent
General Merchandise Stores	3,758	3,709	-49	-1.3 percent
Nursing and Residential Care Facilities	3,579	3,379	-200	-5.6 percent
Professional, Scientific, and Technical Services	2,199	3,333	1,134	51.6 percent

Industry Wage Trends

The region saw overall wages increase by 4.5 percent, or over $1,300, lower than the statewide wage growth of 9.4 percent. Wage growth was highest in manufacturing and sales industries. Industries with the highest wage growth during the period were Professional, Scientific, and Technical Services (39.5 percent), Electrical Equipment, Appliance, and Component Manufacturing (20.7 percent), and Merchant Wholesalers, Durable Goods (16.8 percent). Three industries had wages decrease between 2009 and 2014: Truck Transportation (-6.6 percent), Educational Services (-1.9 percent), and Hospitals (-0.7 percent).

NAICS Sector	2009 Wages	2014 Wages	Change	Percent Change
Overall Regional Average Wage	**$31,224**	**$32,616**	**$1,392**	**4.5 percent**
Hospitals	$50,124	$49,788	-$336	-0.7 percent
Professional, Scientific, and Technical Services	$33,096	$46,176	$13,080	39.5 percent
Electrical Equipment, Appliance, and Component Manufacturing	$35,208	$42,480	-$3,792	20.7 percent
Ambulatory Health Care Services	$40,716	$40,920	$204	0.5 percent
Educational Services	$41,052	$40,284	-$768	-1.9 percent
Fabricated Metal Product Manufacturing	$35,052	$39,828	$4,776	13.6 percent
Truck Transportation	$42,288	$39,492	$3,816	-6.6 percent
Transportation Equipment Manufacturing	$33,996	$38,928	$4,932	14.5 percent
Merchant Wholesalers, Durable Goods	$32,748	$38,256	$5,508	16.8 percent

Motor Vehicle and Parts Dealers	$32,544	$37,920	$5,376	16.5 percent

Industry Clusters

According to the location quotient indicator, manufacturing is the Southwest Region's most highly concentrated industry group. 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 industry is Food Manufacturing (7.08) followed by Electrical Equipment Manufacturing (5.46), Animal Production (4.94), and Truck Transportation (4.90).

NAICS Sector	2009 Location Quotient	2013 Location Quotient
Food Manufacturing	6.83	7.08
Electrical Equipment, Appliance, and Component Manufacturing	4.89	5.46
Animal Production	5.23	4.94
Truck Transportation	5.83	4.90
Furniture and Related Product Manufacturing	8.28	4.48
Fabricated Metal Product Manufacturing	2.76	2.47
General Merchandise Stores	1.71	1.60
Building Material and Garden Equipment and Supplies Dealer	1.27	1.39
Motor Vehicle and Parts Dealers	1.35	1.38
Hospitals	1.32	1.26

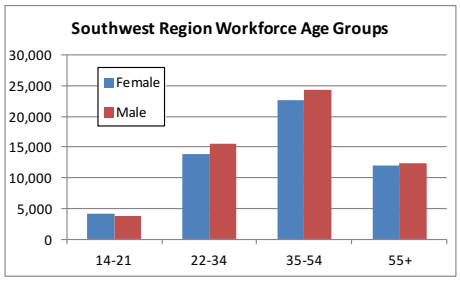
Industry demand is consistent with occupational job postings seen in the Top Ten Real-Time Labor Demand Occupations by Job Ads data found in Section IV.B.1. In this table, the highest number of job ads is for Truck Drivers. With a concentration of manufacturers, additional occupations such as Sales Representatives; Customer Service; Laborers; and Maintenance and Repair are heavily advertised.

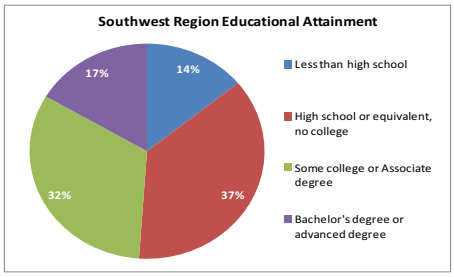
3. Education and Skill Levels of the Workforce
   Provide an analysis of the educational and skill levels of the workforce.

Missouri has a workforce of 2,594,137 men and women who are currently working. The Southwest region represents 4.2 percent of that workforce or 108,725 workers. Workforce is defined as persons 14 years of age or older who are gainfully employed.

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

The average educational attainment rate for the Missouri workforce, with a high school diploma or higher, is 88 percent; in the Southwest region, it is 86 percent. Statewide, 12 percent of workers have not graduated high school while 14 percent of the Southwest region's workforce has less than a high school education.


Southwest Region Workforce Age Groups
30,000
25,000
20,000
15,000
10,000
5,000
0
Female
Male
14-21
22-34
35-54
55+


Southwest Region Educational Attainment
14%
37%
32%
17%
Less than high school
High school or equivalent, no college
Some college or Associate degree
Bachelor's degree or advanced degree

4. Skill Gaps

Describe apparent "skill gaps."

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

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

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

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

Top Southwest Region Real-Time Labor Demand Skills

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

HEALTHCARE Top Specific Skills Needed	Rank
Patient Care	1
Treatment Planning	2
Patient/Family Education and Instruction	3
Neonatal Intensive Care Unit (NICU)	4
Post Anesthesia Care Unit (PACU)	5

INFORMATION TECHNOLGY Top Specific Skills Needed	Rank
SQL	1
Technical Support	2
Software Instillation	3
Repair	4
System Implementation	5

FINANCE Top Specific Skills Needed	Rank
Accounting	1
Recruiting	2
Business Development	3
Financial Statements	4
Onboarding	5

ENGINEERING Top Specific Skills Needed	Rank
Computer Aided Drafting/Design (CAD)	1
Mechanical Engineering	2
Process Improvement	3
Robotics	4
AutoCAD	5

MANUFACTURING/PRODUCTION Top Specific Skills Needed	Rank
Inspection	1
Machinery	2
Record Keeping	3
Repair	4
Packaging	5

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

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

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

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

MERIC analyzes the real-time job ads for workforce regions, which are one representation of job demand, versus the supply of job seekers in the state's workforce development system and develops a report each year highlighting results[5]. An analysis of labor demand and supply in the Southwest Region shows large gaps in Healthcare and Business and Sales occupations. For example, Healthcare and Related Occupation job ads accounted for 18.3 percent of all postings but just 7.3 percent of job seekers were looking for employment in these occupations. These gaps represent opportunities for job seekers, who can get training, to apply for occupations that are in higher demand.

Employers indicate through job advertisements the basic and specialized skills needed to be successful in their business. While these needed skills do not necessarily point to gaps, it does provide a snapshot of skill demand and reinforces some of the findings from earlier surveys and competency model analysis. MERIC researchers analyzed over 13,636 online job advertisements from February 1, 2015 to January 31, 2016 using a tool from Burning Glass Technologies, to determine what skills were in greatest demand over the year.

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

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

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

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

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

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.

Appendix

Labor Market Data

TABLE 1: Missouri Population Change, 2000-2010					
County	Population Change	County	Population Change	County	Population Change
Adair	630	Grundy	-171	Perry	839
Andrew	799	Harrison	107	Pettis	2,798
Atchison	-745	Henry	275	Phelps	5,331
Audrain	-324	Hickory	687	Pike	165
Barry	1,587	Holt	-439	Platte	15,541
Barton	-139	Howard	-68	Polk	4,145
Bates	396	Howell	3,162	Pulaski	11,109
Benton	1,876	Iron	-67	Putnam	-244
Bollinger	334	Jackson	19,278	Ralls	541
Boone	27,188	Jasper	12,718	Randolph	751
Buchanan	3,203	Jefferson	20,634	Ray	140
Butler	1,927	Johnson	4,337	Reynolds	7
Caldwell	455	Knox	-230	Ripley	591
Callaway	3,566	Laclede	3,058	Saline	-386
Camden	6,951	Lafayette	421	Schuyler	261
Cape Girardeau	6,981	Lawrence	3,430	Scotland	-140
Carroll	-990	Lewis	-283	Scott	-1,231
Carter	324	Lincoln	13,622	Shannon	117
Cass	17,386	Linn	-993	Shelby	-426
Cedar	249	Livingston	637	St. Charles	76,602
Chariton	-607	Macon	-196	St. Clair	153
Christian	23,137	Madison	426	St. Francois	9,718
Clark	-277	Maries	273	St. Louis County	-17,361
Clay	37,933	Marion	492	St. Louis City	-28,895
Clinton	1,764	McDonald	1,402	Ste. Genevieve	303
Cole	4,593	Mercer	28	Stoddard	263
Cooper	931	Miller	1,184	Stone	3,544
Crawford	1,892	Mississippi	931	Sullivan	-505
Dade	-40	Moniteau	780	Taney	11,972
Dallas	1,116	Monroe	-471	Texas	3,005
Daviess	417	Montgomery	100	Vernon	705
DeKalb	1,295	Morgan	1,256	Warren	7,988
Dent	730	New Madrid	-804	Washington	1,851
Douglas	600	Newton	5,478	Wayne	262
Dunklin	-1,202	Nodaway	1,458	Webster	5,157
Franklin	7,685	Oregon	537	Worth	-211
Gasconade	-120	Osage	816	Wright	860
Gentry	-123	Ozark	181		
Greene	34,783	Pemiscot	-1,751		

Table 2: Black Population Growth Rate, 2000-2010					
County	Percent Change	County	Percent Change	County	Percent Change
Adair	36	Grundy	40	Perry	127
Andrew	4	Harrison	150	Pettis	6
Atchison	-87	Henry	0	Phelps	69
Audrain	-11	Hickory	257	Pike	-21
Barry	174	Holt	33	Platte	105
Barton	31	Howard	-24	Polk	93
Bates	49	Howell	37	Pulaski	21
Benton	132	Iron	-17	Putnam	200
Bollinger	28	Jackson	6	Ralls	1
Boone	31	Jasper	46	Randolph	-14
Buchanan	24	Jefferson	33	Ray	-18
Butler	6	Johnson	9	Reynolds	29
Caldwell	233	Knox	250	Ripley	717
Callaway	-12	Laclede	75	St. Charles	96
Camden	88	Lafayette	-1	St. Clair	141
Cape Girardeau	47	Lawrence	7	Ste. Genevieve	-8
Carroll	-13	Lewis	22	St. Francois	146
Carter	40	Lincoln	45	St. Louis County	21
Cass	202	Linn	5	St. Louis City	-12
Cedar	-68	Livingston	8	Saline	-4
Chariton	-42	McDonald	250	Schuyler	-50
Christian	210	Macon	1	Scotland	-70
Clark	280	Madison	127	Scott	5
Clay	135	Maries	-17	Shannon	21
Clinton	1	Marion	8	Shelby	-52
Cole	20	Mercer	-14	Stoddard	2
Cooper	-19	Miller	52	Stone	152
Crawford	103	Mississippi	25	Sullivan	240
Dade	43	Moniteau	4	Taney	225
Dallas	84	Monroe	-26	Texas	1,688
Daviess	475	Montgomery	-19	Vernon	-18
DeKalb	42	Morgan	34	Warren	30
Dent	-7	New Madrid	-1	Washington	-4
Douglas	114	Newton	40	Wayne	73
Dunklin	8	Nodaway	92	Webster	-9
Franklin	-3	Oregon	50	Worth	200
Gasconade	50	Osage	33	Wright	76
Gentry	163	Ozark	-21		
Greene	45	Pemiscot	-7		

Table 3: Hispanic or Latino Population Growth Rate, 2000-2010					
County	Percent Change	County	Percent Change	County	Percent Change
Adair	66	Grundy	8	Perry	242
Andrew	110	Harrison	58	Pettis	99
Atchison	28	Henry	84	Phelps	90
Audrain	252	Hickory	34	Pike	12
Barry	60	Holt	86	Platte	100
Barton	94	Howard	39	Polk	76
Bates	54	Howell	55	Pulaski	96
Benton	90	Iron	115	Putnam	13
Bollinger	44	Jackson	61	Ralls	133
Boone	103	Jasper	122	Randolph	46
Buchanan	124	Jefferson	70	Ray	64
Butler	62	Johnson	14	Reynolds	16
Caldwell	113	Knox	31	Ripley	8
Callaway	88	Laclede	79	St. Charles	139
Camden	193	Lafayette	92	St. Clair	79
Cape Girardeau	137	Lawrence	105	Ste. Genevieve	13
Carroll	62	Lewis	106	St. Francois	74
Carter	44	Lincoln	132	St. Louis County	72
Cass	120	Linn	86	St. Louis city	59
Cedar	33	Livingston	93	Saline	83
Chariton	-15	McDonald	27	Schuyler	7
Christian	166	Macon	24	Scotland	-21
Clark	-19	Madison	270	Scott	57
Clay	99	Maries	-27	Shannon	81
Clinton	57	Marion	55	Shelby	65
Cole	96	Mercer	155	Stoddard	54
Cooper	62	Miller	48	Stone	86
Crawford	107	Mississippi	79	Sullivan	97
Dade	81	Moniteau	35	Taney	159
Dallas	77	Monroe	63	Texas	92
Daviess	58	Montgomery	83	Vernon	95
DeKalb	75	Morgan	127	Warren	205
Dent	32	New Madrid	17	Washington	50
Douglas	0	Newton	121	Wayne	115
Dunklin	110	Nodaway	95	Webster	53
Franklin	106	Oregon	16	Worth	229
Gasconade	138	Osage	9	Wright	71
Gentry	-18	Ozark	42		
Greene	85	Pemiscot	8		

Table 4: Unemployment Rates, September 2015 and Change in Unemployment from September 2014

COUNTY	Unemployment Rate Sept 2015	Change in Unemployment Rate Sept 2014-Sept 2015		Unemployment Rate Sept 2015	Change in Unemployment Rate Sept 2014-Sept 2015		Unemployment Rate Sept 2015	Change in Unemployment Rate Sept 2014-Sept 2015
ADAIR	4.4	-1.0	GRUNDY	3.8	-0.9	PERRY	3.8	-0.9
ANDREW	3.7	-0.8	HARRISON	4.3	-1.0	PETTIS	4.6	-0.7
ATCHISON	4.3	-0.1	HENRY	5.1	-0.6	PHELPS	4.4	-1.1
AUDRAIN	4.1	-0.9	HICKORY	6.2	-1.0	PIKE	4.0	-1.0
BARRY	4.4	-1.2	HOLT	2.8	-1.6	PLATTE	3.8	-1.0
BARTON	5.2	-0.4	HOWARD	4.1	-0.7	POLK	5.0	-0.7
BATES	5.6	-0.5	HOWELL	6.0	-0.1	PULASKI	5.4	-1.3
BENTON	5.9	-0.8	IRON	6.9	-1.3	PUTNAM	3.4	-1.3
BOLLINGER	5.0	-0.7	JACKSON	5.5	-1.4	RALLS	3.6	-0.9
BOONE	3.1	-0.6	JASPER	3.9	-0.9	RANDOLPH	5.1	-0.9
BUCHANAN	4.3	-0.9	JEFFERSON	4.3	-1.1	RAY	4.4	-2.9
BUTLER	5.6	-0.5	JOHNSON	4.6	-1.1	REYNOLDS	6.1	-0.9
CALDWELL	3.6	-1.4	KNOX	3.3	-0.3	RIPLEY	7.2	0.4
CALLAWAY	4.2	-0.8	LACLEDE	6.1	-0.9	ST. CHARLES	3.5	-0.9
CAMDEN	5.0	-1.2	LAFAYETTE	4.0	-1.3	ST. CLAIR	6.2	-0.4
CAPE GIRARDEA	4.1	-0.8	LAWRENCE	4.3	-0.7	STE. GENEVIEVE	4.6	-1.2
CARROLL	5.1	-1.4	LEWIS	4.4	-0.2	ST. FRANCOIS	5.5	-1.0
CARTER	6.3	-0.7	LINCOLN	4.4	-1.1	ST. LOUIS COUNTY	4.3	-1.1
CASS	4.3	-1.1	LINN	6.5	-0.9	ST. LOUIS CITY	5.7	-1.4
CEDAR	4.9	-0.5	LIVINGSTON	3.9	-0.8	SALINE	4.0	-1.0
CHARITON	4.3	-0.7	MCDONALD	4.0	-1.0	SCHUYLER	4.4	-1.7
CHRISTIAN	3.8	-0.6	MACON	4.5	-0.8	SCOTLAND	3.8	-0.6
CLARK	6.6	0.7	MADISON	5.4	-0.2	SCOTT	4.9	-1.2
CLAY	4.0	-1.5	MARIES	4.7	-0.8	SHANNON	6.8	-1.0
CLINTON	3.9	-1.4	MARION	4.0	-0.7	SHELBY	4.2	-1.1
COLE	3.6	-0.9	MERCER	3.8	-0.7	STODDARD	5.6	-1.0
COOPER	5.2	-0.1	MILLER	4.8	-0.9	STONE	5.6	-1.0
CRAWFORD	5.0	-1.6	MISSISSIPPI	5.2	-1.3	SULLIVAN	5.4	-0.6
DADE	4.7	-0.6	MONITEAU	4.4	-0.7	TANEY	5.4	-1.0
DALLAS	5.6	-0.8	MONROE	4.5	-1.1	TEXAS	6.0	-0.9
DAVIESS	4.0	-1.3	MONTGOMERY	4.5	-1.0	VERNON	4.9	-0.1
DEKALB	3.9	-0.7	MORGAN	5.6	-1.4	WARREN	4.2	-1.4
DENT	5.2	-0.9	NEW MADRID	5.8	-0.7	WASHINGTON	5.7	-1.5
DOUGLAS	7.8	0.7	NEWTON	4.0	-0.8	WAYNE	4.9	-1.2
DUNKLIN	6.9	-0.7	NODAWAY	3.8	-1.5	WEBSTER	4.6	-0.7
FRANKLIN	4.4	-1.0	OREGON	5.8	-0.6	WORTH	2.5	-1.2
GASCONADE	3.7	-0.8	OSAGE	3.5	-0.5	WRIGHT	5.9	-0.3
GENTRY	3.9	-0.8	OZARK	6.9	-0.9			
GREENE	3.9	-0.6	PEMISCOT	8.4	0.2			

Appendix B:
WIOA Plan Approval
Public Comments Received

Summary of Public Comments and Revisions Requested	
Brad Dorris, Crowder AEL	Wording suggestions
Adrian Hopper, DWD Vet Rep	Wording suggestions
John Vaughan, Joplin Schools	Background on sheltered workshop model and barrier removal
Kris Baldwin, WIB Staff	Wording suggestions; VOICES Ambassador program no longer active; DWD program monitors determined Scholars at Work program does not meet the WIOA guidelines for Work Experience due to not having an occupational skills training component
Linda Dishman, Joplin AEL	ESL not in Joplin Job Center, but rather 123 Main; how was 80% selected as a benchmark for NCRC with AEL (GED) students?
Mary Bader, Carthage AEL	Add to Section 8-G: *Class referral information will be provided by Adult Education and Literacy staff on site in Joplin and Monett Job Centers matching students with the location of classes that would be appropriate for their individual needs*; Add to Section 8-J: *All students enrolled in Adult Basic Education and Adult Secondary Education should be enrolled in jobs.mo.gov.;* concern for mandated NCRC goal for all AEL students; remove references to funding cuts by DESE; background sought on WIOA regulation requiring WDBs to approve AEL applications; general wording suggestions
Jeri Phillips, DWD OJT Rep.	Remove "*all*" in goal for Show Me Hero OJT placements unless time permits before placement
Mary Tapanna, DWD Supervisor	Add Crowder EOC, MWA, and Voc Rehab to partner presence listing for Joplin Job Center; Add DWD policy language on veterans preference: *All state agency staff are required to provide priority services to veterans in all programs funded in whole or in part by the U.S. DOL. One-Stop intake points will utilize an intake tool (SBE Assessment Form) to assist in identification of veterans with Significant Barriers to Employment who are in need of intensive services and refer them to the DVOP.*
Troy Roland, Joplin Job Center Functional Leader	Add MWA and VR to Joplin Job Center partner listing
Cathee Wolford, Joplin VR	Change facility reference in 8K to *WIB is seeking a better facility for the Joplin Career Center to increase partnering with all Core partners, including Vocational Rehabilitation*

Job Center Product Box Draft

Appendix C for SW MO WIOA Plan Draft for Public Comment
Posted 5/19/2016

Customer Demand	Solution/Product	Description/Delivery
DIY resources for job search, career navigation, and general information	Internet based resources	Job search and other online resources available through local and state job center websites
	Job Center Skill Labs	Computers and office equipment for job search, career and education research, resume development, communications, etc.; reference materials such as newspapers, periodicals, guidebooks, directories, brochures, etc.; staff to assist with services upon request
	Labor Market Information	Labor market information relating to employment opportunities within a local area, regionally or nationally; this may include job vacancy listings, information on job skills necessary to obtain specific jobs and information relating to local occupations in demand and the earnings and skill requirements for such occupations
	Training Provider Information	Provision of performance information and program cost information on eligible providers of training services, eligible providers of youth activities, providers of adult education, postsecondary vocational education activities, Experience Works, Veterans Services, Adult Education, and Vocational Rehabilitation programs
	Unemployment Compensation Information	Internet and call center contact information regarding the filing of claims for unemployment insurance compensation
	Internet-based learning	Self-directed study using internet tutorials such as Keytrain® to boost basic literacy skills for improved outcomes in the Workeys® National Career Readiness Certificate

Job Center Product Box Draft

Customer Demand	Solution/Product	Description/Delivery
Testing services to measure skills in need for specific career opportunities	Comprehensive staff-assisted assessment	Specialized evaluation of the skill levels and service needs of customers, which may include diagnostic testing and use of other assessment tools, and in-depth interviewing and evaluation to identify employment barriers and appropriate employment goals
	WorkKeys Assessments and National Career Readiness Certificate (NCRC)	Basic skill and soft skill assessments leading to a portable credential that demonstrate workplace readiness; implementation of Personality assessments from ACT/WorkKeys™ for employer demand in demonstrating soft skills within work readiness
	Occupation and task specific assessments	Testing for competencies in computer proficiency and occupationally-specific assessments requested by employers; examples include WorkKeys ™ Applied Technology, typing tests, and the Prove-It™ assessments
Counseling and other staff-assisted services to set and achieve career goals	Assistance with job search, referrals, and placement	Services to the customer that lead to the identification of job openings, completion of job applications, scheduling of job interviews and other value-added services resulting into placement in identified jobs
	Full development of an Individual Employment Plan	Creation of a documented strategy, which uses information gathered through self-assessment, initial assessment and comprehensive assessment, to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the customer to achieve the employment goals.
	Career (Case) Management	A customer centered approach to the delivery of services designed to prepare and coordinate comprehensive employment plans, such as service strategies, for participants to ensure access to necessary workforce investment activities and supportive services, using, where feasible, computer-based technologies; and to provide job and career counseling during program participation and after job placement.

Job Center Product Box Draft

Customer Demand	Solution/Product	Description/Delivery
Counseling and other staff-assisted services to set and achieve career goals (Continued)	Intensive Follow-Up	Regularly scheduled informational and workplace counseling contact with customers and/or their employer for customers who are placed into unsubsidized employment through intensive services. Follow-up should be for not less than 12 months after the first day of employment. As the Workforce Investment Act lists Follow-up as a core service, when intensive services are provided by a one-stop partner that is different than the partner delivering core services, care should be taken to avoid duplication of follow-up contacts
	Rapid Response	Early intervention providing orientation, basic information and pre-layoff services (when feasible) to customers affected by mass lay-off or closure.
	Referrals to Supportive Services	Direction provided to job seeker toward supportive services designed to assist in achieving physical, mental, social or economic well being and reduce or eliminate barriers to employment; these include health and medical services, childcare, emergency financial services, relocation assistance (for Trade programs only), residential support, nutritional and legal services.
	Veterans Services	Navigation of workforce system products and services for Veteran customer segments, job placement, GI Bill training assistance, OJT, etc.
	Counseling	In-depth assistance for individuals with extraordinary barriers such as legal, educational, social, or other categories of long-term barriers.

Job Center Product Box Draft

Customer Demand	Solution/Product	Description/Delivery
Counseling and other staff-assisted services to set and achieve career goals (continued)	Re-Employment Services	Orientation for the Worker Profiling and Reemployment Service (WPRS) System; orientation includes ensuring the selection criteria is properly applied, explanation of the WPRS program requirements, completion of a work registration, explanation of available services, and referral to appropriate service provider for the development of a reemployment plan
	Resume Assistance	One-on-one and small group instruction on the content and format of resumes and cover letters; assistance in the development and production of resumes; Deployment of Optimal Resume tool
	Virtual video interviews InterviewStream®	Orientation and setup of interview station and equipment to prepare a job seeker to record a video-based interview for review by potential employers
Training on demand that is easily accessible and quickly accessed	Job Success workshops through the Alchemy Training SISTEM®	Training customers in job seeking and job holding techniques through interactive and engaging multi-media presentations, which may be combined with support group interaction and activities designed to reinforce the customers' resolve in their job search efforts
	Introductory Supervision and Leadership workshops through the Alchemy Training SISTEM®	Interactive and engaging multi-media presentations to prepare job seekers or incumbent workers for first-time leadership and entry-level management roles
	Customer Service Credential through Alchemy Training SISTEM®	SISTEM training aligned with National Retail Federation competencies for customer service
	Internet-based basic skills training	Internet tutorials in job center's computer lab utilizing Keytrain® to boost basic skills
	Digital Literacy workshops	Introduction to basic computer usage for job seekers; basic training provided in hardware usage, office applications, internet usage and email communication

Job Center Product Box Draft

Customer Demand	Solution/Product	Description/Delivery
Training on demand that is easily accessible and quickly accessed (Continued)	Adult Education and Literacy Linkages to local AEL classes offered in Career Center or nearby as well as National Association of Literacy (NALA) chapters	Instruction normally conducted in an institutional setting designed to upgrade basic educational skills in preparation for future training, future employment or retention in present employment; training may include such curriculum as remedial reading, writing, mathematics, literacy training, study skills, English for non-English speakers, bilingual training, and GED preparation
	Additional instructor-led workshops	Live, instructor-led workshop events on high-demand topics such as personal finance, interview skills, resume development, EXCEL Spreadsheet usage, etc.
	Internet-based learning (Also referenced earlier)	Self-directed study using internet tutorials such as Keytrain® to boost basic literacy skills, the self-study version of Digital Literacy system, and other tools
Specialized counseling for post-secondary education	The Educational Opportunity Center (operated by Crowder College with referrals to all regional schools)	Guidance on local educational opportunities tied to career goals; assistance in preparing applications for financial aid and entry into training institutions
Preparation and training for specific occupations	Work Experience Programs	This short- term pre-vocational service is designed to instill work habits and work ethics; Work Experience positions are fully subsidized short term placements with public or private not-for-profit employers or limited internships with private for-profit employers; unsubsidized short-term internships and community service placements are also available
	Internships	Similar to WEP; fully subsidized short-term placements as employees of the worksites
	Certified Occupational Skills Training	Occupation specific training provided by a public or private vendor with demonstrated training capability and funded through individual training allocations

Job Center Product Box Draft

Customer Demand	Solution/Product	Description/Delivery
Preparation and training for specific Occupations (Continued)	On-the-Job Training	Training by an employer that is provided to a paid participant while engaged in productive work in a job that provides knowledge or skills essential to the full and adequate performance of the job; provides reimbursement to the employer of up to 50 % of the wage rate of the participant, for the extraordinary costs of providing the training and additional supervision related to the training; and is limited in duration as appropriate to the occupation for which the participant is being trained, taking into account the content of the training, the prior work experience of the participant, and the service strategy of the participant
	Entrepreneurial Training	Training designed to provide customers with the skills to start businesses of their own; Small Business Development Center at Missouri Southern State University and other regional colleges offer a wide array of credit and non-credit coursework in entrepreneurship
Financial assistance and/or services to help overcome obstacles	Job Development	The location and recruitment of job openings on behalf of specific customers with barriers to employment
	Out-of-Area Job Search Expenses (Trade program only)	Reimbursement for expenses incurred by a program-eligible customer seeking suitable employment or re-employment; customers must be seeking employment within the United States and cannot be reasonably expected to find satisfactory employment within the commuting area;
	Relocation Expense (Trade program only)	Reimbursement (up to a specified limit) of customers' reasonable and necessary expenses incurred in moving to another locality to accept employment; certification is required that demonstrates the customer was unable to find satisfactory employment within commuting area

Job Center Product Box Draft

Customer Demand	Solution/Product	Description/Delivery
Financial assistance and/or services to help overcome obstacles (Continued)	Supportive Services	Services such as transportation, child care, dependent care, housing, and needs-related payments, that are necessary to enable an individual to participate in activities authorized under and consistent with Title I of WIA
	Temporary Assistance for Needy Families (TANF); branded as the Missouri Work Assistance Program	Self-sufficiency program for families in need; eligibility is determined by the Missouri Department of Social Services Family Support Division; employment and training components of TANF are managed through the one-stop system to help TANF recipients meet program requirements and outcomes for training and employment in family-supporting careers
	Food Stamps Missouri Employment Training Program	Provisions for individuals and families in need; eligibility is determined by the Missouri Department of Social Services Family Support Division; employment and training components of the Food Stamp program are managed through the Career Center system to help recipients meet program requirements and outcomes for training and employment in family-supporting careers
	Trade Adjustment Assistance (TAA)	Financial assistance and case management for individuals dislocated from jobs impacted by foreign trade; TRA participants may now qualify for On-the-Job wage subsidies with eligible employers
	Healthcare coverage assistance for eligible individuals	Referral from the Career Center to the Family Support Division (FSD) for healthcare assistance; individuals not eligible through FSD may potentially obtain services from Community Clinics in towns such as Joplin and Carthage or through local county health departments
	Unemployment Insurance Compensation for eligible individuals	Referrals made to the Division of Employment Security accessible only by phone or internet-based contacts