

MEMORANDUM of UNDERSTANDING

WEST CENTRAL REGION
WORKFORCE DEVELOPMENT BOARD of WESTERN MISSOURI, Inc.
MISSOURI JOB CENTERS

And

WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA)
ONE-STOP PARTNERS

Section 1 Introduction

This Memorandum of Understanding (MOU) is established in agreement with the region's Chief Elected Official and becomes effective July 1, 2016. This agreement shall terminate on June 30, 2019.

This MOU is entered into in the spirit of cooperation and collaboration intended in WIOA between the West Central Region Workforce Development Board of Western Missouri, Inc., hereafter referred to as "the WDB" and the One-Stop Delivery System signatory partners, hereafter referred to as "the Partners".

"One-Stop" refers to the concept that employers and jobseekers should be able to access essential programs and services at one physical location in an area. The integrated system of service delivery will be provided through three (3) comprehensive sites, called Missouri Job Centers, located in Sedalia, Clinton, and Nevada. Individualized agreements with partners will address the roles played and contributions made to support the region's service delivery strategy and how they supplement and enhance customer access to services.

During regular business hours and work days, "access" may be accomplished by:

- Having staff physically present;
- Having partner program staff physically present at a Job Center appropriately trained to provide information to customers about the programs, services, and activities available through partner programs; or
- Providing direct linkage through technology to program staffers who can provide meaningful information or services. (Direct linkage means direct connection at the Job Center, within reasonable time, by phone or through real-time Web-based communication to a staff member who can provide program information or services to the customer).

It is understood that the proposed rules stipulate that simply handing out a phone number, brochure or website address is insufficient. Partners will work together to address the most effective and efficient means of providing access to customers in each Job Center.

The MOU Partners include:

1. WIOA Adult, Dislocated, and Youth Programs (Title I)
2. Job Corps (Title I)
3. WIOA Migrant and Seasonal Farmworker Programs

[1]

4. Wagner-Peyser labor exchange/employment services
5. Adult Education and Literacy (AEL)(Title II)
6. Vocational Rehabilitation (VR)
7. The Senior Community Service Program
8. Perkins Career and Technical Education
9. Trade Adjustment Assistance
10. Veterans Programs
11. Community Services Block Grant Activities
12. U.S. Department of Housing and Urban Development employment and training activities
13. State Unemployment Compensation Law activities
14. Reintegration programs for eligible offenders
15. Temporary Assistance for Needy Families (TANF)
16. Supplemental Nutrition and Assistance Program (SNAP) employment and training programs

Section 2 Strategic Vision

The West Central Region partners are in agreement with the tenets of the Workforce Innovation and Opportunity Act:

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

Section 3 Services to be Provided

The partners of the West Central Region collectively provide the services listed below. The organization noted agrees to assist in delivery of those services marked with an asterisk (*).

*	Service	Revenue Source
	Apprenticeships	
	Pre-Apprenticeship Training	
*	Assessments/Diagnostic Testing/Evaluation	FDCC/ Perkins
*	Assistance in Filing for Financial Aid (Ed.& Trng.)	

*	Career Planning	
*	Classroom Occupational Skills Training	
	Clothing	
	Cost Information of Training Providers	
	Dental Assistance	
	Digital Literacy	
	Disability Resources	
	Drop-Out Prevention	
	Eligibility Determination	
	English Language Acquisition	
*	Entrepreneurial Training <i>Business Class</i>	
	Ex-Offender/Re-Entry Transition	
*	Financial Literacy <i>Personal Finance Class</i>	
*	Follow-Up Services <i>(past 12 months) 180 Day</i>	
	Food/Nutrition	
	Group Counseling	
*	Individual Counseling	
	Healthcare Assistance	
	Housing Assistance	
	Individual Employment Plan	
	Information on Filing Unemployment Claims	
	Initial Assessment (Skills/Aptitudes/Lit./Num./English Proficiency)	
	Instruction for High School Equivalency	
*	Job Search & Placement <i>Mrs. Row J</i>	
	Leadership Development	
	Mental Health Assistance/Counseling	
	Mentoring	
	On-the-Job Training	
*	Orientation to Services <i>First Day</i>	
	Out-of-Area Job Search Assistance	
*	Outreach - <i>Advertise me</i>	
	Paid Internships/Work Experience	
	Performance Info of Training Providers	
*	Referrals & Coordination	
	Relocation Assistance	
	Short-term Pre-Vocational Services	
	Substance Abuse Remediation	
	Supportive Services (childcare/child support/SNAP/TANF/earned income credit)	
	Temporary Housing	
	Transportation Assistance	
*	Tutoring/Study Skills	
*	Unpaid Internships/Work Experience <i>Clinical to Secondary</i>	
	Utility Assistance	
	Veteran's Transition	
*	Workforce & Labor Market Information	
*	Workforce Preparation Activities <i>National Guard</i>	

*	Workforce System Performance	
	WorkKeys/NCRC Remediation & Testing	←
	Workshops	

Other/Notes:

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 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 the purposes of PY 2016. However, the local funding agreements must satisfy the requirements of section 121(h) of WIOA for the 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 within six months of the original signing date of this MOU to identify the non-personnel costs of operating each Comprehensive One-Stop Center at which the Division of Workforce Development (DWD), WIOA-funded staff and Partner Agency staff are located and/or delivering services. The finalized funding plan will require re-signing of the MOU.

Currently, Job Center costs associated with the integrated service delivery model are shared among partners located in each Job Center based on a ratio of DWD staff to WIOA staff. For other Partner staff located in a Job Center, costs are shared based on square footage designated to that agency and a portion of the common areas.

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 WIOA Adult/WIOA Dislocated Worker funding based on the proportionate share of customers accessing services in the Job Center. This data is collected at the beginning of each calendar quarter and used to allocate costs for the remaining calendar quarter.

Section 6 Systematic Referral Process for Job Center Customers

Referrals do not imply automatic eligibility. The result of a referral is dependent on the eligibility determination by each partner based on their unique program guidelines and fund availability. The partners agree to conduct referrals for services in the following manner:

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

This information will be tracked and used to measure referral activity and success rates for co-enrollment and alignment of services.

Partners commit to assist the One-Stop Operator in each Missouri Job Center in developing and maintaining a local resource guide of each partner agency's available services. The guide will be shared with each partner and staff will be trained on its use.

Section 7 Human Resources Management

As partners, respect and trust of one another as we serve mutual customers will be expected. Further, we agree that management and staff will strive for high quality standards of service on behalf of customers, employees, and partners of the system. In the event disagreements arise, the proper chain of command will be followed and the 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 that exchanged information will remain private and confidential in accordance with the existing confidentiality requirements of each partner program. All Job Center staff and management will follow policy set forth by the Division of Workforce Development and the policy of the WDB, as applicable. Authorized staff will receive training and sign the confidentiality statement. Correspondence sent by email and fax will adhere to the confidentiality statement as set forth in DWD Issuance 01-2008, Change 2 or subsequent guidance. (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 partners, we agree that the One-Stop Delivery System will strive to achieve these standards of quality service:

1. All customers will receive prompt and courteous service from the staff.
2. All customers will receive services designed to assist them in achieving their educational and/or 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 outcomes for their customers.

5. All partners will deliver high-quality services through the Missouri Job Centers.

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 Workforce Development Board (WDB), the One-Stop Operator, and the Partners. The WDB is an appointed body representing business and industry along with core partners serving a 14-county region in mid-Missouri.

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

1. Develop and execute Memorandum(s) 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 a local strategic plan (made accessible to public on website: skillupmissouri.org) including policies, standards and operational priorities for the local area; update said plan as required by the Division of Workforce Development and Department of Labor.
4. Competitively procure the One-Stop Operator and lead certification process of Job Centers in the region.
5. Conduct oversight of the local One-Stop delivery system, including all Adult, Dislocated Worker and Youth activities, jointly or on behalf of the Chief Elected Officials.
6. Recommend grants or contracts for program activities, as appropriate.
7. Support coordination of workforce investment activities with economic development strategies and other employer linkages.
8. Oversee marketing efforts and public relations conducted on behalf of the One-Stop Delivery System through the Missouri Job Centers.

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 will also advance quality improvement methods, customer satisfaction measures and staff development.
2. Examine the organization's 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 and trends.
5. Examine how the system engages job seekers to develop and utilize their full potential in alignment with their goals and the system's objectives.
6. Examine key aspects of process management, including customer-focused design of products and service delivery involving all partners.
7. Develop and maintain local resource directory.
8. Examine the system's performance and improvement in business service areas – customer satisfaction, financial and marketplace performance, product and service performance, human resource support, return-on-investment (ROI) for utilizing the Job Center's services and evidence of repeat business from area employers.

Responsibilities of the One-Stop Partners (to the extent allowed within their own agency policies) include, but are not limited to:

1. Provide access to programs and services through the One-Stop Delivery System.
2. Support development and implementation of one-stop policies and processes as well as an integrated, customer-centered service delivery design.
3. Share customers and infrastructure costs, as applicable.
4. Coordinate the availability of 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 coordinate range of customer services to ensure the needs of employers, jobseekers, workers, youth, and individuals with barriers to employment are met, including individuals with disabilities.
7. Assist in development of local resource directory.
8. Share performance data on mutual customers.
9. Coordinate outreach and job development activities.

Section 10 Duration and Modification

The parties agree that the terms of this Memorandum of Understanding becomes effective July 1, 2016 and will continue in effect until June 30, 2019 or such time as any party will modify, extend, or terminate this MOU. The MOU will be reviewed annually and must be updated not less than every three years to reflect any changes in signatory official of the Board, One-Stop Partners, CEOs, or one-stop infrastructure funding.

Requests for modifications to the MOU must be made in writing to the WDB at least 30 days prior to the effective date of the requested change.

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 affected by this agreement at least 30 days prior to the effective termination date.

Section 12 Signatures

By signature hereto, the West Central Region Workforce Development One-Stop Partners agree to abide by the terms and conditions set forth in this Memorandum of Understanding.

Organization	Chief Elected Official, West Central Workforce Area
Name -printed	Tony McCollum
Title	Presiding Commissioner - Chariton County
Date	5-27-16
Signature	<i>Tony McCollum</i>

Organization	Workforce Development Board of Western Missouri, Inc.
Name -printed	Cosslett Moore - (General Manager/Flextech Industries)
Title	Chairperson
Date	June 22, 2016
Signature	<i>Cosslett W Moore</i>

Organization	Workforce Development Board of Western Missouri, Inc.
Name -printed	Suzanne Richards
Title	Executive Director
Date	6/29/2016
Signature	<i>Suzanne Richards</i>

Organization	Warrensburg Area Career Center (Perkins Career and Technical Education)
Name -printed	Rusty Sproat
Title	Director
Date	6-15-2016
Signature	<i>Rusty Sproat</i>

Organization	
Name -printed	
Title	
Date	
Signature	

Organization	
Name -printed	
Title	
Date	
Signature	

Organization	
Name -printed	
Title	
Date	
Signature	

Organization	
Name -printed	
Title	
Date	
Signature	

MEMORANDUM of UNDERSTANDING

WEST CENTRAL REGION
WORKFORCE DEVELOPMENT BOARD of WESTERN MISSOURI, Inc.
MISSOURI JOB CENTERS

And

WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA)
ONE-STOP PARTNERS

Section 1 Introduction

This Memorandum of Understanding (MOU) is established in agreement with the region's Chief Elected Official and becomes effective July 1, 2016. This agreement shall terminate on June 30, 2019.

This MOU is entered into in the spirit of cooperation and collaboration intended in WIOA between the West Central Region Workforce Development Board of Western Missouri, Inc., hereafter referred to as "the WDB" and the One-Stop Delivery System signatory partners, hereafter referred to as "the Partners".

"One-Stop" refers to the concept that employers and jobseekers should be able to access essential programs and services at one physical location in an area. The integrated system of service delivery will be provided through three (3) comprehensive sites, called Missouri Job Centers, located in Sedalia, Clinton, and Nevada. Individualized agreements with partners will address the roles played and contributions made to support the region's service delivery strategy and how they supplement and enhance customer access to services.

During regular business hours and work days, "access" may be accomplished by:

- Having staff physically present;
- Having partner program staff physically present at a Job Center appropriately trained to provide information to customers about the programs, services, and activities available through partner programs; or
- Providing direct linkage through technology to program staffers who can provide meaningful information or services. (Direct linkage means direct connection at the Job Center, within reasonable time, by phone or through real-time Web-based communication to a staff member who can provide program information or services to the customer).

It is understood that the proposed rules stipulate that simply handing out a phone number, brochure or website address is insufficient. Partners will work together to address the most effective and efficient means of providing access to customers in each Job Center.

The MOU Partners include:

1. WIOA Adult, Dislocated, and Youth Programs (Title I)
2. Job Corps (Title I)
3. WIOA Migrant and Seasonal Farmworker Programs

[1]

4. Wagner-Peyser labor exchange/employment services
5. Adult Education and Literacy (AEL)(Title II)
6. Vocational Rehabilitation (VR)
7. The Senior Community Service Program
8. Perkins Career and Technical Education
9. Trade Adjustment Assistance
10. Veterans Programs
11. Community Services Block Grant Activities
12. U.S. Department of Housing and Urban Development employment and training activities
13. State Unemployment Compensation Law activities
14. Reintegration programs for eligible offenders
15. Temporary Assistance for Needy Families (TANF)
16. Supplemental Nutrition and Assistance Program (SNAP) employment and training programs

Section 2 Strategic Vision

The West Central Region partners are in agreement with the tenets of the Workforce Innovation and Opportunity Act:

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

Section 3 Services to be Provided

The partners of the West Central Region collectively provide the services listed below. The organization noted agrees to assist in delivery of those services marked with an asterisk (*).

*	Service	Revenue Source
	Apprenticeships	
	Pre-Apprenticeship Training	
*	Assessments/Diagnostic Testing/Evaluation	VARIED
*	Assistance in Filing for Financial Aid (Ed.& Trng.)	

*	Career Planning	
*	Classroom Occupational Skills Training	
*	Clothing	CARE CLOSET
	Cost Information of Training Providers	
	Dental Assistance	
*	Digital Literacy	
	Disability Resources	
*	Drop-Out Prevention	MO-OPTIONS
	Eligibility Determination	
*	English Language Acquisition	
	Entrepreneurial Training	
	Ex-Offender/Re-Entry Transition	
	Financial Literacy	
*	Follow-Up Services (post 12-months) 180 DAYS	
	Food/Nutrition	
	Group Counseling	
	Individual Counseling	
	Healthcare Assistance	
	Housing Assistance	
*	Individual Employment Plan (IEP/STEP)	
	Information on Filing Unemployment Claims	
	Initial Assessment (Skills/Aptitudes/Lit./Num./English Proficiency)	
**	Instruction for High School Equivalency	
*	Job Search & Placement JOB SHADOWING	
*	Leadership Development	
	Mental Health Assistance/Counseling	
*	Mentoring	
	On-the-Job Training	
*	Orientation to Services	
	Out-of-Area Job Search Assistance	
*	Outreach	
	Paid Internships/Work Experience	
	Performance Info of Training Providers	
*	Referrals & Coordination	
	Relocation Assistance	
	Short-term Pre-Vocational Services	
	Substance Abuse Remediation	
	Supportive Services (childcare/child support/SNAP/TANF/earned income credit)	
	Temporary Housing	
	Transportation Assistance	
*	Tutoring/Study Skills	
*	Unpaid Internships/Work Experience	
	Utility Assistance	
	Veteran's Transition	
*	Workforce & Labor Market Information (BLS)	
*	Workforce Preparation Activities	

	Workforce System Performance	
*	WorkKeys/NCRC Remediation & Testing	
*	Workshops	

Other/Notes: MOST SERVICES ARE FUNDED THROUGH PERKINS FUND

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 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 the purposes of PY 2016. However, the local funding agreements must satisfy the requirements of section 121(h) of WIOA for the 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 within six months of the original signing date of this MOU to identify the non-personnel costs of operating each Comprehensive One-Stop Center at which the Division of Workforce Development (DWD), WIOA-funded staff and Partner Agency staff are located and/or delivering services. The finalized funding plan will require re-signing of the MOU.

Currently, Job Center costs associated with the integrated service delivery model are shared among partners located in each Job Center based on a ratio of DWD staff to WIOA staff. For other Partner staff located in a Job Center, costs are shared based on square footage designated to that agency and a portion of the common areas.

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 WIOA Adult/WIOA Dislocated Worker funding based on the proportionate share of customers accessing services in the Job Center. This data is collected at the beginning of each calendar quarter and used to allocate costs for the remaining calendar quarter.

Section 6 Systematic Referral Process for Job Center Customers

Referrals do not imply automatic eligibility. The result of a referral is dependent on the eligibility determination by each partner based on their unique program guidelines and fund availability. The partners agree to conduct referrals for services in the following manner:

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

This information will be tracked and used to measure referral activity and success rates for co-enrollment and alignment of services.

Partners commit to assist the One-Stop Operator in each Missouri Job Center in developing and maintaining a local resource guide of each partner agency's available services. The guide will be shared with each partner and staff will be trained on its use.

Section 7 Human Resources Management

As partners, respect and trust of one another as we serve mutual customers will be expected. Further, we agree that management and staff will strive for high quality standards of service on behalf of customers, employees, and partners of the system. In the event disagreements arise, the proper chain of command will be followed and the 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 that exchanged information will remain private and confidential in accordance with the existing confidentiality requirements of each partner program. All Job Center staff and management will follow policy set forth by the Division of Workforce Development and the policy of the WDB, as applicable. Authorized staff will receive training and sign the confidentiality statement. Correspondence sent by email and fax will adhere to the confidentiality statement as set forth in DWD Issuance 01-2008, Change 2 or subsequent guidance. (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 partners, we agree that the One-Stop Delivery System will strive to achieve these standards of quality service:

1. All customers will receive prompt and courteous service from the staff.
2. All customers will receive services designed to assist them in achieving their educational and/or 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 outcomes for their customers.

5. All partners will deliver high-quality services through the Missouri Job Centers.

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 Workforce Development Board (WDB), the One-Stop Operator, and the Partners. The WDB is an appointed body representing business and industry along with core partners serving a 14-county region in mid-Missouri.

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

1. Develop and execute Memorandum(s) 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 a local strategic plan (made accessible to public on website: skillupmissouri.org) including policies, standards and operational priorities for the local area; update said plan as required by the Division of Workforce Development and Department of Labor.
4. Competitively procure the One-Stop Operator and lead certification process of Job Centers in the region.
5. Conduct oversight of the local One-Stop delivery system, including all Adult, Dislocated Worker and Youth activities, jointly or on behalf of the Chief Elected Officials.
6. Recommend grants or contracts for program activities, as appropriate.
7. Support coordination of workforce investment activities with economic development strategies and other employer linkages.
8. Oversee marketing efforts and public relations conducted on behalf of the One-Stop Delivery System through the Missouri Job Centers.

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 will also advance quality improvement methods, customer satisfaction measures and staff development.
2. Examine the organization's 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 and trends.
5. Examine how the system engages job seekers to develop and utilize their full potential in alignment with their goals and the system's objectives.
6. Examine key aspects of process management, including customer-focused design of products and service delivery involving all partners.
7. Develop and maintain local resource directory.
8. Examine the system's performance and improvement in business service areas - customer satisfaction, financial and marketplace performance, product and service performance, human resource support, return-on-investment (ROI) for utilizing the Job Center's services and evidence of repeat business from area employers.

Responsibilities of the One-Stop Partners (to the extent allowed within their own agency policies) include, but are not limited to:

1. Provide access to programs and services through the One-Stop Delivery System.
2. Support development and implementation of one-stop policies and processes as well as an integrated, customer-centered service delivery design.
3. Share customers and infrastructure costs, as applicable.
4. Coordinate the availability of 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 coordinate range of customer services to ensure the needs of employers, jobseekers, workers, youth, and individuals with barriers to employment are met, including individuals with disabilities.
7. Assist in development of local resource directory.
8. Share performance data on mutual customers.
9. Coordinate outreach and job development activities.

Section 10 Duration and Modification

The parties agree that the terms of this Memorandum of Understanding becomes effective July 1, 2016 and will continue in effect until June 30, 2019 or such time as any party will modify, extend, or terminate this MOU. The MOU will be reviewed annually and must be updated not less than every three years to reflect any changes in signatory official of the Board, One-Stop Partners, CEOs, or one-stop infrastructure funding.

Requests for modifications to the MOU must be made in writing to the WDB at least 30 days prior to the effective date of the requested change.

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 affected by this agreement at least 30 days prior to the effective termination date.

MEMORANDUM of UNDERSTANDING

**WEST CENTRAL REGION
WORKFORCE DEVELOPMENT BOARD of WESTERN MISSOURI, Inc.
MISSOURI JOB CENTERS**

And

**WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA)
ONE-STOP PARTNERS**

Section 1. Introduction

This Memorandum of Understanding (MOU) is established in agreement with the region's Chief Elected Official and becomes effective July 1, 2016. This agreement shall terminate on June 30, 2019.

This MOU is entered into in the spirit of cooperation and collaboration intended in WIOA between the West Central Region Workforce Development Board of Western Missouri, Inc., hereafter referred to as "the WDB" and the One-Stop Delivery System signatory partners, hereafter referred to as "the Partners".

"One-Stop" refers to the concept that employers and jobseekers should be able to access essential programs and services at one physical location in an area. The integrated system of service delivery will be provided through three (3) comprehensive sites, called Missouri Job Centers, located in Sedalia, Clinton, and Nevada. Individualized agreements with partners will address the roles played and contributions made to support the region's service delivery strategy and how they supplement and enhance customer access to services.

During regular business hours and work days, "access" may be accomplished by:

- Having staff physically present;
- Having partner program staff physically present at a Job Center appropriately trained to provide information to customers about the programs, services, and activities available through partner programs; or
- Providing direct linkage through technology to program staffers who can provide meaningful information or services. (Direct linkage means direct connection at the Job Center, within reasonable time, by phone or through real-time Web-based communication to a staff member who can provide program information or services to the customer).

It is understood that the proposed rules stipulate that simply handing out a phone number, brochure or website address is insufficient. Partners will work together to address the most effective and efficient means of providing access to customers in each Job Center.

The MOU Partners include:

1. WIOA Adult, Dislocated, and Youth Programs (Title I)
2. Job Corps (Title I)
3. WIOA Migrant and Seasonal Farmworker Programs

[1]

*	Career Planning	
*	Classroom Occupational Skills Training	
*	Clothing	CARE CLOSET
	Cost Information of Training Providers	
	Dental Assistance	
*	Digital Literacy	
	Disability Resources	
*	Drop-Out Prevention	MO-OPTIONS
	Eligibility Determination	
*	English Language Acquisition	
	Entrepreneurial Training	
	Ex-Offender/Re-Entry Transition	
	Financial Literacy	
*	Follow-Up Services (post 12-months) 180 DAYS	
	Food/Nutrition	
	Group Counseling	
	Individual Counseling	
	Healthcare Assistance	
	Housing Assistance	
*	Individual Employment Plan (IEP/SPED)	
	Information on Filing Unemployment Claims	
	Initial Assessment (Skills/Aptitudes/Lit./Num./English Proficiency)	
**	Instruction for High School Equivalency	
*	Job Search & Placement JOB SEARCH ASSISTANCE	
*	Leadership Development	
	Mental Health Assistance/Counseling	
*	Mentoring	
	On-the-Job Training	
*	Orientation to Services	
	Out-of-Area Job Search Assistance	
*	Outreach	
	Paid Internships/Work Experience	
	Performance Info of Training Providers	
*	Referrals & Coordination	
	Relocation Assistance	
	Short-term Pre-Vocational Services	
	Substance Abuse Remediation	
	Supportive Services (childcare/child support/SNAP/TANF/earned income credit)	
	Temporary Housing	
	Transportation Assistance	
*	Tutoring/Study Skills	
*	Unpaid Internships/Work Experience	
	Utility Assistance	
	Veteran's Transition	
*	Workforce & Labor Market Information (BLS)	
*	Workforce Preparation Activities	

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

This information will be tracked and used to measure referral activity and success rates for co-enrollment and alignment of services.

Partners commit to assist the One-Stop Operator in each Missouri Job Center in developing and maintaining a local resource guide of each partner agency's available services. The guide will be shared with each partner and staff will be trained on its use.

Section 7: Human Resources Management

As partners, respect and trust of one another as we serve mutual customers will be expected. Further, we agree that management and staff will strive for high quality standards of service on behalf of customers, employees, and partners of the system. In the event disagreements arise, the proper chain of command will be followed and the 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 that exchanged information will remain private and confidential in accordance with the existing confidentiality requirements of each partner program. All Job Center staff and management will follow policy set forth by the Division of Workforce Development and the policy of the WDB, as applicable. Authorized staff will receive training and sign the confidentiality statement. Correspondence sent by email and fax will adhere to the confidentiality statement as set forth in DWD Issuance 01-2008, Change 2 or subsequent guidance. (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 partners, we agree that the One-Stop Delivery System will strive to achieve these standards of quality service:

1. All customers will receive prompt and courteous service from the staff.
2. All customers will receive services designed to assist them in achieving their educational and/or 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 outcomes for their customers.

[5]

Section 12 Signatures

By signature hereto, the West Central Region Workforce Development One-Stop Partners agree to abide by the terms and conditions set forth in this Memorandum of Understanding.

Organization	Chief Elected Official, West Central Workforce Area
Name -printed	Tony McCollum
Title	Presiding Commissioner - Chariton County
Date	2-27-16
Signature	<i>Tony McCollum</i>

Organization	Workforce Development Board of Western Missouri, Inc.
Name -printed	Cosslett Moore - (General Manager/Flextech Industries)
Title	Chairperson
Date	6/29/2016
Signature	<i>Cosslett W Moore</i>

Organization	Workforce Development Board of Western Missouri, Inc.
Name -printed	Suzanne Richards
Title	Executive Director
Date	
Signature	

Organization	Clinton Technical School (Perkins Career and technical Education)
Name -printed	Jake Fowler
Title	Director
Date	6/24/16
Signature	<i>Jake Fowler</i>

Organization	
Name -printed	
Title	
Date	
Signature	

Organization	
Name -printed	
Title	
Date	
Signature	

Organization	
Name -printed	
Title	
Date	
Signature	

Organization	
Name -printed	
Title	
Date	
Signature	

Section 12 Signatures

By signature hereto, the West Central Region Workforce Development One-Stop Partners agree to abide by the terms and conditions set forth in this Memorandum of Understanding.

Organization	Chief Elected Official, West Central Workforce Area
Name -printed	Tony McCollum
Title	Presiding Commissioner - Chariton County
Date	
Signature	

Organization	Workforce Development Board of Western Missouri, Inc.
Name -printed	Cosslett Moore - (General Manager/Flextech Industries)
Title	Chairperson
Date	
Signature	

Organization	Workforce Development Board of Western Missouri, Inc.
Name -printed	Suzanne Richards
Title	Executive Director
Date	
Signature	<i>Suzanne Richards</i>

Organization	Clinton Technical School (Perkins Career and technical Education)
Name -printed	Jake Fowler
Title	Director
Date	6/24/16
Signature	<i>Jake Fowler</i>

Organization	
Name -printed	
Title	
Date	
Signature	

Organization	
Name -printed	
Title	
Date	
Signature	

Organization	
Name -printed	
Title	
Date	
Signature	

Organization	
Name -printed	
Title	
Date	
Signature	

MEMORANDUM of UNDERSTANDING

WEST CENTRAL REGION
WORKFORCE DEVELOPMENT BOARD of WESTERN MISSOURI, Inc.
MISSOURI JOB CENTERS

And

WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA)
ONE-STOP PARTNERS

Section 1 Introduction

This Memorandum of Understanding (MOU) is established in agreement with the region's Chief Elected Official and becomes effective July 1, 2016. This agreement shall terminate on June 30, 2019.

This MOU is entered into in the spirit of cooperation and collaboration intended in WIOA between the West Central Region Workforce Development Board of Western Missouri, Inc., hereafter referred to as "the WDB" and the One-Stop Delivery System signatory partners, hereafter referred to as "the Partners".

"One-Stop" refers to the concept that employers and jobseekers should be able to access essential programs and services at one physical location in an area. The integrated system of service delivery will be provided through three (3) comprehensive sites, called Missouri Job Centers, located in Sedalia, Clinton, and Nevada. Individualized agreements with partners will address the roles played and contributions made to support the region's service delivery strategy and how they supplement and enhance customer access to services.

During regular business hours and work days, "access" may be accomplished by:

- Having staff physically present;
- Having partner program staff physically present at a Job Center appropriately trained to provide information to customers about the programs, services, and activities available through partner programs; or
- Providing direct linkage through technology to program staffers who can provide meaningful information or services. (Direct linkage means direct connection at the Job Center, within reasonable time, by phone or through real-time Web-based communication to a staff member who can provide program information or services to the customer).

It is understood that the proposed rules stipulate that simply handing out a phone number, brochure or website address is insufficient. Partners will work together to address the most effective and efficient means of providing access to customers in each Job Center.

The MOU Partners include:

1. WIOA Adult, Dislocated, and Youth Programs (Title I)
2. Job Corps (Title I)
3. WIOA Migrant and Seasonal Farmworker Programs

[1]

4. Wagner-Peyser labor exchange/employment services
5. Adult Education and Literacy (AEL)(Title II)
6. Vocational Rehabilitation (VR)
7. The Senior Community Service Program
8. Perkins Career and Technical Education
9. Trade Adjustment Assistance
10. Veterans Programs
11. Community Services Block Grant Activities
12. U.S. Department of Housing and Urban Development employment and training activities
13. State Unemployment Compensation Law activities
14. Reintegration programs for eligible offenders
15. Temporary Assistance for Needy Families (TANF)
16. Supplemental Nutrition and Assistance Program (SNAP) employment and training programs

Section 2 Strategic Vision

The West Central Region partners are in agreement with the tenets of the Workforce Innovation and Opportunity Act:

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

Section 3 Services to be Provided

The partners of the West Central Region collectively provide the services listed below. The organization noted agrees to assist in delivery of those services marked with an asterisk (*).

*	Service	Revenue Source
	Apprenticeships	
	Pre-Apprenticeship Training	
X	Assessments/Diagnostic Testing/Evaluation	
X	Assistance in Filing for Financial Aid (Ed.& Trng.)	

X	Career Planning	
X	Classroom Occupational Skills Training	
	Clothing	
X	Cost Information of Training Providers	
	Dental Assistance	
	Digital Literacy	
	Disability Resources	
X	Drop-Out Prevention	
X	Eligibility Determination	
X	English Language Acquisition	Secondary Only
X	Entrepreneurial Training	
	Ex-Offender/Re-Entry Transition	
X	Financial Literacy	
	Follow-Up Services (post 12-months)	180 Day Follow Up
	Food/Nutrition	
	Group Counseling	
X	Individual Counseling	
	Healthcare Assistance	
X	Housing Assistance	
	Individual Employment Plan	
	Information on Filing Unemployment Claims	
	Initial Assessment	
X	(Skills/Aptitudes/Lit./Num./English Proficiency)	
X	Instruction for High School Equivalency	
X	Job Search & Placement	
X	Leadership Development	
	Mental Health Assistance/Counseling	
	Mentoring	
X	On-the-Job Training	
	Orientation to Services	
	Out-of-Area Job Search Assistance	
	Outreach	
	Paid Internships/Work Experience	
	Performance Info of Training Providers	
	Referrals & Coordination	
	Relocation Assistance	
	Short-term Pre-Vocational Services	
	Substance Abuse Remediation	
	Supportive Services (childcare/child support/SNAP/TANF/earned income credit)	
	Temporary Housing	
	Transportation Assistance	
✓	Tutoring/Study Skills	
X	Unpaid Internships/Work Experience	
	Utility Assistance	
X	Veteran's Transition	
X	Workforce & Labor Market Information	
X	Workforce Preparation Activities	

	Workforce System Performance	
X	WorkKeys/NCRC Remediation & Testing	
X	Workshops	

Other/Notes: *Most via Perkins Grant*

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 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 the purposes of PY 2016. However, the local funding agreements must satisfy the requirements of section 121(h) of WIOA for the 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 within six months of the original signing date of this MOU to identify the non-personnel costs of operating each Comprehensive One-Stop Center at which the Division of Workforce Development (DWD), WIOA-funded staff and Partner Agency staff are located and/or delivering services. The finalized funding plan will require re-signing of the MOU.

Currently, Job Center costs associated with the integrated service delivery model are shared among partners located in each Job Center based on a ratio of DWD staff to WIOA staff. For other Partner staff located in a Job Center, costs are shared based on square footage designated to that agency and a portion of the common areas.

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 WIOA Adult/WIOA Dislocated Worker funding based on the proportionate share of customers accessing services in the Job Center. This data is collected at the beginning of each calendar quarter and used to allocate costs for the remaining calendar quarter.

Section 6 Systematic Referral Process for Job Center Customers

Referrals do not imply automatic eligibility. The result of a referral is dependent on the eligibility determination by each partner based on their unique program guidelines and fund availability. The partners agree to conduct referrals for services in the following manner:

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

This information will be tracked and used to measure referral activity and success rates for co-enrollment and alignment of services.

Partners commit to assist the One-Stop Operator in each Missouri Job Center in developing and maintaining a local resource guide of each partner agency's available services. The guide will be shared with each partner and staff will be trained on its use.

Section 7 Human Resources Management

As partners, respect and trust of one another as we serve mutual customers will be expected. Further, we agree that management and staff will strive for high quality standards of service on behalf of customers, employees, and partners of the system. In the event disagreements arise, the proper chain of command will be followed and the 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 that exchanged information will remain private and confidential in accordance with the existing confidentiality requirements of each partner program. All Job Center staff and management will follow policy set forth by the Division of Workforce Development and the policy of the WDB, as applicable. Authorized staff will receive training and sign the confidentiality statement. Correspondence sent by email and fax will adhere to the confidentiality statement as set forth in DWD Issuance 01-2008, Change 2 or subsequent guidance. (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 partners, we agree that the One-Stop Delivery System will strive to achieve these standards of quality service:

1. All customers will receive prompt and courteous service from the staff.
2. All customers will receive services designed to assist them in achieving their educational and/or 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 outcomes for their customers.

5. All partners will deliver high-quality services through the Missouri Job Centers.

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 Workforce Development Board (WDB), the One-Stop Operator, and the Partners. The WDB is an appointed body representing business and industry along with core partners serving a 14-county region in mid-Missouri.

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

1. Develop and execute Memorandum(s) 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 a local strategic plan (made accessible to public on website: skillupmissouri.org) including policies, standards and operational priorities for the local area; update said plan as required by the Division of Workforce Development and Department of Labor.
4. Competitively procure the One-Stop Operator and lead certification process of Job Centers in the region.
5. Conduct oversight of the local One-Stop delivery system, including all Adult, Dislocated Worker and Youth activities, jointly or on behalf of the Chief Elected Officials.
6. Recommend grants or contracts for program activities, as appropriate.
7. Support coordination of workforce investment activities with economic development strategies and other employer linkages.
8. Oversee marketing efforts and public relations conducted on behalf of the One-Stop Delivery System through the Missouri Job Centers.

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 will also advance quality improvement methods, customer satisfaction measures and staff development.
2. Examine the organization's 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 and trends.
5. Examine how the system engages job seekers to develop and utilize their full potential in alignment with their goals and the system's objectives.
6. Examine key aspects of process management, including customer-focused design of products and service delivery involving all partners.
7. Develop and maintain local resource directory.
8. Examine the system's performance and improvement in business service areas - customer satisfaction, financial and marketplace performance, product and service performance, human resource support, return-on-investment (ROI) for utilizing the Job Center's services and evidence of repeat business from area employers.

Responsibilities of the One-Stop Partners (to the extent allowed within their own agency policies) include, but are not limited to:

1. Provide access to programs and services through the One-Stop Delivery System.
2. Support development and implementation of one-stop policies and processes as well as an integrated, customer-centered service delivery design.
3. Share customers and infrastructure costs, as applicable.
4. Coordinate the availability of 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 coordinate range of customer services to ensure the needs of employers, jobseekers, workers, youth, and individuals with barriers to employment are met, including individuals with disabilities.
7. Assist in development of local resource directory.
8. Share performance data on mutual customers.
9. Coordinate outreach and job development activities.

Section 10 Duration and Modification

The parties agree that the terms of this Memorandum of Understanding becomes effective July 1, 2016 and will continue in effect until June 30, 2019 or such time as any party will modify, extend, or terminate this MOU. The MOU will be reviewed annually and must be updated not less than every three years to reflect any changes in signatory official of the Board, One-Stop Partners, CEOs, or one-stop infrastructure funding.

Requests for modifications to the MOU must be made in writing to the WDB at least 30 days prior to the effective date of the requested change.

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 affected by this agreement at least 30 days prior to the effective termination date.

Section 12 Signatures

By signature hereto, the West Central Region Workforce Development One-Stop Partners agree to abide by the terms and conditions set forth in this Memorandum of Understanding.

Organization	Chief Elected Official, West Central Workforce Area
Name -printed	Tony McCollum
Title	Presiding Commissioner - Chariton County
Date	6-27-16
Signature	<i>Tony McCollum</i>

Organization	Workforce Development Board of Western Missouri, Inc.
Name -printed	Cosslett Moore - (General Manager/Flextech Industries)
Title	Chairperson
Date	6/29/2016
Signature	<i>Cosslett W Moore</i>

Organization	Workforce Development Board of Western Missouri, Inc.
Name -printed	Suzanne Richards
Title	Executive Director
Date	6/28/16
Signature	<i>Suzanne Richards</i>

Organization	Saline County Career Center (Perkins Career and technical Education)
Name -printed	Derek Lark
Title	Director
Date	
Signature	<i>D Lark 6-27-16</i>

Organization	
Name -printed	
Title	
Date	
Signature	

Organization	
Name -printed	
Title	
Date	
Signature	

Organization	
Name -printed	
Title	
Date	
Signature	

Organization	
Name -printed	
Title	
Date	
Signature	

MEMORANDUM of UNDERSTANDING

WEST CENTRAL REGION
WORKFORCE DEVELOPMENT BOARD of WESTERN MISSOURI, Inc.
MISSOURI JOB CENTERS

And

WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA)
ONE-STOP PARTNERS

Section 1 Introduction

This Memorandum of Understanding (MOU) is established in agreement with the region's Chief Elected Official and becomes effective July 1, 2016. This agreement shall terminate on June 30, 2019.

This MOU is entered into in the spirit of cooperation and collaboration intended in WIOA between the West Central Region Workforce Development Board of Western Missouri, Inc., hereafter referred to as "the WDB" and the One-Stop Delivery System signatory partners, hereafter referred to as "the Partners".

"One-Stop" refers to the concept that employers and jobseekers should be able to access essential programs and services at one physical location in an area. The integrated system of service delivery will be provided through three (3) comprehensive sites, called Missouri Job Centers, located in Sedalia, Clinton, and Nevada. Individualized agreements with partners will address the roles played and contributions made to support the region's service delivery strategy and how they supplement and enhance customer access to services.

During regular business hours and work days, "access" may be accomplished by:

- Having staff physically present;
- Having partner program staff physically present at a Job Center appropriately trained to provide information to customers about the programs, services, and activities available through partner programs; or
- Providing direct linkage through technology to program staffers who can provide meaningful information or services. (Direct linkage means direct connection at the Job Center, within reasonable time, by phone or through real-time Web-based communication to a staff member who can provide program information or services to the customer).

It is understood that the proposed rules stipulate that simply handing out a phone number, brochure or website address is insufficient. Partners will work together to address the most effective and efficient means of providing access to customers in each Job Center.

The MOU Partners include:

1. WIOA Adult, Dislocated, and Youth Programs (Title I)
2. Job Corps (Title I)
3. WIOA Migrant and Seasonal Farmworker Programs

[1]

4. Wagner-Peyser labor exchange/employment services
5. Adult Education and Literacy (AEL)(Title II)
6. Vocational Rehabilitation (VR)
7. The Senior Community Service Program
8. Perkins Career and Technical Education
9. Trade Adjustment Assistance
10. Veterans Programs
11. Community Services Block Grant Activities
12. U.S. Department of Housing and Urban Development employment and training activities
13. State Unemployment Compensation Law activities
14. Reintegration programs for eligible offenders
15. Temporary Assistance for Needy Families (TANF)
16. Supplemental Nutrition and Assistance Program (SNAP) employment and training programs

Section 2 Strategic Vision

The West Central Region partners are in agreement with the tenets of the Workforce Innovation and Opportunity Act:

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

Section 3 Services to be Provided

The partners of the West Central Region collectively provide the services listed below. The organization noted agrees to assist in delivery of those services marked with an asterisk (*).

*	Service	Revenue Source
	Apprenticeships	
	Pre-Apprenticeship Training	
→	Assessments/Diagnostic Testing/Evaluation	(referral to Voc Rehab)
*	Assistance in Filing for Financial Aid (Ed.& Trng.)	

*	Career Planning	
	Classroom Occupational Skills Training	(referral to Job Center)
*	Clothing	
?	Cost Information of Training Providers	(brings partners to Center)
	Dental Assistance	
	Digital Literacy	
*	Disability Resources	(referrals to Indep. Living Center, in-house assistive tech, etc.)
?	Drop-Out Prevention	(work thru Vernon Co taskforce)
*	Eligibility Determination (housing)	or referral to appropriate partner agency
	English Language Acquisition	
	Entrepreneurial Training	- referral to Univ. Ext.
→	Ex-Offender/Re-Entry Transition	(sits on partner team) uses MO J.C.
*	Financial Literacy	budgeting classes - "On My Own" & "Univ. Ext."
	Follow-Up Services (post 12 months)	24/7
*	Food/Nutrition	partners w/ Food Pantry, ELKS grant, Univ. Ext, etc.
→	Group Counseling	pro bono counselors
→	Individual Counseling	& crisis intervention team of On My Own
*	Healthcare Assistance	blood pressure cks partners w/ clinics
*	Housing Assistance	
→	Individual Employment Plan	informally talk about goals/targets → then makes referrals.
	Information on Filing Unemployment Claims	
	Initial Assessment (Skills/Aptitudes/Lit./Num./English Proficiency)	
	Instruction for High School Equivalency	
*	Job Search & Placement	Informal networking w/ community
→	Leadership Development	through ELKS grant for interns
	Mental Health Assistance/Counseling	referrals
*	Mentoring	informally } also works w/ Colley College
*	On-the-Job Training	
*	Orientation to Services	
	Out-of-Area Job Search Assistance	
	Outreach	
→	Paid Internships/Work Experience	referrals to partners
	Performance Info of Training Providers	
*	Referrals & Coordination	
	Relocation Assistance	
*	Short-term Pre-Vocational Services	educational component of their mission
→	Substance Abuse Remediation	referrals
→	Supportive Services (childcare/child support/SNAP/TANF/earned income credit)	referrals
	Temporary Housing	
→	Transportation Assistance (bikes, OATS, cab)	currently addressing issues re nothing on weekends or after 5pm
*	Tutoring/Study Skills	through Colley students for school age youth
*	Unpaid Internships/Work Experience	
→	Utility Assistance	through WCMCAA, KCPDL grants, partners
→	Veteran's Transition	"Vouchers for veterans" - for homeless vets
	Workforce & Labor Market Information	
→	Workforce Preparation Activities	personal, informal basis or referrals

	Workforce System Performance	
	WorkKeys/NCRC Remediation & Testing	
?	Workshops - currently targeting this service more utilizes partners!	

Other/Notes:	Federal \$ - operating subsidies uses partners to accomplish 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 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 the purposes of PY 2016. However, the local funding agreements must satisfy the requirements of section 121(h) of WIOA for the 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 within six months of the original signing date of this MOU to identify the non-personnel costs of operating each Comprehensive One-Stop Center at which the Division of Workforce Development (DWD), WIOA-funded staff and Partner Agency staff are located and/or delivering services. The finalized funding plan will require re-signing of the MOU.

Currently, Job Center costs associated with the integrated service delivery model are shared among partners located in each Job Center based on a ratio of DWD staff to WIOA staff. For other Partner staff located in a Job Center, costs are shared based on square footage designated to that agency and a portion of the common areas.

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 WIOA Adult/WIOA Dislocated Worker funding based on the proportionate share of customers accessing services in the Job Center. This data is collected at the beginning of each calendar quarter and used to allocate costs for the remaining calendar quarter.

Section 6 Systematic Referral Process for Job Center Customers

Referrals do not imply automatic eligibility. The result of a referral is dependent on the eligibility determination by each partner based on their unique program guidelines and fund availability. The partners agree to conduct referrals for services in the following manner:

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

This information will be tracked and used to measure referral activity and success rates for co-enrollment and alignment of services.

Partners commit to assist the One-Stop Operator in each Missouri Job Center in developing and maintaining a local resource guide of each partner agency's available services. The guide will be shared with each partner and staff will be trained on its use.

Section 7 Human Resources Management

As partners, respect and trust of one another as we serve mutual customers will be expected. Further, we agree that management and staff will strive for high quality standards of service on behalf of customers, employees, and partners of the system. In the event disagreements arise, the proper chain of command will be followed and the 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 that exchanged information will remain private and confidential in accordance with the existing confidentiality requirements of each partner program. All Job Center staff and management will follow policy set forth by the Division of Workforce Development and the policy of the WDB, as applicable. Authorized staff will receive training and sign the confidentiality statement. Correspondence sent by email and fax will adhere to the confidentiality statement as set forth in DWD Issuance 01-2008, Change 2 or subsequent guidance. (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 partners, we agree that the One-Stop Delivery System will strive to achieve these standards of quality service:

1. All customers will receive prompt and courteous service from the staff.
2. All customers will receive services designed to assist them in achieving their educational and/or 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 outcomes for their customers.

5. All partners will deliver high-quality services through the Missouri Job Centers.

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 Workforce Development Board (WDB), the One-Stop Operator, and the Partners. The WDB is an appointed body representing business and industry along with core partners serving a 14-county region in mid-Missouri.

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

1. Develop and execute Memorandum(s) 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 a local strategic plan (made accessible to public on website: skillupmissouri.org) including policies, standards and operational priorities for the local area; update said plan as required by the Division of Workforce Development and Department of Labor.
4. Competitively procure the One-Stop Operator and lead certification process of Job Centers in the region.
5. Conduct oversight of the local One-Stop delivery system, including all Adult, Dislocated Worker and Youth activities, jointly or on behalf of the Chief Elected Officials.
6. Recommend grants or contracts for program activities, as appropriate.
7. Support coordination of workforce investment activities with economic development strategies and other employer linkages.
8. Oversee marketing efforts and public relations conducted on behalf of the One-Stop Delivery System through the Missouri Job Centers.

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 will also advance quality improvement methods, customer satisfaction measures and staff development.
2. Examine the organization's 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 and trends.
5. Examine how the system engages job seekers to develop and utilize their full potential in alignment with their goals and the system's objectives.
6. Examine key aspects of process management, including customer-focused design of products and service delivery involving all partners.
7. Develop and maintain local resource directory.
8. Examine the system's performance and improvement in business service areas – customer satisfaction, financial and marketplace performance, product and service performance, human resource support, return-on-investment (ROI) for utilizing the Job Center's services and evidence of repeat business from area employers.

Responsibilities of the One-Stop Partners (to the extent allowed within their own agency policies) include, but are not limited to:

1. Provide access to programs and services through the One-Stop Delivery System.
2. Support development and implementation of one-stop policies and processes as well as an integrated, customer-centered service delivery design.
3. Share customers and infrastructure costs, as applicable.
4. Coordinate the availability of 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 coordinate range of customer services to ensure the needs of employers, jobseekers, workers, youth, and individuals with barriers to employment are met, including individuals with disabilities.
7. Assist in development of local resource directory.
8. Share performance data on mutual customers.
9. Coordinate outreach and job development activities.

Section 10 Duration and Modification

The parties agree that the terms of this Memorandum of Understanding becomes effective July 1, 2016 and will continue in effect until June 30, 2019 or such time as any party will modify, extend, or terminate this MOU. The MOU will be reviewed annually and must be updated not less than every three years to reflect any changes in signatory official of the Board, One-Stop Partners, CEOs, or one-stop infrastructure funding.

Requests for modifications to the MOU must be made in writing to the WDB at least 30 days prior to the effective date of the requested change.

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 affected by this agreement at least 30 days prior to the effective termination date.

Section 12 Signatures

By signature hereto, the West Central Region Workforce Development One-Stop Partners agree to abide by the terms and conditions set forth in this Memorandum of Understanding.

Organization	Chief Elected Official, West Central Workforce Area
Name -printed	Tony McCollum
Title	Presiding Commissioner - Chariton County
Date	7-27-16
Signature	<i>Tony McCollum</i>

Organization	Workforce Development Board of Western Missouri, Inc.
Name -printed	Cosslett Moore - (General Manager/Flextech Industries)
Title	Chairperson
Date	7-27-16
Signature	<i>Cosslett Moore</i>

Organization	Workforce Development Board of Western Missouri, Inc.
Name -printed	Suzanne Richards
Title	Executive Director
Date	7-12-15
Signature	<i>Suzanne Richards</i>

Organization	Housing Authority of the City of Nevada, MO
Name -printed	Carol Branham, Executive Director
Title	P.O. Box 541
Date	1117 N. West St.
Signature	7-11-16 Nevada, MO 64772 <i>Carol Branham</i>

Organization	
Name -printed	
Title	
Date	
Signature	

Organization	
Name -printed	
Title	
Date	
Signature	

Organization	
Name -printed	
Title	
Date	
Signature	

Organization	
Name -printed	
Title	
Date	
Signature	

MEMORANDUM OF UNDERSTANDING

Between the Missouri Division of Employment Security and Division of Workforce Development

This Memorandum of Understanding (MOU) is an agreement between the Missouri Division of Employment Security (DES) and the Division of Workforce Development (DWD), representing Missouri's Fourteen Workforce Development Boards (WDBs).

I. Purpose of Agreement

This MOU identifies the responsibility of DES as the operator of Missouri's Unemployment Compensation Law activities in relation to the operation of the Workforce Innovation and Opportunity Act (WIOA) one-stop delivery system, hereinafter referred to as the Missouri Job Centers (MJC) in each of the fourteen WDB regions.

II. Duties of the Parties

The parties agree to work together to implement and operate the WIOA One-Stop Delivery System and to serve Unemployment Insurance (UI) Program participants during the period of this Agreement. The parties also agree to the following:

DES agrees to the following role in relation to WIOA:

- The Division of Employment Security (DES) administers Missouri's UI program. The UI program provides partial protection for workers against loss of wages during periods of involuntary unemployment. The benefits paid to insured workers bolster the economy of the state during periods of economic downturn by helping maintain a degree of consumer purchasing power.
- UI programs and activities that fall under the operation of DES include the regular UI program, unemployment compensation for ex-service members, unemployment compensation for federal employees, the Shared Work program, the Recmployment Services Eligibility Assessment program and Trade Readjustment Allowances, including Alternative Trade Adjustment Assistance and Reemployment Trade Adjustment Assistance.
- WIOA established an additional requirement to provide meaningful assistance with filing a claim for unemployment insurance. Meaningful assistance means:
 - Providing assistance on-site using staff who are well trained in unemployment insurance claims filing and the rights and responsibilities of UI claimants; or
 - Providing assistance by phone or other technology, as long as the assistance is provided by trained and available staff and within a reasonable time.

- To meet the requirement to provide meaningful assistance to UI claimants in need of help filing a UI claim, MJC staff must be familiar with the DES online claims filing system and the rights and responsibilities of UI claimants to the point of being able to help them understand DES publications and correspondence.
- An electronic feedback system is in place for MJC staff to refer potential UI eligibility issues to the DES for investigation.

DWD and the WDBs agree to do the following:

- Designate MJC staff to be familiar with the DES online claims filing system and the rights and responsibilities of UI claimants to the point of being able to help them understand DES publications and correspondence.
- Provide training to MJC staff in the centers, as needed, including but not limited to assessing a UI claimants needs, providing labor market information, developing a work search plan, making referrals to services and training, skills remediation and assessment, and computer system information.
- Individuals with significant barriers to employment shall be identified and receive priority service and shall receive services designed to assist them in achieving their educational and /or job placement goals.
- Individuals with disabilities shall be provided accommodations and assistive technology upon request and shall be referred to the appropriate agency for additional assistance as appropriate.

III. Funding of the Job Center infrastructure costs

Under WIOA, all Partners are required to contribute in some manner to the infrastructure of the One-Stop, whether or not the Partner is physically located in the MJC. The Partners of this MOU agree to work together during the duration of this MOU to develop an arrangement through guidance forthcoming from USDOL on funding the infrastructure.

IV. Terms of Agreement

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

This Agreement may be terminated at any time during the term of the agreement, with or without cause, by either party by furnishing written notice to the other party at least sixty (60) days before the desired termination date.

The parties will observe confidentiality requirements of federal law (20 CFR Part 603) and state law (Section 288.250 RSMo).

V. Signatures

The undersigned enter into this MOU between the Department of Labor and Industrial Relations, Division of Employment Security and the Department of Economic Development, Division of Workforce Development, on behalf of Missouri's fourteen Workforce Development Boards. This agreement shall remain in effect for three years from the most recent date of signing and parties agree to comply with the provisions of this Agreement.

MISSOURI DIVISION OF EMPLOYMENT SECURITY

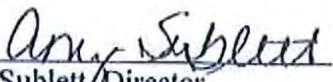


Chris Miller, Acting Director
Division of Employment Security
421 E. Dunklin
Jefferson City, MO 65104

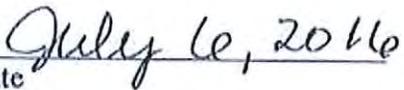


Date

MISSOURI DIVISION OF WORKFORCE DEVELOPMENT



Amy Sublett, Director
Division of Workforce Development
421 E. Dunklin Street
Jefferson City, MO 65101



Date

MEMORANDUM of UNDERSTANDING

**WEST CENTRAL REGION
WORKFORCE DEVELOPMENT BOARD of WESTERN MISSOURI, Inc.
MISSOURI JOB CENTERS**

And

**WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA)
ONE-STOP PARTNERS**

Section 1 Introduction

This Memorandum of Understanding (MOU) is established in agreement with the region's Chief Elected Official and becomes effective July 1, 2016. This agreement shall terminate on June 30, 2019.

This MOU is entered into in the spirit of cooperation and collaboration intended in WIOA between the West Central Region Workforce Development Board of Western Missouri, Inc., hereafter referred to as "the WDB" and the One-Stop Delivery System signatory partners, hereafter referred to as "the Partners".

"One-Stop" refers to the concept that employers and jobseekers should be able to access essential programs and services at one physical location in an area. The integrated system of service delivery will be provided through three (3) comprehensive sites, called Missouri Job Centers, located in Sedalia, Clinton, and Nevada. Individualized agreements with partners will address the roles played and contributions made to support the region's service delivery strategy and how they supplement and enhance customer access to services.

During regular business hours and work days, "access" may be accomplished by:

- Having staff physically present;
- Having partner program staff physically present at a Job Center appropriately trained to provide information to customers about the programs, services, and activities available through partner programs; or
- Providing direct linkage through technology to program staffers who can provide meaningful information or services. (Direct linkage means direct connection at the Job Center, within reasonable time, by phone or through real-time Web-based communication to a staff member who can provide program information or services to the customer).

It is understood that the proposed rules stipulate that simply handing out a phone number, brochure or website address is insufficient. Partners will work together to address the most effective and efficient means of providing access to customers in each Job Center.

The MOU Partners include:

1. WIOA Adult, Dislocated, and Youth Programs (Title I)
2. Job Corps (Title I)
3. WIOA Migrant and Seasonal Farmworker Programs

[1]

4. Wagner-Peyser labor exchange/employment services
5. Adult Education and Literacy (AEL)(Title II)
6. Vocational Rehabilitation (VR)
7. The Senior Community Service Program
8. Perkins Career and Technical Education
9. Trade Adjustment Assistance
10. Veterans Programs
11. Community Services Block Grant Activities
12. U.S. Department of Housing and Urban Development employment and training activities
13. State Unemployment Compensation Law activities
14. Reintegration programs for eligible offenders
15. Temporary Assistance for Needy Families (TANF)
16. Supplemental Nutrition and Assistance Program (SNAP) employment and training programs

Section 2 Strategic Vision

The West Central Region partners are in agreement with the tenets of the Workforce Innovation and Opportunity Act:

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

Section 3 Services to be Provided
--

The partners of the West Central Region collectively provide the services listed below. The organization noted agrees to assist in delivery of those services marked with an asterisk (*).

*	Service	Revenue Source
	Apprenticeships	
	Pre-Apprenticeship Training	
	Assessments/Diagnostic Testing/Evaluation	
	Assistance in Filing for Financial Aid (Ed.& Trng.)	

	Career Planning	
	Classroom Occupational Skills Training	
	Clothing	
	Cost Information of Training Providers	
	Dental Assistance	
	Digital Literacy	
	Disability Resources	
	Drop-Out Prevention	
	Eligibility Determination	
	English Language Acquisition	
	Entrepreneurial Training	
	Ex-Offender/Re-Entry Transition	
	Financial Literacy	
	Follow-Up Services (post 12 months)	
	Food/Nutrition	
	Group Counseling	
	Individual Counseling	
	Healthcare Assistance	
	Housing Assistance	
	Individual Employment Plan	
	Information on Filing Unemployment Claims	
	Initial Assessment (Skills/Aptitudes/Lit./Num./English Proficiency)	
	Instruction for High School Equivalency	
	Job Search & Placement	
	Leadership Development	
	Mental Health Assistance/Counseling	
	Mentoring	
	On-the-Job Training	
	Orientation to Services	
	Out-of-Area Job Search Assistance	
	Outreach	
	Paid Internships/Work Experience	
	Performance Info of Training Providers	
	Referrals & Coordination	
	Relocation Assistance	
	Short-term Pre-Vocational Services	
	Substance Abuse Remediation	
	Supportive Services (childcare/child support/SNAP/TANF/earned income credit)	
	Temporary Housing	
	Transportation Assistance	
	Tutoring/Study Skills	
	Unpaid Internships/Work Experience	
	Utility Assistance	
	Veteran's Transition	
	Workforce & Labor Market Information	
	Workforce Preparation Activities	

	Workforce System Performance	
	WorkKeys/NCRC Remediation & Testing	
	Workshops	

Other/Notes:

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 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 the purposes of PY 2016. However, the local funding agreements must satisfy the requirements of section 121(h) of WIOA for the 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 within six months of the original signing date of this MOU to identify the non-personnel costs of operating each Comprehensive One-Stop Center at which the Division of Workforce Development (DWD), WIOA-funded staff and Partner Agency staff are located and/or delivering services. The finalized funding plan will require re-signing of the MOU.

Currently, Job Center costs associated with the integrated service delivery model are shared among partners located in each Job Center based on a ratio of DWD staff to WIOA staff. For other Partner staff located in a Job Center, costs are shared based on square footage designated to that agency and a portion of the common areas.

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 WIOA Adult/WIOA Dislocated Worker funding based on the proportionate share of customers accessing services in the Job Center. This data is collected at the beginning of each calendar quarter and used to allocate costs for the remaining calendar quarter.

Section 6 Systematic Referral Process for Job Center Customers

Referrals do not imply automatic eligibility. The result of a referral is dependent on the eligibility determination by each partner based on their unique program guidelines and fund availability. The partners agree to conduct referrals for services in the following manner:

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

This information will be tracked and used to measure referral activity and success rates for co-enrollment and alignment of services.

Partners commit to assist the One-Stop Operator in each Missouri Job Center in developing and maintaining a local resource guide of each partner agency's available services. The guide will be shared with each partner and staff will be trained on its use.

Section 7 Human Resources Management

As partners, respect and trust of one another as we serve mutual customers will be expected. Further, we agree that management and staff will strive for high quality standards of service on behalf of customers, employees, and partners of the system. In the event disagreements arise, the proper chain of command will be followed and the 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 that exchanged information will remain private and confidential in accordance with the existing confidentiality requirements of each partner program. All Job Center staff and management will follow policy set forth by the Division of Workforce Development and the policy of the WDB, as applicable. Authorized staff will receive training and sign the confidentiality statement. Correspondence sent by email and fax will adhere to the confidentiality statement as set forth in DWD Issuance 01-2008, Change 2 or subsequent guidance. (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 partners, we agree that the One-Stop Delivery System will strive to achieve these standards of quality service:

1. All customers will receive prompt and courteous service from the staff.
2. All customers will receive services designed to assist them in achieving their educational and/or 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 outcomes for their customers.

5. All partners will deliver high-quality services through the Missouri Job Centers.

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 Workforce Development Board (WDB), the One-Stop Operator, and the Partners. The WDB is an appointed body representing business and industry along with core partners serving a 14-county region in mid-Missouri.

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

1. Develop and execute Memorandum(s) 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 a local strategic plan (made accessible to public on website: skillupmissouri.org) including policies, standards and operational priorities for the local area; update said plan as required by the Division of Workforce Development and Department of Labor.
4. Competitively procure the One-Stop Operator and lead certification process of Job Centers in the region.
5. Conduct oversight of the local One-Stop delivery system, including all Adult, Dislocated Worker and Youth activities, jointly or on behalf of the Chief Elected Officials.
6. Recommend grants or contracts for program activities, as appropriate.
7. Support coordination of workforce investment activities with economic development strategies and other employer linkages.
8. Oversee marketing efforts and public relations conducted on behalf of the One-Stop Delivery System through the Missouri Job Centers.
9. Provide a single point of contact to the partners.
10. Provide feedback to the partners on the success rate of the referrals.

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 will also advance quality improvement methods, customer satisfaction measures and staff development.
2. Examine the organization's 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 and trends.
5. Examine how the system engages job seekers to develop and utilize their full potential in alignment with their goals and the system's objectives.
6. Examine key aspects of process management, including customer-focused design of products and service delivery involving all partners.
7. Develop and maintain local resource directory.
8. Examine the system's performance and improvement in business service areas – customer satisfaction, financial and marketplace performance, product and service performance,

human resource support, return-on-investment (ROI) for utilizing the Job Center's services and evidence of repeat business from area employers.

Responsibilities of the One-Stop Partners (to the extent allowed within their own agency policies) include, but are not limited to:

1. Provide access to programs and services through the One-Stop Delivery System.
2. Support development and implementation of one-stop policies and processes as well as an integrated, customer-centered service delivery design.
3. Share customers and infrastructure costs, as applicable.
4. Coordinate the availability of 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 coordinate range of customer services to ensure the needs of employers, jobseekers, workers, youth, and individuals with barriers to employment are met, including individuals with disabilities.
7. Assist in development of local resource directory.
8. Share performance data on mutual customers.
9. Coordinate outreach and job development activities.

Section 10 Duration and Modification

The parties agree that the terms of this Memorandum of Understanding becomes effective July 1, 2016 and will continue in effect until June 30, 2019 or such time as any party will modify, extend, or terminate this MOU. The MOU will be reviewed annually and must be updated not less than every three years to reflect any changes in signatory official of the Board, One-Stop Partners, CEOs, or one-stop infrastructure funding.

Requests for modifications to the MOU must be made in writing to the WDB at least 30 days prior to the effective date of the requested change.

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 affected by this agreement at least 30 days prior to the effective termination date.

Section 12 Signatures

By signature hereto, the West Central Region Workforce Development One-Stop Partners agree to abide by the terms and conditions set forth in this Memorandum of Understanding.

All parties agree and understand that this Memorandum of Understanding outlines the goals and the mission of the program, but does not place any contractual requirements on any party.

Organization	Chief Elected Official, West Central Workforce Area
Name -printed	Tony McCollum
Title	Presiding Commissioner - Chariton County
Date	9-7-16
Signature	<i>Tony McCollum</i>

Organization	Workforce Development Board of Western Missouri, Inc.
Name -printed	Cosslett Moore - (General Manager/Flextech Industries)
Title	Chairperson
Date	September 2, 2016
Signature	<i>Cosslett Moore</i>

Organization	Workforce Development Board of Western Missouri, Inc.
Name -printed	Suzanne Richards
Title	Executive Director
Date	7-8-2016
Signature	<i>Suzanne Richards</i>

Organization	Missouri Department of Corrections
Name -printed	George A. Lombardi
Title	Director
Date	6/28/16
Signature	<i>George A. Lombardi</i>

Organization	
Name -printed	
Title	
Date	
Signature	

Organization	
Name -printed	
Title	
Date	
Signature	

Organization	
Name -printed	
Title	
Date	
Signature	



**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

4. Wagner-Peyser labor exchange/employment services
5. Adult Education and Literacy (AEL)(Title II)
6. Vocational Rehabilitation (VR)
7. The Senior Community Service Program
8. Perkins Career and Technical Education
9. Trade Adjustment Assistance
10. Veterans Programs
11. Community Services Block Grant Activities
12. U.S. Department of Housing and Urban Development employment and training activities
13. State Unemployment Compensation Law activities
14. Reintegration programs for eligible offenders
15. Temporary Assistance for Needy Families (TANF)
16. Supplemental Nutrition and Assistance Program (SNAP) employment and training programs

Section 2 Strategic Vision

The West Central Region partners are in agreement with the tenets of the Workforce Innovation and Opportunity Act:

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

Section 3 Services to be Provided
--

The partners of the West Central Region collectively provide the services listed below. The organization noted agrees to assist in delivery of those services marked with an asterisk (*).

*	Service	Revenue Source
	Apprenticeships	
	Pre-Apprenticeship Training	
*	Assessments/Diagnostic Testing/Evaluation	
	Assistance in Filing for Financial Aid (Ed.& Trng.)	

*	Career Planning	
*	Classroom Occupational Skills Training	
*	Clothing	
*	Cost Information of Training Providers	
?	Dental Assistance	(only if impairment for employment)
	Digital Literacy	
	Disability Resources	
	Drop-Out Prevention	
	Eligibility Determination	
*	English Language Acquisition	
	Entrepreneurial Training	
*	Ex-Offender/Re-Entry Transition	(for RSB eligibles)
*	Financial Literacy	(through Daily Living Program)
*	Follow-Up Services (post 12 months)	(until vocational goal met)
*	Food/Nutrition	(through Daily Living Program)
*	Group Counseling	
*	Individual Counseling	
?	Healthcare Assistance	(only if impediment for employment)
	Housing Assistance	
	Individual Employment Plan	
	Information on Filing Unemployment Claims	
*	Initial Assessment	also considers h.s. iep. (Skills/Aptitudes/Lit./Num./English Proficiency)
*	Instruction for High School Equivalency	(referred to AEC)
*	Job Search & Placement	
?	Leadership Development	(if tied to vocational goal)
	Mental Health Assistance/Counseling	(through referral)
*	Mentoring	
*	On-the-Job Training	(job coaching)
*	Orientation to Services	
*	Out-of-Area Job Search Assistance	(anywhere in MO)
*	Outreach	(ie through free glucose screenings, etc.)
	Paid Internships/Work Experience	
	Performance Info of Training Providers	
	Referrals & Coordination	
*	Relocation Assistance	(case-by-case)
*	Short-term Pre-Vocational Services	
	Substance Abuse Remediation	(by referral)
*	Supportive Services (childcare) child support/SNAP/TANF/earned income credit	
	Temporary Housing	(by referral)
*	Transportation Assistance	(for school, not employment)
*	Tutoring/Study Skills	(through assistive technology)
?	Unpaid Internships/Work Experience	(volunteerism)
*	Utility Assistance	
*	Veteran's Transition	(for RSB eligibles)
	Workforce & Labor Market Information	
*	Workforce Preparation Activities	(resumes, dress, etc.)

	Workforce System Performance	
	WorkKeys/NCRC Remediation & Testing	
	Workshops	

Other/Notes: * funding provided through Social Services federal & state grants

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 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 the purposes of PY 2016. However, the local funding agreements must satisfy the requirements of section 121(h) of WIOA for the 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 within six months of the original signing date of this MOU to identify the non-personnel costs of operating each Comprehensive One-Stop Center at which the Division of Workforce Development (DWD), WIOA-funded staff and Partner Agency staff are located and/or delivering services. The finalized funding plan will require re-signing of the MOU.

Currently, Job Center costs associated with the integrated service delivery model are shared among partners located in each Job Center based on a ratio of DWD staff to WIOA staff. For other Partner staff located in a Job Center, costs are shared based on square footage designated to that agency and a portion of the common areas.

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 WIOA Adult/WIOA Dislocated Worker funding based on the proportionate share of customers accessing services in the Job Center. This data is collected at the beginning of each calendar quarter and used to allocate costs for the remaining calendar quarter.

Section 6 Systematic Referral Process for Job Center Customers

Referrals do not imply automatic eligibility. The result of a referral is dependent on the eligibility determination by each partner based on their unique program guidelines and fund availability. The partners agree to conduct referrals for services in the following manner:

Section 12 Signatures

By signature hereto, the West Central Region Workforce Development One-Stop Partners agree to abide by the terms and conditions set forth in this Memorandum of Understanding.

Organization	Chief Elected Official, West Central Workforce Area
Name -printed	Tony McCollum
Title	Presiding Commissioner - Chariton County
Date	6-27-2016
Signature	Tony McCollum

Organization	Workforce Development Board of Western Missouri, Inc.
Name -printed	Cosslett Moore - (General Manager/Flextech Industries)
Title	Chairperson
Date	6/29/2016
Signature	Cosslett W Moore

Organization	Workforce Development Board of Western Missouri, Inc.
Name -printed	Suzanne Richards
Title	Executive Director
Date	6/28/2016
Signature	Suzanne Richards

Organization	Missouri Department of Social Services (TANF/ Community Services Block Grant)
Name -printed	Julie Gibson
Title	Family Support Division Director
Date	6/28/2016
Signature	(see attached) - includes RSB Rehabilitation Services for the Blind

Organization	
Name -printed	
Title	
Date	
Signature	

Organization	
Name -printed	
Title	
Date	
Signature	

Organization	
Name -printed	
Title	
Date	
Signature	

Organization	
Name -printed	
Title	
Date	
Signature	

ATTACHMENT 4

Cost-Sharing Agreement between the Local Workforce Development Board and DWD

Job Center Cost Share

Summary for West Central

Job Center	Owed to DWD	Owed To WDB	Net Amount Owed To DWD	Paid: \$	0.00	Save and Submit
Clinton	\$0.00	\$887.84	(\$887.84)			
Nevada	\$0.00	\$176.62	(\$176.62)			
Sedalia	\$684.15	\$0.00	\$684.15			
Total:	\$684.15	\$1,064.46	(\$380.31)			

Job Center Cost Share
Clinton
Cost Sharing
 Report For: March 2016

Percentages for January to March 2016

DWD: 33.00% WDB: 67.00%

	Budget	DWD Cumulative Expenditures	WDB Cumulative Expenditures	Remaining Budget	DWD Paid	WDB PAID
Copier-Office Furniture & Equip RBM	\$500.00	\$0.00	\$447.68	\$52.32	\$ 0.00	\$ 37.64
Insurance	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	\$ 0.00
Office Supplies-NGCC	\$3,600.00	\$0.00	\$1,343.86	\$2,456.14	\$ 0.00	\$ 162.46
Telecommunication Charge	\$4,000.00	\$1,966.02	\$1,086.41	\$947.57	\$ 643.33	\$ 287.06
Postage	\$300.00	\$252.11	\$0.00	\$47.89	\$ 38.03	\$ 0.00
Postage Meter Machine-	\$200.00	\$73.66	\$0.00	\$126.34	\$ 0.00	\$ 0.00
Office Furn & Equip Rental						
Organization	\$1,200.00	\$0.00	\$455.00	\$745.00	\$ 0.00	\$ 455.00
Memberships						
Rent/Utilities	\$34,000.00	\$18,778.02	\$11,259.01	\$13,962.97	\$ 946.33	\$ 2,106.28
Printing	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	\$ 0.00
Record Destruction-	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	\$ 0.00
Other Business Services						
Publications & Subscriptions	\$125.00	\$0.00	\$78.75	\$46.25	\$ 0.00	\$ 0.00
Interpretation Services-	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	\$ 0.00
Other Professional Services						
Functional Leader	\$15,000.00	\$0.00	\$30,074.50	\$14,925.50	\$ 0.00	\$ 2,966.70
TOTALS	\$9,125.00	\$21,069.81	\$44,745.21	\$23,309.98	\$1,627.69	\$5,995.14
NON-Job Center Cost Share						
		DWD Paid		WIB PAID		
Adjustment		\$ 0.00		\$ 0.00		

<https://dwdfinancialreporting.dcd.mo.gov/Grantees/NGCC.aspx>

Copier-GAMM	\$	0.00	\$	0.00
Copier-MERS	\$	0.00	\$	0.00
Copier-Office Furniture & Equip	\$	0.00	\$	0.00
RBM				
Copier-Youth	\$	0.00	\$	0.00
Personal Services	\$	0.00	\$	0.00
Postage-Admin	\$	0.00	\$	0.00
Postage-GAMM	\$	0.00	\$	0.00
Postage-MWA	\$	0.00	\$	0.00
Postage-NEG	\$	0.00	\$	0.00
Postage-Trade	\$	0.00	\$	0.00
Postage-Vets	\$	0.00	\$	0.00
Postage-WJB	\$	0.00	\$	0.00
Supplies-Vets	\$	0.00	\$	0.00
Telephone-Moret	\$	0.00	\$	0.00
Telephone-WJB	\$	0.00	\$	0.00
Trade Reimbursement	\$	0.00	\$	0.00
Postage-Youth	\$	0.00	\$	0.00
TOTALS		\$0.00		\$0.00
DWD			WDB	
Amount DWD owes of Cost	\$887.84	Amount WDB owes of Cost	\$0.00	
Share expenditures:		Share expenditures:		
Amount DWD owes of Non-Cost	\$0.00	Amount WDB owes of Non-Cost	\$0.00	
Share expenditures:		Share expenditures:		
DWD Reimbursement to WDB	\$887.84	WDB Reimbursement to DWD	\$0.00	
Amount:		Amount:		
Running Total of Available Cash	\$3,635.90	Cumulative Amount WDB Owes to DWD:	\$7,373.36	
Requests:				

Job Center Cost Share

Nevada

Cost Sharing

Report For: March 2016

Percentages for January to March 2016

DWD: 50.00% WDB: 50.00%

	Budget	DWD Cumulative Expenditures	WDB Cumulative Expenditures	Remaining Budget	DWD Paid	WIB PAID
Copier-Office Furniture & Equip R&M	\$1,500.00	\$0.00	\$831.92	\$668.08	\$ 0.00	\$ 185.12
Insurance	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	\$ 0.00
Office Supplies-NGCC	\$3,000.00	\$0.00	\$2,211.05	\$788.95	\$ 0.00	\$ 311.12
Telecommunication	\$5,500.00	\$2,622.71	\$2,361.71	\$515.58	\$ 641.65	\$ 263.02
Charge						
Postage	\$300.00	\$145.47	\$0.00	\$154.53	\$ 17.72	\$ 0.00
Postage Meter Machine	\$350.00	\$49.97	\$0.00	\$300.03	\$ 0.00	\$ 0.00
Office Furn & Equip						
Rental						
Organization	\$450.00	\$0.00	\$275.00	\$175.00	\$ 0.00	\$ 0.00
Memberships						
Rent/Utilities	\$42,000.00	\$28,697.96	\$0.00	\$13,302.04	\$ 3,302.02	\$ 0.00
Printing	\$50.00	\$0.00	\$0.00	\$50.00	\$ 0.00	\$ 0.00
Record Destruction	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	\$ 0.00
Other Business Services						
Publications & Subscriptions	\$150.00	\$0.00	\$0.00	\$150.00	\$ 0.00	\$ 0.00
Interpretation Services-	\$350.00	\$0.00	\$0.00	\$350.00	\$ 0.00	\$ 0.00
Other Professional Services						
Functional Leader	\$45,000.00	\$0.00	\$33,383.83	\$11,616.17	\$ 0.00	\$ 3,556.17
TOTALS	\$98,650.00	\$31,516.11	\$39,063.51	\$28,070.38	\$1,962.19	\$4,315.43
NON-Job Center Cost Share						
		DWD Paid		WIB PAID		
Adjustment		\$ 0.00		\$ 0.00		

<https://dwdfinancialreporting.ded.mo.gov/Grantees/NGCC.aspx>

Copier-GAMM	\$	0.00	\$	0.00	
Copier-MERS	\$	0.00	\$	0.00	
Copier-Office Furniture & Equip	\$	0.00	\$	0.00	
R&M					
Copier-Youth	\$	0.00	\$	0.00	
Personal Services	\$	0.00	\$	0.00	
Postage-Admin	\$	0.00	\$	0.00	
Postage-GAMM	\$	0.00	\$	0.00	
Postage-MWA	\$	0.00	\$	0.00	
Postage-NEG	\$	0.00	\$	0.00	
Postage-Trade	\$	0.00	\$	0.00	
Postage-Vets	\$	0.00	\$	0.00	
Postage-WIB	\$	0.00	\$	0.00	
Supplies-Vets	\$	0.00	\$	0.00	
Telephone-Monett	\$	0.00	\$	0.00	
Telephone-WIB	\$	0.00	\$	0.00	
Trade Reimbursement	\$	0.00	\$	0.00	
Postage-Youth	\$	0.00	\$	0.00	
TOTALS		\$0.00		\$0.00	
		DWD		WDB	
Amount DWD owes of Cost	\$176.62	Amount WDB owes of Cost	\$0.00		
Share expenditures:		Share expenditures:			
Amount DWD owes of Non-Cost	\$0.00	Amount WDB owes of Non-Cost	\$0.00		
Share expenditures:		Share expenditures:			
DWD Reimbursement to WDB	\$176.62	WDB Reimbursement to DWD	\$0.00		
Amount:		Amount:			
Running Total of Available Cash	\$3,929.83	Cumulative Amount WDB Owes to DWD:	\$156.11		
Requests:					

<https://dwdfinancialreporting.ded.mo.gov/Grantees/NGCC.aspx>

Job Center Cost Share

Sedalia

Cost Sharing

Report For: March 2016

Percentages for January to March 2016

DWD: 50.00% WDB: 50.00%

	Budget	DWD Cumulative Expenditures	WDB Cumulative Expenditures	Remaining Budget	DWD Paid	WDB PAID
Copier-Office Furniture & Equip R&M	\$600.00	\$0.00	\$570.63	\$29.37	\$ 0.00	\$ 151.51
Insurance	\$0.00	\$370.00	\$50.00	(\$420.00)	\$ 0.00	\$ 0.00
Office Supplies-NGCC	\$4,000.00	\$372.74	\$2,627.54	\$999.72	\$ 0.00	\$ 0.00
Telecommunication Charge	\$6,500.00	\$4,621.57	\$1,253.06	\$625.37	\$ 1,085.88	\$ 139.37
Postage	\$500.00	\$343.70	\$0.00	\$156.30	\$ 35.49	\$ 0.00
Postage Meter Machine	\$320.00	\$43.81	\$0.00	\$276.19	\$ 0.00	\$ 0.00
Office Furn & Equip Rental						
Organization	\$1,400.00	\$0.00	\$25.00	\$1,375.00	\$ 0.00	\$ 0.00
Memberships						
Rent/Utilities	\$47,000.00	\$30,942.92	\$0.00	\$16,057.08	\$ 4,458.15	\$ 0.00
Printing	\$150.00	\$0.00	\$0.00	\$150.00	\$ 0.00	\$ 0.00
Record Destruction	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	\$ 0.00
Other Business Services						
Publications & Subscriptions	\$350.00	\$0.00	\$316.06	\$33.94	\$ 0.00	\$ 0.00
Interpretation Services	\$350.00	\$0.00	\$119.00	\$231.00	\$ 0.00	\$ 0.00
Other Professional Services						
Functional Leader	\$45,000.00	\$0.00	\$26,553.98	\$18,446.02	\$ 0.00	\$ 3,780.33
TOTALS	\$106,170.00	\$36,694.74	\$31,515.27	\$37,959.99	\$5,579.50	\$4,071.21
NON-Job Center Cost Share						
		DWD Paid	WDB PAID			
Adjustment		\$ 0.00	\$ 0.00			

<https://dwdfinancialreporting.ded.mo.gov/Grantees/NGCC.aspx>

Copier-GAMM	\$	0.00	\$	0.00
Copier-MERS	\$	0.00	\$	0.00
Copier-Office Furniture & Equip	\$	0.00	\$	0.00
R&M				
Copier-Youth	\$	0.00	\$	0.00
Personal Services	\$	0.00	\$	70.00
Postage-Admin	\$	0.00	\$	0.00
Postage-GAMM	\$	0.00	\$	0.00
Postage-MWA	\$	0.00	\$	0.00
Postage-NEG	\$	0.00	\$	0.00
Postage-Trade	\$	0.00	\$	0.00
Postage-Vets	\$	0.00	\$	0.00
Postage-WIB	\$	0.00	\$	0.00
Supplies-Vets	\$	0.00	\$	0.00
Telephone-Monett	\$	0.00	\$	0.00
Telephone-WIB	\$	0.00	\$	0.00
Trade Reimbursement	\$	0.00	\$	0.00
Postage-Youth	\$	0.00	\$	0.00
TOTALS		\$0.00		\$70.00
		DWD	WDB	
Amount DWD owes of Cost	\$0.00		Amount WDB owes of Cost	\$754.15
Share expenditures:			Share expenditures:	
Amount DWD owes of Non-Cost	\$70.00		Amount WDB owes of Non-Cost	\$0.00
Share expenditures:			Share expenditures:	
DWD Reimbursement to WDB	\$0.00		WDB Reimbursement to DWD	\$684.15
Amount:			Amount:	
Running Total of Available Cash	\$2,074.56		Cumulative Amount WDB Owes to DWD:	\$3,654.54
Requests:				

ATTACHMENT 5
LOCAL WORKFORCE DEVELOPMENT BOARD MEMBERSHIP LIST

ATTACHMENT 5

Workforce Development Board of Western Missouri, Inc.

Harold Bahrenburg
Owner/Operator
Bahrenburg Angus
25529 Highway 52
Cole Camp, MO 65325
Cell: 660.221.5688
Benton County
[Private Sector]

Dr. Brent Bates
Vice President for Educational
and Student Support Services
State Fair Community College
3201 West 16th Street
Sedalia, MO 65301
Phone: 660.596.7252
Cell: 660.473.1407
Fax: 660.530.5835
Email: bbates@SFCCMO.EDU
[Education]

Donna Brown
Director of Economic Development
City of Higginsville
1922 Main – PO Box 122
Higginsville, MO 64037
Phone: 660.584.6771
Cell: 816.682.8854
Fax: 660.584.2543
Email: ecdevdir@ctcis.net
[Economic Development]

John Burden
Quality Manager
Enersys Energy Products
617 N. Ridgeview Drive
Warrensburg, MO 64093
Phone: 660.429.2165
Fax: 660.429.2253
Email: john.burden@enersys.com
Johnson County
[Private Sector]

Chris Connell
Director of Operations
Swisher Acquisition, Inc.
1602 Corporate Drive
Warrensburg, MO 64093
Phone: 660.747.8183
Fax: 660.747.3160
Email: chris.connell@swisherinc.com
Johnson County
[Private Sector]

Tim Corbin
Administrator
Hermitage Nursing and Rehab
PO Box 325
Hermitage, MO 65668
Phone: 417.745.2111
Fax: 417.745.2211
Email: hermitageadmin@socket.net
Hickory County
[Private Sector]

Mark Feedback
General Manager
Midwest Metalcraft and Equipment
200 Industrial Drive
Windsor, MO 65360
Phone: 660.647.3167 ext. 222
Cell: 660.580.0119
Fax: 660.647.5580
Email: mfeedback@4mmc.com
Henry County
[Private Sector]

Lee Hamilton
Owner / Operator
Square Corner
26 North Jefferson
Marshall, MO 65340
Phone: 660.886.3716
Email: leee65340@sbcglobal.net
Saline County
[Private Sector]

Ed Hannon
CEO
Bates County Memorial Hospital
PO Box 370
Butler, MO 64730
Phone: 660.200.7072
Fax: 660.200.7004
Email: ejhannon@bcmhospital.com
Bates County
[Private Sector]

Gabe Jones
Heavy Construction Laborers' Local 663
7820 Prospect
Kansas City, MO 64132
Phone: 816.444.0062
Email: gjones@lu663.com
[Labor]

Charley Kendrick
Business Agent
Internal Union of Operating Engineers
4730 Frederick Ave
St. Joseph, MO 64506
Phone: 816.279.5715
Cell: 816.591.2365
Email: ck@iuoelocal101.org
[Labor]

Kim Kendrick
Vice President and Branch Manager
Regional Missouri Bank
301 East Highway 24
Salisbury, MO 65281
Phone: 660.388.6060
Cell: 573.289.0153
Fax: 660.388.6224
Email: kimk@regionalmissouri.com
Chariton County
[Private Sector]

Jim Kilby
3419 West 32nd Street
Sedalia, MO 65301
Cell: 660.221.7237
Email: jkilby@smcelectric.com
[Apprenticeship]

Randy Lee
Human Resource Manager
Gardner Denver
305 North State Fair Blvd.
Sedalia, MO 65301
Phone: 660.826.8341
Cell: 660.287.3434
Email: randylee@gardnerdenver.com
Pettis County
[Private Sector]

G.R. Lowe
Owner
Aviation Fabricators
805 N. Fourth St.
Clinton, MO 65301
Phone: 660.885.8317
Email: grlowe@avfab.com
Henry County
[Private Sector]

Wayne McMullin
Vice President
W&M Welding
604 Highway H
Hughesville, MO 65334
Cell: 660.620.3705
Fax: 660.827.4183
Pettis County
[Private Sector]

Cosslett Moore
General Manager
Flextech Industries
948 E Nusbaum Place
Clinton, MO 64735
Phone: 660.885.8899
Fax: 660.885.6852
Email: cwmoore@flextech-ind.com
Henry County
[Private Sector]

Melody Nichols
MWA Program Specialist
Laclede County FSD
2639 S. Jefferson Avenue
Lebanon, MO 65536
Phone: 417.532.3137 ext. 273
Fax: 417.532.0743
Email: Melody.L.Nichols@dss.mo.gov
[TANF]

Larry Peters
Owner / Operator
Larry Peters Insurance
27612 Settlers Avenue
Keytesville, MO 65261
Phone: 660.288.3630
Cell: 660.322.1324
Fax: 660.288.1014
Email: hpeters@centurytel.net
Chariton County
[Private Sector]

Amber Robertson
HR Manager
3M Nevada
2120 E. Austin Blvd.
Nevada, MO 64775
Phone: 417.667.7851
Email: acrobotson@mmm.com
Vernon County
[Private Sector]

Bill Thole
Employment and Training Coordinator
Experience Works
117 West Frankln
Clinton, MO 64735
Phone: 660.885.5678
Fax: 660.885.3544
Email: bill_thole@experienceworks.org
[Representative of Employees]

Cheri Tune
NCRC Coordinator
Division of Workforce Development
421 E. Dunklin St.
Jefferson City, MO 65102
Phone: 573.364.7030
Email: cheri.tune@ded.mo.gov
[Wagner/Peyser (DWD)]

Laura Wallen
District Supervisor
Vocational Rehabilitation
2115 W. Broadway
Sedalia, MO 65301
Phone: 660.530.5560
Fax: 660.530.5567
Email: laura.wallen@vr.dese.mo.gov
[Vocational Rehabilitation]
[Representative of Employees]

Deb Williams
Adult Education Director
State Fair Community College
3201 W. 16th Street
Sedalia, MO 65301
Email: dwilliams1@sfccmo.edu
[AEL]

ATTACHMENT 6
Local Workforce Development Board By-Laws and Attestation Form

ATTACHMENT 6

**WORKFORCE DEVELOPMENT BOARD
OF WESTERN MISSOURI, INC.**

West Central Region

By-Laws

Revised & Approved January 2014
Revised & Approved March 23, 2016

Table of Contents

		Page
Article I	Board Name	2
Article II	Board Purpose	2
Article III	Board Authority	3
	Section 1 Establishment	3
	Section 2 Inurement of Income	3
	Section 3 Legislative or Political Activities	3
	Section 4 Operational Limitations	3
	Section 5 Dissolution Clause	3
Article IV	Board Structure	4
	Section 1 Board Composition	4
	Section 2 Term of Office	4
	Section 3 Reappointment and Vacancies	4
	Section 4 Meeting Attendance Requirements	4
Article V	Board Meetings	4
	Section 1 Regular Scheduled Meetings	4
	Section 2 Special Meetings	5
	Section 3 Allowable Compensation	5
	Section 4 Quorum	5
	Section 5 Proxy	5
	Section 6 Board Minutes	5
	Section 7 Annual Meeting	5
Article VI	Board Officers	6
	Section 1 Nomination of Officers	6
	Section 2 Election of Officers	6
	Section 3 Duties of Each Office	6
	Section 4 Term of Officers	7
	Section 5 Removal from Office	7
	Section 6 Officer Vacancies	7
	Section 7 Multiple Office Holding	7
Article VII	Executive Committee	7
	Section 1 Composition	7
	Section 2 Functions and Powers	7
Article VIII	Committees (Excluding Executive Committee)	7
	Section 1 Planning/Oversight Committee	8
	Section 2 Finance/Audit Committee	8
	Section 3 Personnel/Nominating Committee	8
	Section 4 Ad Hoc Committees	8
	Section 5 Special Sub-Committee	8
	Section 6 Youth Council	9
Article IX	Executive Director	9
Article X	Parliamentary Procedure	9
Article XI	Amendment of By-Laws	9

**WORKFORCE DEVELOPMENT BOARD
OF WESTERN MISSOURI, INC.**

**West Central Region
By-Laws**

ARTICLE I Board Name

The Board shall be known as the Workforce Development Board of Western Missouri, Inc., incorporated under the general not-for-profit laws of the State of Missouri. The Workforce Development Board of Western Missouri, Inc., is exempted from taxation under the Section 501 (c) (3) Internal Revenue Code.

ARTICLE II Board Purpose

The Board is designated by the Chief Elected Officials to serve as the Grant Recipient and Fiscal Agent to develop, establish, and maintain a streamlined local employment and training One-Stop delivery system in the area that comprises the West Central Region, Workforce Investment Area 4.

The general purpose of the Board is to:

- Develop the local workforce investment plan; and conduct oversight of the One-Stop system, youth activities, and employment and training activities under Title I of the Workforce Investment Act, in partnership with the Chief Elected Official;
- Select the One-Stop operators with the agreement of the Chief Elected Official and may terminate the eligibility of the operator;
- Identify eligible youth providers using a competitive basis and based on the recommendations of the Planning and Operations Committee in consultation with the Youth Task Force;
- Identify eligible providers of adult and dislocated worker career services and training services;
- Maintain a list of eligible service providers;
- Develop a budget for the purpose of carrying out the duties of the Workforce Development Board with approval of the Chief Elected Official;
- Negotiate on local performance measures with the Chief Elected Official and the Governor;
- Coordinate workforce investment activities with economic development strategies and develop employer linkages;

- Promote private sector involvement in the statewide workforce investment system through effective networking, brokering, and coaching activities through intermediaries to assist employers in meeting hiring needs;
- Appoint the Youth Task Force in cooperation with the Planning and Operations Committee;
- Conduct regional planning activities as appropriate; and
- Conduct business in an open manner as required by Sunshine provisions.

ARTICLE III Board Authority

Section 1. Establishment

The Board is established in accordance with the Workforce Innovation and Opportunity Act and its rules and regulations and any amendments thereto. Hereafter the Workforce Development Board of Western Missouri, Inc., shall be referred to as "Board," and the Workforce Investment Act as "WIOA."

Section 2. Inurement of Income

The Board shall not inure to the benefits of, or be distributable to, its members, officers or other private persons except that the corporation shall be authorized and empowered to pay reasonable compensation for the services rendered for any part of net earnings of the corporation.

Section 3. Legislative or Political Activities

The Workforce Development Board shall not attempt to influence legislation. The Board shall not participate in any political campaign on behalf of any candidate for public office.

Section 4. Operational Limitations

Notwithstanding any other provisions of these articles, the Board shall not carry on any other activities not permitted to be carried on [a] by a corporation exempt from federal income tax under Section 501 (c) (3) of the Internal Revenue Code of 1954 (or the corresponding provision of any future United States Internal Revenue Law) or [b] by a corporation, contributions, to which are deductible under Section 170 (c) (2) of the Internal Revenue Code of 1954 (or the corresponding provision of any future United States Internal Revenue Law).

Section 5. Dissolution Clause

Upon the dissolution of the corporation, the Board shall, after paying or making provisions for the payment of all the liabilities of the corporation, dispose of all assets of the corporation exclusively for the purposes of the corporation in such manner, or to such organization that shall at the time qualify as an exempt organization or organizations under Section 501 (c) (3) of the

Internal Revenue Code of 1954 (or the corresponding provision of any future United States Internal Revenue Law), as the Board shall determine.

ARTICLE IV Board Structure

Section 1. Board Composition

The Board shall be comprised of at least the minimum number of federally mandated agency partners, as well as the required number of private sector business partners to maintain a quorum. All private sector members shall be;

- nominated by local business organizations and trade associations
- recommended by their County Chief Elected Official
- approved by the Personnel and Nominating committee
- appointed by the Chair of the Chief Elected Officials, and
- certified by the Governor of Missouri.

All shall be selected/nominated and appointed in accordance with governing federal and state laws and related regulations.

Section 2. Term of Office

Each Board member's term shall be for two years.

Section 3. Reappointment and Vacancies

Board members are eligible to be reappointed, but reappointment must be in accordance with WIOA regulations. In the event a vacancy occurs during the term of an appointment, Officer vacancies shall be filled by appointment by the Chairperson and confirmed by a vote of the Board.

Vacating members may participate in an advisory capacity to provide knowledge and experience to the Workforce Development Board regarding area workforce issues. Members participating as an Advisory member will not be eligible to vote.

Section 4. Meeting Attendance Requirements

Any private sector Board member absent from three (3) consecutive Full Board meetings will be terminated from the Board, provided that notice of tentative termination has been given prior to the third meeting. (Terminated board members may be reappointed to the board by the CEO).

ARTICLE V. Board Meetings

Section 1. Regular Scheduled Meetings

The Full Board shall meet on a bi-monthly (every other month) basis and on the fourth Wednesday of that month. The months of September, November, January, March, May, and July will be Full Board meeting months. The Executive Committee will hold meetings on the alternate months and report proceedings to the Full Board. Any Board member may attend the Executive Committee meetings. The Chairperson may call for a Full Board meeting on any alternate month as deemed necessary to conduct official business.

Section 2. Special Meetings

Special meetings may be called at any time by the Chairperson or one-third of the total Board, excluding vacancies. The notice of such meetings shall be served by the Chairperson. Depending on time requirements, this notice may be by mail or personal contact. Only the business referred to in the notice may be considered at special meetings.

Section 3. Allowable Compensation

Board members, with the exception of One-Stop partners and Advisory Board members may be compensated for mileage and conference/training expenses while conducting business on behalf of the Workforce Development Board of Western Missouri, Inc. One-Stop partners will follow their normal channels of expense reimbursement for job-related duties within their funding system.

Section 4. Quorum

Fifty-one percent of non-vacant seats on the Board must be present and fifty-one percent of the total membership present must be from private sector seats to constitute a quorum for a Full Board meeting.

Section 5. Proxy

Voting by proxy is not permitted at Full Board meetings or Committee meetings.

Section 6. Board Minutes

Board members representing the One-Stop Operators and/or providers or contractors of career services and/or training services for the Workforce Development Board, and who, by virtue of either their direct employment or Board membership affiliations, are prohibited from any discussions or actions that may promote or discourage funding or non-funding or voting on any matter which would provide direct financial benefit to that member or his/her affiliated organization or that would otherwise affect the distribution of funds among the providers of workforce services. Abstentions shall be reflected in the minutes. If any other member is impacted by a decision in which he or she might receive direct financial benefit, that member is bound by the same conflict of interest provisions as heretofore described.

The Board shall keep for each meeting, written minutes which include a record of votes on all motions. Minutes of the previous meeting shall be distributed to all members before the next meeting, and shall be made available to the public upon request.

Section 7. Annual Meeting

The July meeting shall be known as the Annual Board meeting.

ARTICLE VI. Board Officers

The officers of the Board shall consist of a Chairperson, Vice Chairperson, Secretary, and Treasurer.

Section 1. Nomination of Officers

The Personnel/Nominating Committee shall be charged with nominating a slate of officers from the Board membership. Notification of the slate shall be mailed to the Board at least ten days prior to meeting where an election will be held (i.e. May or to re-fill vacancies). The Personnel/Nominating Committee shall also present the recommended slate at the general session of the Full Board meeting. After the Personnel/Nominating Committee's slate has been presented to the Full Board, additional nominations can be made from the floor.

Section 2. Election of Officers

All officers will be elected by a simple majority of those present. Vote will be by secret ballot.

Section 3. Duties of Each Office

The Board shall use the following chain of command in all cases where necessary. The chain of command shall be Chairperson, Vice Chairperson, Treasurer, and Secretary. This chain of command will apply to any situation where one or more of the officers are either absent from meetings, vacated their office, or cannot be located when needed.

Chairperson: The Chairperson shall preside at all meetings of the members of the Full Board, shall appoint committees to accomplish tasks which are the responsibility of the Board, shall sign legal documents on behalf of the Board, shall prepare the Board meeting agenda in counsel with the Executive Director, and shall perform such other duties as may be prescribed by the Board. The Chairperson shall be selected from among the private sector members of the Board. The Chairperson shall be bonded for faithful discharge of his/her duties, the sum and surety of which the Board shall determine. The cost of any such bond shall be paid from WIOA funds.

Vice Chairperson: In the temporary absence of the Chairperson, the Vice Chairperson shall have all the powers of and be subject to all restrictions upon the Chairperson, and shall perform such other duties as may be assigned to him/her by the Chairperson or by the Board. The Vice Chairperson will serve as the Chairperson of the Executive Committee. The Vice Chairperson shall be selected from among the private sector members of the Board.

Treasurer: The Treasurer shall be the person responsible for monitoring and oversight of the fiscal responsibilities of the Workforce Development Board and for assuring that monies are deposited in depositories selected by the Board. The Treasurer shall be an ex-officio member of the Finance/Audit Committee. He/she shall perform such other duties as may be assigned to him/her by the Chairperson of the Board. The Treasurer shall be bonded for faithful discharge of his/her duties, the sum and surety of which the Board shall determine. The cost of any such bond shall be paid from WIOA funds.

Secretary: The Secretary shall be responsible for the minutes of the meetings of the Board, shall see that all notices are duly given in accordance with the provisions of these by-laws or as required by law, shall sign such instruments with the Chairperson or other officers as may be required and shall perform such other duties as may be assigned by the Chairperson of the Board. The Secretary shall also serve as the Parliamentarian.

Section 4. Term of Officers

Officers will be elected biennially, and the term of office will be two years. Board members have a limit of one term for any one office. Members may not serve consecutive terms for the same position. An officer's official term will begin the first day of July.

Section 5. Removal from Office

Any officer may be removed from office by a two-thirds vote of the Board, excluding vacant seats, whenever in the Board's judgment the best interests of the Board will be served by such action. Such removal shall be without prejudice to the contract rights, if any, of the person so removed.

Section 6. Officer Vacancies

A vacancy in the office of Chairperson shall be filled by the Vice Chairperson for the remainder of the term. Other officer vacancies shall be filled by appointment by the Chairperson and confirmed by a vote of the Board.

Section 7. Multiple Office Holding

No Board member shall hold more than one office at any one time.

ARTICLE VII Executive Committee

Section 1. Composition

The Executive Committee shall be composed of the four Board Officers and the Chairpersons of the three other standing committees. The standing committees are Planning/Operations, Finance/Audit, and Personnel/Nominating.

Section 2. Functions and Powers

The Executive Committee shall have the authority to act on business for the Board, which must be completed prior to the next regular Board meeting. Other business items may be assigned to this committee by the Chairperson or the Board for their review and recommendations. This committee will report to the Board denoting action taken or committee recommendations. The Executive Committee Chairperson may cancel the regularly scheduled Executive Committee meeting if it is determined that there is insufficient business to be conducted by the Executive Committee.

ARTICLE VIII Committees (Excluding Executive Committee)

Excluding the Executive Committee, there shall be three standing committees and as many Ad Hoc Committees as necessary to conduct the business of the Board. All committee members shall be appointed by the Chairperson annually and approved by the Board. The Finance and Audit Committee will meet at least quarterly, and all other committees will meet as needed.

Section 1. Planning/ Operations Committee

The Planning/Operations Committee shall assist in designing the planning/oversight process, review and approve the monitoring system developed by the staff, make recommendations to the Board on monitoring criteria and performance measures, review reports on program performance, and review corrective action reports. This committee oversees and consults with the Youth Task Force. The Planning/ Operations Committee shall report meeting results to the Full Board and make appropriate recommendations, as applicable to conduct business.

Section 2. Finance/Audit Committee

The Finance/Audit Committee shall review the Workforce Development Board's financial management system, budgets, program costs, and the Workforce Development Board's subcontracts to ensure that costs are necessary, reasonable, and within appropriate cost categories. This Committee shall review the state of Missouri generated fiscal monitoring and audit reports, and inform the Board of the fiscal or financial status and levels of compliance. This committee shall also have the responsibility of seeing that a Fiscal Operations Manual is prepared and adhered to. This manual shall include all financial operational procedures including the audit process. The Finance/Audit Committee shall report meeting results to the Full Board and make appropriate recommendations, as applicable to conduct business.

Section 3. Personnel/Nominating Committee

The Personnel/Nominating Committee shall prepare a slate of officers to be presented to the Board as their recommendations. This slate of officers shall be mailed to all Board members at least ten days prior to the election meeting. The Committee will also present their slate to the Board at the general session of the Full Board May meeting. The Committee Chairperson or his/her designee shall conduct the election portion of the Full Board meeting. The Personnel and Nominating Committee shall report meeting results to the Full Board and make appropriate recommendations, as applicable to conduct business.

Section 4. Ad Hoc Committees

Committees appointed by the Chairperson for specific tasks shall be considered dismissed as soon as final action is taken by the Board. The Ad Hoc Committee shall report meeting results to the Full Board and make appropriate recommendations, as applicable to conduct business.

Section 5. Special Sub-Committee

The Chairperson, Vice Chairperson, Personnel/Nominating Committee Chairperson, and Finance/Audit Committee Chairperson or their designated representative shall compose a special sub-committee for the purpose of reviewing staff positions and salary recommendations annually. This sub-committee shall additionally evaluate the administrative performance appraisal process and the interview and selection process for professional level staff.

Section 6. Youth Task Force

The Youth Task Force is an advisory committee to the Board for youth activities. This task force will consist of members of the Board and other community members with expertise or an interest in youth services. This committee is responsible for assisting in the development of the Plan relating to eligible youth. This task force may suggest and coordinate youth activities authorized by the Act and other duties deemed appropriate by the Board. The Youth Council Task Force will be appointed by the Board in cooperation with the Chief Elected Official as required by law. The Chairperson of the Youth Task Force must also be a member of the Workforce Development Board of Western Missouri, Inc.

The purpose of the Youth Task Force is to provide expertise in youth policy and to assist the Planning and Operations Committee in accordance with federal regulations.

The Board will retain the responsibility for conducting oversight of local youth programs operating under federal law to ensure both fiscal and programmatic accountability. The Youth Task Force shall report meeting results to the Planning and Operations Committee and make appropriate recommendations, as applicable to conduct business.

ARTICLE IX Executive Director

The Workforce Development Board of Western Missouri, Inc., shall hire an Executive Director who shall be responsible for the overall operation of Board activities. The Executive Director shall hire and release staff as necessary. The Board Chairperson and Chair of the Personnel/Nominating Committee shall be notified prior to the release of staff. The Executive Director shall make a report to the Board and the Executive Committee monthly or as requested.

ARTICLE X Parliamentary Procedure

The rules contained in the current edition of Robert's Rules of Order shall govern the Board in all cases to which they are applicable and in which they are not inconsistent with these by-laws and any statutes applicable to this Board.

ARTICLE XI Amendment of By-Laws

The Board by-laws may be amended and new by-laws adopted at any meeting of the Full Board. However, for new by-laws to be adopted, the following must occur prior to voting on adoption. Written notice of the proposed change must be sent to all Board members at least ten days prior to the Full Board meeting when the change will be discussed. The actual voting of this change will be taken at the next general meeting following the discussion meeting. A change in the by-laws requires a two-thirds vote of the Board excluding vacancies.

REMAINDER OF PAGE LEFT BLANK INTENTIONALLY

ATTACHMENT 6

Workforce Development Board of Western Missouri, Inc.

ATTESTATION FOR REVIEW OF BY-LAWS 2016-2017

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.

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

Cosslett W Moore 3/23/2016
Cosslett Moore (Chair) Date

H.S. Bahrenburg
Harold Bahrenburg Date

Brent Bates 3-23-16
Brent Bates Date

Donna J Brown 3-23-16
Donna Brown Date

John J. Burden
John Burden Date

Chris Connell 3-23-16
Chris Connell Date

Mark Feedback Date

Lee Hamilton 3-23-16
Lee Hamilton Date

Gabe Jones 3/23/16
Gabe Jones Date

Charley Kendrick 3/23/16
Charley Kendrick Date

Kim Kendrick 3/23/16
Kim Kendrick Date

Jim Kilby Date
3/23/16

Randy Lee Date
03-23-16

G.R. Lowe Date
Wayne McMullin

Wayne McMullin Date

Melody Nichols Date
Larry Peters 3/23/16

Larry Peters Date

Bill Thole Date

Cheri Tune Date
Laura Wallen 3-23-16

Laura Wallen Date
Deb Williams 3-23-16

Deb Williams Date

Jay Wilson Date

ATTACHMENT 7
CEO MEMBERSHIP and BY-LAWS

ATTACHMENT 7

Workforce Development Board of Western Missouri, Inc. Chief Elected Officials

BATES COUNTY

Presiding Commissioner Jim Wheatley
Bates County Courthouse
1 North Delaware
Butler, MO 64730
Phone: 660.679.3371
Fax: 660.679.9922
Email:
BatesCountyCommissioners@yahoo.com
Northern District – Jim Scott
Southern District – Larry Hacker

CEDAR COUNTY

Presiding Commissioner Marlon Collins
Cedar County Courthouse
113 South Street
Stockton, MO 65785
Phone: 417.276.6700 ext 240
Fax: 417.276.3461
Email: peggykclerk@yahoo.com
Northern – Don Boultinghouse
Southern – John Fox

BENTON COUNTY

Presiding Commissioner Michelle McLerran
PO Box 1238
Warsaw, MO 65355
Phone: 660.438.7406
Fax: 660.438.3275
Email:
michelle.mclerran@bentoncomo.com
Northern District – Jim Hansen
Southern District – Steve Daleske

CHARITON COUNTY

Presiding Commissioner Tony McCollum
Chariton County Courthouse
306 South Cherry Street
Keytesville, MO 65261
Phone: 660.288.3200
Cell: 660.788.4267
Fax: 660.288.3403
Email: countyclerk@charitonco.com
Eastern District – Steve Atkinson
Western District – Danny Price

CARROLL COUNTY

Presiding Commissioner Nelson Heil
Carroll County Courthouse
8 South Main
Carrollton, MO 64633
Phone: 660.542.0615
Fax: 660.542.0621
Email: countyclerk@carrollcomo.org
District #1 – Bill Berlsen
District #2 – David Martin

HENRY COUNTY

Presiding Commissioner Jim Stone
Henry County Courthouse
100 West Franklin St. – PO Box 210
Clinton, MO 64735
Phone: 660.885.7200
Fax: 660.890.2963
Email: jim@wsdoor.com
Northern District – Daniel Doll
Southern District – Jim Talley

HICKORY COUNTY

Presiding Commissioner Robert Sawyer
Hickory County Courthouse
PO Box 3
Hermitage MO 65668
Phone: 417.745.6450
Fax: 417.745.6057
Email: commissioner@hickorycomo.com
Eastern District – Robert Breshears
Western District – Rick Pearson

JOHNSON COUNTY

Presiding Commissioner Bill Gabel
Johnson County Courthouse
300 North Holden Street
Warrensburg, MO 64093
Phone: 660.747.2112
Fax: 660.747.9332
Email: wgabel@jococourthouse.com
Eastern District – Scott Sader
Western District – Destry Hough

LAFAYETTE COUNTY

Presiding Commissioner Harold
Hoflander
Lafayette County Courthouse
1001 Main Street
Lexington, MO 64067
Phone: 660.259.4315
Fax: 660.259.6109
Email: hchoflan@yahoo.com
Northern District – Gill Rector
Southern District – Tracy Dyer

PETTIS COUNTY

Presiding Commissioner David Dick
Pettis County Courthouse
415 South Ohio, Suite 212A
Sedalia, MO 65301
Phone: 660.826.5000 ext. 405
Fax: 660.829.4953
Email: davidd@pettiscomo.com
Eastern District – Brent Hampy
Western District – Jim Marcum

SALINE COUNTY

Presiding Commissioner Kile Guthrey
Saline County Courthouse
19 East Arrow Street
Marshall, MO 65340
Phone: 660.886.7777
Fax: 660.886.2603
Email: salccom@mmuonline.net
Northern District – Charlie Guthrie
Southern District – Monte Fenner

ST. CLAIR COUNTY

Presiding Commissioner Robert Salmon
St. Clair Courthouse
PO Box 525
Osceola, MO 64776
Phone: 417.646.2315
Fax: 417.646.8080
Email: stclair@sos.mo.gov
Northern District – Leroy Strope
Southern District – Gerald Williams

VERNON COUNTY

Presiding Commissioner Joe Hardin
Vernon County Courthouse
100 West Cherry Suite #6
Nevada, MO 64772
Office: 417.448.2505
Cell: 417.667.1726
Fax: 417.667.6035
Email: commission@vernoncountymmo.org
Northern District – Neal F. Gerster
Southern District – Everett L. Wolfe

BY-LAWS CHIEF ELECTED OFFICIALS CONSORTIUM

WHEREAS, the Counties of Bates, Benton, Carroll, Cedar, Chariton, Henry, Hickory, Johnson, Lafayette, Pettis, Saline, St. Clair, and Vernon in the State of Missouri (here in after, the Counties): have duly represented themselves to be the Western Missouri Workforce Investment Region Consortium (hereinafter, the Consortium); and

NOW, THEREFORE, the Consortium does hereby adopt the following bylaws:

ARTICLE I. Consortium Establishment

SECTION 1. *Purpose*: This Consortium does hereby constitute themselves to be a consortium for the purposes of working in partnership with the local board to carry out the responsibilities as outlined in the Workforce Innovation and Opportunity Act.

SECTION 2. *Membership*: The Chief Elected Officials (hereafter, the CEOs) or their designees of the thirteen counties shall constitute the Western Missouri Workforce Investment Region Consortium.

ARTICLE II. Consortium Structure

SECTION 1. *Composition*: The Consortium shall be governed by 13 members, which shall consist of the Chief Elected Officials of each member county or the designee thereof, as provided hereinafter.

SECTION 2. *Alternative Representation*: The Presiding Commissioner may appoint an Associate Commissioner from their county to attend and vote in their absence. Written notice of the appointment must be sent to the Chair of the Consortium prior to the meeting to be attended.

SECTION 3. *Election of Officers*: The Consortium shall at its annual meeting in July elect from its membership a Chairperson, and a Vice Chairperson to serve for a term of one year or until a successor is elected and qualified. All officers shall be Presiding Commissioners. The Chairperson shall appoint a Board Clerk. Vacancies shall be filled by election for the remainder of the unexpired term. Proxy voting shall not be allowed for the election of CEO Consortium officers.

SECTION 4. *Duties of Each Office*: The Chairperson shall preside over the meetings of the Consortium. The Vice Chairperson shall perform the duties of the Chairperson in his or her absence. The Board Clerk shall be responsible for the recording and distribution of all minutes of the Consortium.

ARTICLE III. Consortium Meetings

SECTION 1. Parliamentary Procedure: Robert's Rules of Order shall govern the procedures of the Consortium insofar as they do not conflict with applicable law or administrative rules.

SECTION 2. Quorum, Voting and Proxy Voting: Quorum shall constitute seven (7) of the thirteen (13) members of the Consortium. All actions of the Consortium shall be approved by a simple majority of established quorum. In the case of a tie vote by members present, the Chair (of the meeting) shall break the tie. Proxy Voting shall not be allowed at any time.

SECTION 3. Meetings and Notices: The Consortium shall meet a minimum of three (3) times during each calendar year, the dates of which shall be determined by the Consortium. Meetings may be attended in person, via telephone conference call or by electronic media. The Consortium Clerk 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 10 calendar days prior to the date of each meeting. All records of the Consortium shall be kept at the office of the WDB in custody of the Consortium Clerk.

ARTICLE IV. Consortium Functions and Powers

SECTION 1. Grant Recipient: The Consortium will serve as the local grant recipient for the region's Innovation and Opportunity Act funds and shall be held liable for any misuse of such funds. While the Consortium may designate an entity to serve as local grant sub-recipient and/or as local fiscal agent, such designation shall not relieve a CEO of the liability for any misuse of grant funds.

SECTION 2. LWDB Appointments: On Behalf of the Consortium, the Chairperson will receive member nominations and recommend to the Governor the appointments of members to the Local Workforce Development Board in accordance with State and Federal criteria.

SECTION 3. Policy: The Consortium will set policy for the local workforce system in partnership with the Local Workforce Development Board.

SECTION 4. Local Plan: The Consortium will participate in the development of the local plan and any modifications thereto in partnership with the Local Workforce Development Board.

SECTION 5. Program Oversight: The Consortium will conduct oversight, in partnership with the Local Workforce Development Board, of local Youth, Adult and Dislocated Worker programs.

SECTION 6. Budget Approval: The Consortium will approve the budget developed by the Local Workforce Development Board for carrying out the Board's duties.

SECTION 7. Performance Negotiation: The Consortium will participate with the Local Workforce Development Board in local performance negotiations.

SECTION 8. Other Duties: The Consortium will perform any other duties or obligations conferred upon the Chief Elected Officials as designated under the Act.

ARTICLE V. Amendment of By-Laws

The Consortium by-laws may be amended and new by-laws adopted at any Consortium meeting. However, for amended and/or new by-laws to be adopted, the following must occur prior to voting on adoption. Written notice of the proposed change must be sent to all Consortium members at least fifteen days prior to the Consortium meeting when the change will be discussed and voted on. A change to the By-Laws will require a simple majority of the quorum.

ARTICLE VI. Ratification

The by-laws shall be effective upon adoption by a two-thirds vote of the Consortium members at a meeting called for such purpose.

ARTICLE VII. Dissolution

The Consortium may be dissolved and the Consortium Agreement and By-Laws may be rescinded only with the consent of the quorum of the Consortium.

REMAINDER OF PAGE LEFT BLANK INTENTIONALLY

Revised April 2016

ATTACHMENT 8
Conflict of Interest Policy for Local Workforce Development Staff and Contracted Staff

ATTACHEMENT 8

Workforce Development Board of Western Missouri, Inc.

Conflict of Interest Statement

A conflict of interest statement is required in order to ensure that individuals or representatives of organizations entrusted with public funds will not personally or professionally benefit from the award or expenditure of such funds. This statement is established to provide direction for sub-recipients, contractors, staff and board members of the Workforce Development Board of Western Missouri, Inc. in order that business will be conducted within the guidelines that prevent actual, potential, or questionable conflicts of interest.

No individual shall participate in the selection, award, or administration of a contract supported by any funds where a real or apparent conflict of interest would be involved. Such a conflict would arise when the individual, any member of his or her immediate family, his or her partner, or an organization which employs or is about to employ any of the parties indicated herein, has a financial or other gainful interest in the firm selected for an award. The individual shall neither solicit nor accept gratuities, favors, or anything of monetary value from contractors, or parties to sub agreements. However, the WDB may set standards for situations in which the gift is an unsolicited item of nominal value and can be shared by the members of the organization as a whole.

Each sub-recipient shall maintain a written code of conduct governing the performance or person engaged in the award and administration of WDB contracts.

Each sub-recipient shall ensure that no person in decision-making capacity shall engage in any activity, including participation in the selection, award, or administration of a contract supported by WDB funds if a conflict of interest, real, implied or apparent, would be involved.

An individual of the WDB shall not cast a vote, nor participate in any decision-making capacity on the provision of services by such individual (or any organization which that individual directly represents), nor any matter which would provide any direct financial benefit to the individual, to the individual's immediate family, or to the individual's organization.

Individuals shall not use, for their own private gain, for gain of others, or for other than officially designated purposes, any information obtained as a result of their relationship with the WDB.

Membership on the WDB Board, or being a recipient of WIOA funds to provide training or other services, is not by itself a violation of conflict of interest provisions of WIOA or corresponding regulations. Unless and until a situation arises where there is a conflict of interest. For example, under circumstances where a board member's organization through which s/he volunteers or serves stands to benefit, the board member will recuse him/herself from discussion and decision making.

References:

- WIOA Public Law 113-128 Section 101(f) – State Board Conflict of Interest
- WIOA Public Law 113-128 Section 102(b)(2)(E) – State Plan Conflict of Interest Assurance
- WIOA Public Law 113-128 Section 107(h) – Local Board Conflict of Interest
- WIOA Public Law 113-128 Section 121(d)(4) – One-Stop Operators
- WIOA Proposed 20CFR 697-430
- WIOA Proposed 679.130(f)(1) through (3) – State board must use criteria to certify One Stops to avoid inherent conflict of interest
- WIOA Proposed 20 CFR 679.410 (a)(3) and (3) – Local board must avoid inherent conflict of interest
- WIOA Proposed 20 CFR 679.430 – Entities performing multiple functions
- WIOA Proposed 20 CFR 683.200©(5) – Administrative Rules, Costs, Limitations – Title I WIOA and Wagner-Peyser
- 29 CFR 97.36(3)
- 2 CFR 899 Part 200 and Part 2900 – Office of Management and Budget Uniform Guidance on administrative, cost, and audit provisions for federal grants
- Revised Code of Washington (RCW) 42.20.070 – Misappropriation and falsification of accounts by a public officer
- RCW 42.20.080 – Other violations by officers
- RCW 42.52.160 - Use of persons, money or property for private gain
- Employment Security Department WIOA Policy #5405 Conflict of Interest

REMAINDER OF PAGE LEFT BLANK INTENTIONALLY

**ATTACHMENT 9
SUB-STATE MONITORING POLICY**

ATTACHMENT 9

Workforce Board of Western Missouri, Inc.



Sub-State Monitoring Policy

Financial and Program oversight, monitoring and/or review of activities, as set forth in DWD Issuance 16-2015, are the primary responsibilities of the West Central Region's Compliance Specialist and the Fiscal Manager. The Workforce Development Board of Western Missouri, Inc. (WDB) has determined other WDB staff may be involved in oversight and monitoring of in-house and subcontracted Workforce Innovation and Opportunities Act (WIOA)-related and certain non-WIOA-related operations in the West Central Region. Continuous Review Teams will be comprised of WDB staff chosen based on their knowledge of WIOA, the Next Generation Career Center (NGCC) skills-based integrated service model, programmatic regulations, policies, procedures and performance criteria to ensure service/program quality and outcomes that meet the objectives of WIOA regulations. The Executive Director of the Workforce Development Board will ensure each Continuous Review Team member is able to demonstrate independence from the duties or system monitored.

These Continuous Review Teams may utilize a variety of monitoring methods. These may include questionnaires, interviews of customers, employers and Job Center staff. Monitoring reviews will include on-site visits to subsidized employer worksites (ie: summer youth work experience and On-the-Job training; desktop reviews using the Division of Workforce Development (DWD) Statewide Information Management System (MIS) and available reports and data accessed through MoPerforms; as well as hard copy file review during the on-site visits to regional Job Centers and subcontractor administrative offices.

An annual monitoring report will be prepared regarding compliance with the terms and conditions of each contractual scope of work and submitted each Program Year to the Workforce Development Board's Executive Director for distribution to the West Central Region Workforce Development Board and Chief Elected Officers (CEO) as referenced in section 107 (d)(8) [20 U.S.C. 3122(d)(8)] of the Workforce Innovation and Opportunities Act in accordance with the appropriate provisions of the most current WDB/CEO agreement in order to support strategic planning and oversight decisions.

Annually, the Workforce Development Board will receive monitoring reports regarding compliance and performance on each contractual agreement. Other areas that will be covered in monitoring reports are the adequacy of assessment, planning of activities and services, coordination of One-Stop system partners to meet the comprehensive needs of customers, and customer outcomes. As required by WIOA when any problems are identified, prompt and appropriate corrective action will be taken.

The West Central Region abides by policies and/or procedures which demonstrate that programmatic and operational oversight systems effectively measure compliance with WIOA regulations, DWD and NGCC guidance and issuances. Established policies and/or procedures ensure:

- The review of program quality
- Continuous improvement of service delivery
- A comprehensive examination of compliance issues cited in State/Regional reviews
- The determination of the effectiveness of corrective action measures to address issues of concern

Specific guidance outlined in DWD Issuance 16-2015 will govern monitoring activities relative to: customer data and eligibility documentation; orientation to customer rights and acknowledgment of receipt of MO WIOA Complaint Grievance Guide; eligibility; priority for programs and services received; orientation to services and justification of individual career services or training services; methods of assessment; employment planning; Individual Training Accounts (ITAs); appropriateness and accuracy of participant payments (support services/needs related payments); MIS data entry and validation; posting of customer outcomes including attainment of degree or certificate; supplemental employment data; customer satisfaction; etc.

The WDB monitoring will systematically evaluate every aspect of service delivery, identify weaknesses/opportunities, provide training/technical assistance, implement action steps and monitor corrective actions. While constantly seeking to improve process and advance staff development, the by-product will be enhanced performance as measured in program outcomes and customer satisfaction.

The WDB will use random-sampling techniques in participant file reviews to test eligibility in every funding stream for which they have a contract with DWD. When reviewing WIOA Adult and Dislocated Worker participant records, the two funding streams will be combined then sampled by service. Each Program Year, the Board must monitor a separate statistically valid sample of Adult and Dislocated Worker participants enrolled in each of the following services:

- WIOA Career-level –only enrollments (Membership)
- Classroom Training
- On-the-Job Training
- Work experience/Internship
- Supportive Services/Needs-related payments
- Any other services that result in a direct payment being made to, or on behalf of, a participant

The following sample sizes are required, at a minimum, depending on the universe to be reviewed. These guidelines are applicable for every sample to be reviewed.

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

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

The Workforce Development Board will, at a minimum, review participant records for:

- Documentation of participant eligibility and/or priority for the programs and services received;
- Orientation to services;
- Orientation of the participant to his/her rights under complaint and grievance procedures;
- Justification for the provision of Individualized Career Services or Training services;
- Method of assessment;
- Employment planning;
- Individual Training Accounts;
- Appropriateness and accuracy of participant payments (i.e., Supportive Services and needs-related payments);
- Appropriate data entry; and
- Posting of outcomes, including the attainment of a degree or certificate and any supplemental employment data.

Local monitors will ensure that Youth monitoring procedures have been adjusted to include the WIOA changes such as:

- Out-of School Youth 75% expenditure requirement
- 20% work-based learning with educational component requirement
- 5% limit on In-School Youth enrolled with the “Requires additional assistance” barrier
- 5% over-income exception, and
- New eligibility criteria and barriers

Annually, the Workforce Development Board will conduct financial monitoring of subrecipients. The Financial Review Instrument used to document the review is designed to ensure adequacy of internal controls; test the reliability of subrecipient’s financial management system; ensure compliance with contract terms and conditions; assess achievement of fiscal goals or requirements; verify the accuracy of amounts reported, allowability of expenditures and evidence of supportive documentation and proper allocation of funds. Subcontractor systems reviewed include financial reporting; internal controls, source documentation, cost allocation, cash management; interest earned on advances, program income/Stand-In/In-Kind Costs, procurement and personnel systems, etc. Written Reports of Findings shall be provided to the Board and contract service provider with a schedule for corrective action being established. Follow-up is conducted, as appropriate, to ensure corrective action occurs and is documented.

At a minimum the following items will be included in the monitoring:

- Audit Resolution/Management Decision
- Financial Reports

- Internal Controls
- Source Documentation
- Cost Allocation
- Cash Management
- Procurement

WDB shall incorporate additional financial and programmatic monitoring policies to ensure funds intended to support stand-alone summer youth programs or other special initiatives are administered in accordance with contractual scopes of work. These policies will supplement existing monitoring duties and be conducted during program operation to assure accountability and transparency of expenditures.

Monitoring activities will be conducted in accordance with DWD Issuance 16-2015 and will include at a minimum:

- Documentation of participant eligibility and/or priority for the programs and services received;
- Orientation to services;
- Orientation of the participant to his/her rights under complaint and grievance procedures;
- Justification for the provision of Individualized Career Services or Training services;
- Method of assessment;
- Employment planning;
- Individual Training Accounts;
- Appropriateness and accuracy of participant payments (i.e., Supportive Services and needs-related payments);
- Appropriate data entry; and
- Posting of outcomes, including the attainment of a degree or certificate and any supplemental employment data.

MONITORING INSTRUMENTS/TOOLS

Representative samples of monitoring instruments are attached hereto. Other instruments may be developed and/or utilized as necessary for unique applications.

Adult/DW Participant Review

Career Center

**West Central Region
Career Service**

Participant Name: _____ App ID: _____

Core Enrollment Date:

Adult: _____ Dislocated Worker: _____

ELIGIBILITY

Category	Y/N	Date and/or Type	Category	Verified
Membership Completed			Name	
			Mailing Address	
Complaint & Grievance Note			Social Security Number / Pseudo	
			Citizenship/Work Authorization	
Assessment Testing			Gender	
			Individual With Disability	
Countable Service			Homeless	
			Ethnicity Hispanic/Latino	
			Race	
			Eligible Veteran Status	
			Employment Status at Participation	
			Low Income Status	
			Other Public Assistance (Food Stamps/SSI)	
			TANF	
			Date of Birth verified by staff	

Reviewer Comments:

Reviewer Name: _____

Date of Toolbox Review: _____

WIOA OJT MONITORING WORKPAPER
2015

Revised December 14, 2015,

Name _____
Reviewer _____
Date _____

AppID _____
Region _____

Career Eligibility

1. Was an automatic CAREER enrollment created according to the guidance in DWD Issuance 01-2015 (Auto Enrollment Policy)? Yes No
2. If this is a Show-Me Hero OJT, is there documentation of Military Separation within one year? Yes No N/A
3. Is the Age and Citizenship for the WIOA Adult/Dislocated Core enrollment documented with a MO Driver/Non-Driver license? Yes No
4. If not, is there hard documentation for age and citizenship? Yes No
(If DOB verification is done by other means than a MO DL, hard documentation must be present in the file when advancing to Intensive and Training services)
5. Is Veteran status (if applicable) documented? Yes No N/A
What documentation was used? _____
6. Is Selective Service Registration documented in Toolbox "Eligibility"? Yes No N/A
7. "Is unable to achieve self-sufficiency after career services" box checked "yes" in the Eligibility Tab in Toolbox? Yes No
- A) Adult
 - 1) Is Low Income status documented? Yes No
What documentation was used? _____
- B) Dislocated Worker (SEE ATTACHMENT FOR CATEGORICAL ELIGIBILITY)
8. WIOA Complaint & Grievance (DWD-121) & Equal Opportunity Notice (DWD-120) Yes No

Employment Plan: DWD Issuance 05-2015

1. Are the participant's employment/training goals and achievement objectives established and documented for both short-term and long-term? Yes No
2. Does the plan outline an appropriate combination of services for the participant to achieve the employment goals? Yes No
3. Are the goals supported by assessment, career counseling, or vocational exploration activities? Yes No

Describe: _____

4. Does the Justification show employment goal reasonable and appropriate given the participants skills, interests, and experience; the local LMI conditions; and self-sufficiency goals? Yes No
5. Does the O'Net connect to the participants goals? Yes No
6. Are all services posted correctly? Yes No

Documentation supporting the fact that the customer:

- Was unable to obtain or retain employment through career service ("Appropriateness" Tab in Toolbox)
- Is appropriate for and in need of training ("Appropriateness" Tab in Toolbox)
- Has the skills and qualifications to successfully complete training ("Appropriateness" Tab in Toolbox)
- Was unable to obtain other grant assistance, or requires assistance beyond other grant assistance programs ("Appropriateness" Tab in Toolbox)
- Has chosen training that is linked to employment opportunity in local area ("Appropriateness" Tab in Toolbox)

File should also contain documentation and/or case notes: to record customer's progress toward reaching the EP (employment plan) goals, to document need for and the delivery of additional services, to document all contacts with the customer, and to report any new information pertaining to the customer's employability.

3002 Training Service Outcomes:

- Retained by OJT Employer (Employed by the OJT Employer)
- OJT Related Employment (Employed in the same occupation and/or industry as the OJT; but not with the OJT employer)
- Non-OJT Related Employment (Employed in a different occupation and/or industry as the OJT)
- Service in Error (Service not provided)
- Did Not Complete (Quit or terminated from the OJT)

Is the training service outcome appropriate? Yes No

NEG Enrollment Outcomes (if applicable):

- Called to Active Duty
- Death
- Family Care
- Health/Medical
- Institutionalized
- Enrollment in Error (No service provided)
- Employed at Exit
- Not Employed at Exit

Is the NEG Enrollment outcome appropriate? Yes No

File should also contain (as appropriate): Work Experience time sheets, pay records and worksite agreements, OJT invoices, pay records and contracts, Classroom Training attendance records and ITA, and Documentation of the eligibility for and receipt of Supportive Services or other payments.

Supportive Services (if applicable): DWD Issuance 12-2010

- Are reasonable and necessary to participate in Title I activities
- Are unable to obtain Supportive Services themselves or via their support network (Needs-Based Analysis)
- Are unable to obtain Supportive Services through other programs including community agencies that provide these services
- Are properly documented on EP
- Service note containing: Type of SS, amount, timeframe, justification and lack of other resources
- Follow local plan

OJT Agreement (Contract) Minimum Requirements

1. Employer contact information including FEIN or UI account number Yes No
2. Training operator contact information Yes No
3. Beginning and ending date of the OJT Program Agreement Yes No
4. Number of workers provided full-time employment under the OJT Program Agreement Yes No
5. The total fixed price of the OJT Program Agreement Yes No
6. Employer Attestation of Workforce Status Yes No
7. Concurrence of the Collective Bargaining Agent (if applicable) Yes No N/A
8. E-Verify enrollment documentation with a affidavit of work authorization Yes No
9. OJT Program Agreement General Assurances Yes No

OJT Training Plan Minimum Requirements

1. Name of Participant Yes No
2. Toolbox Applicant ID or last four digits of Social Security number Yes No
3. Occupation Yes No
4. O*Nct Code Yes No
5. SVP range Yes No
6. Starting and ending dates of training Yes No
7. Number of hours per week trainee will work Yes No
8. Initial wage rate and scheduled raises (if any) Yes No
9. OJT wage and the percentage of reimbursement (cannot exceed 50% unless approved by DWD OJT Program Coordinator) Yes No

10. Maximum OJT obligation amount Yes No
11. Name or job title of person responsible for training Yes No
12. A job description and training outline that clearly reflects what the participant will learn and length of the purposed training Yes No
13. A list of specific skills or tasks the employer agrees to provide to the participant Yes No
14. Signature of trainee and date Yes No
15. Signature of employer/trainer and date Yes No

Comments: _____

In Determining the Appropriate Length of the Contract, Were the Following Considered:

1. The skill requirements of the occupation Yes No
2. The academic and occupational skill level of the participant Yes No
3. Prior work experience Yes No
4. The gap between the skills needed for the occupation and the participant's current skills? Yes No
5. The participant's Employment Plan (EP) Yes No

Comments: _____

Does the File Contain Any Documentation that the Local Program Operator has Performed On-Site Monitoring to Evaluate the OJT Contract? If So, Were There Any Concerns? (For program compliance, on-site monitoring of each trainee must occur at a minimum at mid training and upon completion. During on-site monitoring, attainment of the skills documented in the training plan must be notated either within the Service Notes, Monitoring Form or the Training Plan.

Comments: _____

- Does the File Contain Monthly Progress Report/Invoices? Yes No
- Are the Invoices Signed by Both the Employer and the Participant? (May only be signed by employer if timesheets are signed by participant and reconciled in invoice.) Yes No
- Is the enrollment posted to the Exit Snapshot with the correct date? (NEG/DW) Yes No

_____**ATTACHMENT**_____

**WIOA Dislocated Worker File Checklist
Category A – Permanent Layoff or Termination ***

- Unemployment Insurance Worker Profiling Participant (If Profiled, next 4 items do not need to be documented.)**
- Trade Act Participant (If Trade Act, next 3 items do not need to be documented.)**
- Layoff/Termination Status**
- Unemployment Insurance Status**
- Unlikely to Return to Previous Occupation**

**WIOA Dislocated Worker File Checklist
Category B – Plant Closure or Substantial Layoff ***

- Plant Closure or Substantial Layoff**
- Employed at Time of Layoff**

**WIOA Dislocated Worker File Checklist
Category C – Dislocated Self Employed ***

- Evidence of Self Employment**
- Evidence of Business Failure**

**WIOA Dislocated Worker File Checklist
Category D – Displaced Homemaker ***

- Has Been Dependant on the Income of Another Family Member**
- Is No Longer Supported By That Income**
- Unemployed or Underemployed**

*See DWD Issuance 01-2015, and/or 20-2013 for specific acceptable documentation

Notes: _____

Youth Monitoring Tool

Name _____ AppID _____

Reviewer _____ Region _____

Date _____

Eligibility

Social Security Number yes no Documentation _____

Citizenship/Authorization to Work yes no Documentation _____

Age/Date of Birth yes no Documentation _____

Selective Service Registration yes no n/a

WIA Complaint & Grievance yes no n/a

In-School Youth:

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

Out-of-School Youth:

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

Services

Objective Assessment (611) (required and posted in Toolbox) yes no

Was an assessment developed by another education or training entity used to meet the OA requirement? yes no

Was it provided within the last six months? yes no n/a

Formal Assessment Tools Used: _____

For out of school youth only: Was there an assessment of Basic Skills including Reading, Math, and Language? yes no n/a

Was the participant determined Basic Skills Deficient in any of the three areas? yes no n/a

Was there an Assessment of:

Basic Skills yes no n/a

Occupational Skills yes no n/a

Prior Work Experience yes no n/a

Employability yes no n/a

Interests yes no n/a

Aptitudes yes no n/a

Supportive Service Needs yes no n/a

Developmental Needs yes no n/a

Individual Service Strategy (612) (required and posted in Toolbox) yes no

Were services planned to address the Youth's barriers and goals identified during the Objective Assessment? yes no

Does the ISS identify a career pathway based on the participant's training and employment goals, and is it linked to one or more the performance indicators listed in WIOA Section 116(b)(2)(A)(ii)? yes no

Does the ISS address all barriers identified in the Objective Assessment? yes no

Does the record contain documentation or notes to record the Youth's progress toward reaching the ISS goals and progression of services? yes no

Does the record contain notes to document the need for and delivery of additional services? yes no

Does the record contain notes to document regular contacts with the Youth? yes no

Employment Plan Activities (Check all that apply)

- (601) Tutoring, study skills training, instruction and evidence-based drop-out prevention and recovery strategies
- (602) Alternative secondary school services
- Paid and unpaid work experiences
 - (603) Summer Employment Opportunities and other employment opportunities
 - (615) Pre-Apprenticeship Programs
 - (616) On-the-Job Training Opportunities
 - (617) Internships and Job Shadowing
- (605) Occupational Skills Training
- (619) Education offered concurrently with and in the same context as workforce preparation
- (606) Leadership Development
- (607) Supportive Services
- (608) Adult Mentoring
- (609) Follow-up services
- (610) Comprehensive guidance and counseling,
- (620) Financial literacy
- (621) Entrepreneurial skills
- (622) Labor Market Information (LMI)
- (613) Activities that help Youth prepare for and transition to post-secondary education and training

Did the Youth receive an Incentive Payment? yes no

- If so, was it in accordance with the Region's Youth Incentive Policy? yes no

Are all youth services provided to the participant posted in Toolbox? yes no

Are there notes entered in Toolbox that correspond to those services? yes no

Performance Review

Was "Employment Status at Participation" accurately reported on the Eligibility tab? yes no

Documentation _____

Was the "School Status at Participation" accurately reported on the Eligibility tab? yes no

Documentation _____

If Exited, was "Exit School Status" reported accurately on the Youth Exit Snapshot? yes no

Documentation _____

If Exited, was "Youth Placement-1st Qtr" reported accurately on the Youth Exit Snapshot? yes no

Documentation _____

If there is evidence of Attainment of a Degree or Certificate, was it reported accurately on the Youth Exit Snapshot? yes no

- If so, is there adequate documentation in the file; including date of attainment? yes no

Out-of-School Youth Only

Did the Youth take Pre-Tests for Reading, Math, and Language either 6 months prior to, or within 60 days after, the Date of First Youth Service? yes no

- If so, is there hard copy documentation in the file? yes no
- Were these scores accurately recorded in Toolbox? yes no

If the Out-of-School Youth was Basic Skills Deficient (BSD), was the Youth referred to AEL? yes no

- Was the Youth enrolled in either 501-Tutoring, Study Skills, or activity 502-Alternative Secondary School Services? yes no

Did the ISS reflect a goal for retesting to measure BSD improvement? yes no n/a

Has the Youth received any post-tests for deficient areas? yes no n/a

- If so, is there hard copy documentation in the file? yes no
- Were these scores accurately recorded in Toolbox? yes no

Youth Follow-Up Services

Was the Youth placed in Follow-up services as required? yes no n/a

3001 Adult & Dislocated Worker Monitoring Workpaper

Name _____ AppID _____
Reviewer _____ Region _____
Date _____

Career Eligibility

- 1) Was an automatic CAREER enrollment created according to the guidance in DWD Issuance 01-2015 (Auto Enrollment Policy)? Yes No
- 2) Is the Age and Citizenship for the WIOA Adult/Dislocated Career enrollment documented with a MO Driver/Non-Driver license? Yes No
- 3) If not is there hard documentation for age and citizenship? Yes No
(if DOB verification is done by other means than a MO DL, hard documentation must be present in the file when advancing to Training services or those Career services that require Training-level eligibility documentation).
- 4) Is Veteran status (if applicable) documented? Yes No N/A
What documentation was used? _____
- 5) Is Selective Service Registration documented in Toolbox "Eligibility"? Yes No N/A
- 6) WIOA Complaint & Grievance (DWD-121) & Equal Opportunity Notice (DWD-120) Yes No
- 7) "Is unable to achieve self-sufficiency after Career services" box checked "yes" in the Eligibility Tab in Toolbox? Yes No
- A) Adult
 - 1) Is Low Income status documented? Yes No
What documentation was used? _____
- B) Dislocated Worker
 - (SEE ATTACHMENTS FOR CATEGORICAL ELIGIBILITY)

Training Services

- 1) Is the training provided through an appropriate ITA mechanism and printout in file? Yes No
- 2) Is the training program approved on the ETPL and printout in file? Yes No
- 3) Has the participant applied for a Pell Grant? If a Pell Grant was awarded, were appropriate budgeting and coordination arrangements made? Yes No
- 4) If training is completed, has the attainment of the degree, certificate, diploma, or credential been documented? Yes No N/A

- 5) If the Progress tab was used, has the Estimated End Date passed without an Actual End Date being posted? Yes No N/A

Employment Plan: DWD Issuance 05-2015

- 1. Are the participant's employment/training goals and achievement objectives established and documented for both short-term and long-term? Yes No
- 2. Does the plan outline an appropriate combination of services for the participant to achieve the employment goals? Yes No
- 3. Are the goals supported by assessment, career counseling, or vocational exploration activities? Yes No
Describe:

- 4. Does the Justification show employment goal reasonable and appropriate given the participants skills, interests, and experience; the local LMI conditions; and self-sufficiency goals? Yes No
- 5. Does the O'Net connect to the participants goals? Yes No
- 6. Are all services posted correctly? Yes No

Documentation supporting the fact that the customer:

- Was unable to obtain or retain employment through career service ("Appropriateness" Tab in Toolbox)
- Is appropriate for and in need of training ("Appropriateness" Tab in Toolbox)
- Has the skills and qualifications to successfully complete training ("Appropriateness" Tab in Toolbox)
- Was unable to obtain other grant assistance, or requires assistance beyond other grant assistance programs ("Appropriateness" Tab in Toolbox)
- Has chosen training that is linked to employment opportunity in local area ("Appropriateness" Tab in Toolbox)

File should also contain documentation and/or case notes: to record customer's progress toward reaching the EP goals, to document need for and the delivery of additional services, to document all contacts with the customer, and to report any new information pertaining to the customer's employability.

File should also contain (as appropriate): Work Experience time sheets, pay records and worksite agreements, OJT invoices, pay records and contracts, Classroom Training attendance records and ITA, and Documentation of the eligibility for and receipt of Supportive Services or other payments.

Supportive Services (if applicable): DWD Issuance 12-2010

- Are reasonable and necessary to participate in Title I activities
- Are unable to obtain Supportive Services themselves or via their support network (Needs-Based Analysis)

- Are unable to obtain Supportive Services through other programs including community agencies that provide these services
- Are properly documented on EP
- Service note containing: Type of SS, amount, timeframe, justification and lack of other resources
- Follow local plan

ATTACHMENT

**WIOA Dislocated Worker File Checklist
Category A – Permanent Layoff or Termination ***

- Unemployment Insurance Worker Profiling Participant** (If Profiled, next 4 items do not need to be documented.)
- Trade Act Participant** (If Trade Act, next 3 items do not need to be documented.)
- Layoff/Termination Status**
- Unemployment Insurance Status**
- Unlikely to Return to Previous Occupation**

**WIOA Dislocated Worker File Checklist
Category B – Plant Closure or Substantial Layoff ***

- Plant Closure or Substantial Layoff**
- Employed at Time of Layoff**

**WIOA Dislocated Worker File Checklist
Category C – Dislocated Self Employed ***

- Evidence of Self Employment**
- Evidence of Business Failure**

**WIOA Dislocated Worker File Checklist
Category D – Displaced Homemaker ***

- Has Been Dependant on the Income of Another Family Member**
- Is No Longer Supported By That Income**

Work Ready Missouri Monitoring Work-paper

Name _____ AppID _____
Reviewer _____ Region _____
Date _____

Career Eligibility

- 1) Was an automatic CAREER enrollment created according to the guidance in DWD Issuance 01-2015 (Auto Enrollment Policy)? Yes No
- 2) Is the Age and Citizenship for the WIOA Adult/Dislocated Career enrollment documented with a MO Driver/Non-Driver license? Yes No
- 3) If not is there hard documentation for age and citizenship? Yes No
(if DOB verification is done by other means than a MO DL, hard documentation must be present in the file when advancing to Intensive and Training services)
- 4) Is Veteran status (if applicable) documented? Yes No N/A
What documentation was used? _____
- 5) Is Selective Service Registration documented in Toolbox "Eligibility"? Yes No N/A
- 6) "Is unable to achieve self-sufficiency after Career services" box checked "yes" in the Eligibility Tab in Toolbox? Yes No
- 7) Does the trainee meet the Dislocated Worker guidelines? Yes No
(SEE ATTACHMENTS FOR CATEGORICAL ELIGIBILITY)
- 8) Were the NEG and DW enrollments created? Yes No

Work Experience

- 1.) Does the work experience exceed 240 hours? Yes No

In determining the Appropriate Length of the contract, were the following considered:

the skill requirements of the occupation, the academic and occupational skill level of the participant, prior work experience, skills gap, and the participant's Employment Plan (EP)? Yes No

Comments: _____

- Employment Plan:** DWD Issuance 05-2015
 - 1. Are the participant's employment/training goals and achievement objectives established and documented for both short-term and long-term? Yes No

December 10, 2015

2. Does the plan outline an appropriate combination of services for the participant to achieve the employment goals? Yes No
3. Are the goals supported by assessment, career counseling, or vocational exploration activities?
Describe: _____ Yes No
-
4. Does the Justification show employment goal reasonable and appropriate given the participants skills, interests, and experience; the local LMI conditions; and self-sufficiency goals? Yes No
5. Does the O'Net connect to the participants goals? Yes No
6. Are the WRM 2014, 2001 and 2002 services posted correctly? Yes No

File should also contain documentation and/or case notes: to record customer's progress toward reaching the EP goals, to document need for and the delivery of additional services, to document all contacts with the customer, and to report any new information pertaining to the customer's employability.

File should also contain (as appropriate): Work Experience time sheets, pay records and worksite agreements, OJT invoices, pay records and contracts, E-verify documentation, and Documentation of the eligibility for and receipt of Supportive Services or other payments.

Worksite Learning Outcomes (Rule added on 4/7/15):

- Completed-Hired (employed by Work Ready employer)
- Completed-Entered OJT (Entered OJT with Work Ready Employer)
- Completed-Not retained (was not employed by Work Ready Employer)
- Service in Error (Service not provided)
- Did Not Complete (Quit or terminated from the WRM)

Supportive Services (if applicable): DWD Issuance 12-2010 (DW)

- Are reasonable and necessary to participate in Title I activities
- Are unable to obtain Supportive Services themselves or via their support network (Needs-Based Analysis)
- Are unable to obtain Supportive Services through other programs including community agencies that provide these services
- Are properly documented on EP
- Service note containing: Type of SS, amount, timeframe, justification and lack of other resources
- Follow local plan

Are the following forms completed and found in the file:

1. Training Worksite Agreement Yes No
2. General Assurances Agreement Yes No

- | | |
|--|--|
| | December 10, 2015 |
| 3. Participant Agreement | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 4. E-verify Documentation | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 5. WRM Eligibility Determination Form | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 6. Worker's Compensation Class Code Eligibility Form | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 7. Signed Safety Agreement | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 8. Progress Reports/Invoices | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 9. Worker's Compensation Acknowledgement Form | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 10. Training Outline and Job Description | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 11. Monitoring report | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 12. Equal Opportunity Notice (DWD-120) | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 13. WIOA Complaint & Grievance (DWD-121) | <input type="checkbox"/> Yes <input type="checkbox"/> No |

Comments: _____

Does the File Contain Any Documentation that the Local Program Operator has Performed On-Site Monitoring to Evaluate the OJT Contract? If So, Were There Any Concerns? (For program compliance, on-site monitoring of each trainee must occur at a minimum at mid training and upon completion. During on-site monitoring, attainment of the skills documented in the training plan must be notated either within the Service Notes, Monitoring Form or the Training Plan.)

Comments: _____

ATTACHMENT

**WIOA Dislocated Worker File Checklist
 Category A – Permanent Layoff or Termination ***

- Unemployment Insurance Worker Profiling Participant** (If Profiled, next 4 items do not need to be documented.)
- Trade Act Participant** (If Trade Act, next 3 items do not need to be documented.)

December 10, 2015

- Layoff/Termination Status
- Unemployment Insurance Status
- Unlikely to Return to Previous Occupation

**WIOA Dislocated Worker File Checklist
Category B – Plant Closure or Substantial Layoff ***

- Plant Closure or Substantial Layoff
- Employed at Time of Layoff

**WIOA Dislocated Worker File Checklist
Category C – Dislocated Self Employed ***

- Evidence of Self Employment
- Evidence of Business Failure

**WIOA Dislocated Worker File Checklist
Category D – Displaced Homemaker ***

- Has Been Dependant on the Income of Another Family Member
- Is No Longer Supported By That Income
- Unemployed or Underemployed

*See DWD Issuance 01-2015

NOTES:

Reviewer's Signature

Date(s) of Review

FINANCIAL COMPLIANCE REVIEW

I. ADMINISTRATIVE AND FINANCIAL CONTROLS

A. ORGANIZATIONAL INFORMATION

1. Name of Organization _____
2. Fiscal Year beginning/ending dates _____

II. ACCOUNTING AND REPORTING

A. ACCOUNTING STRUCTURE

	YES	NO
1. Is the system a self-balancing, double-entry system recording assets, liabilities, fund balances, revenues, and expenses?	_____	_____
2. Is there source documentation to support accounting records?	_____	_____
3. Does the system prevent over-expenditures?	_____	_____
4. Is there a regular comparison of actual expenditures to budgeted amounts for each contract?	_____	_____
5. Does the Subcontractor have a written accounting procedure?	_____	_____
6. Does the written accounting procedure cover all functions or processes of the accounting system?	_____	_____
7. When were the accounting procedures last revised? _____		
8. Does the system in the Subcontractor written accounting procedures directly affecting tasks conducted under WIA agree to applicable Uniform Guidance or more restrictive WDB local policy?	_____	_____
9. Are WIOA costs consistent with other non-federally sponsored programs?	_____	_____
10. Does the Subcontractor have a copy of the:		
a. copy of the Workforce Innovation and Opportunities Act (WIOA)?	_____	_____
b. copy of WIOA Federal Regulations?	_____	_____
c. WDB contract requirements?	_____	_____

- 11. Does the contracting agency pay for legal expenses of an attorney on retainer? _____
- 12. If yes, how does the subcontracting agency determine if WIOA is part of his general responsibility? _____

B. REPORTING

YES NO

- 1. Are Contract Progress Reports submitted by the 5th day of the month or as required by contract? _____
- 2. Has the Subcontractor determined that stand-in costs have been incurred in accordance with WIOA regulations? _____
- 3. Are Stand-in Cost Reports submitted by the 5th day of the month or as required by contract? _____
- 4. For a reporting period (one month) of the current fiscal year, can Stand-in Costs Reports be traced to the Trial Balance? _____
- 5. Are the Stand-in Costs reported:
 - a. by funding source? _____
 - b. by activity? _____
 - c. for the correct program year? _____
 - d. other? _____
- 6. Are Program Income Reports submitted by the 5th day of the month following the end of the quarter? _____
- 7. Is Program Income accounted for by funding source and reported accordingly? _____
- 8. Are Cash Drawdown Requests prepared monthly and submitted by the 5th day of the month or as required by contract? _____
- 9. Do Cash Drawdown Requests agree to actual expenditures for the month? _____
- 10. If cash advances are requested, are they allowed by contract? _____
- 11. Tracing the Contract Progress Reports directly to the accounting system:
 - a. For a reporting period (one month) of the current fiscal year, track Contract Progress Reports to the subcontractor accounting reports for current expenditures. Note any differences on a separate schedule, named Attachment II.B.11.a.
 - b. Trace year-to-date expenditures on the Contract Progress Reports to the year-to-date accounting reports. Note any differences and program budgets reviewed on a separate schedule, named Attachment II.B.11.b.
- 12. Give a brief explanation of what was reviewed and note problem areas or areas of non-compliance with the WIOA, the WIOA applicable regulations, or applicable OMB Circulars. Attach a separate work paper, named Attachment II.B.12.

C. ALLOWABLE/DISALLOWABLE COSTS	YES	NO
1. Is the person approving payment reviewing each document for allowability?	_____	_____
2. Are copies of the applicable Uniform Guidance for administrative requirements and cost principles available to the person conducting the review?	_____	_____
3. Is the person approving payment initialing or signing for payment approval?	_____	_____
4. Does the person approving payment clearly have the authority to do so?	_____	_____
5. At what point in the accounting process does this review take place, and by whom?		

D. COST ALLOCATION	YES	NO
1. Is there a formal written allocation plan? Attach a copy of the written plan as Attachment II.D.1.	_____	_____
2. Do the transactions posted against each of the contracts or funding sources meet the cost limitations within the WIOA, WIOA applicable regulations, and the WDB contracts?	_____	_____
3. Review the allocation system established by the Service Provider to allocate costs within the cost categories for each funding source. Describe the allocation procedure including where it is found and the basis for the allocation. Complete a sample review of one month of the cost allocation system. Attach as a separate work paper named Attachment II.D.3.		
4. Examine expenditures by testing transactions against the cost categories and cost limitations in the WIOA, WIOA applicable regulations, and WDB contracts. Do this for each contract and each funding source for a reporting period (one month) of the current fiscal year. Also review year-to-date expenditures for compliance. Attachment II.D.4.		

E. AUDITING	YES	NO
1. Is the Subcontractor required to provide the Workforce Development Board with a copy of independently prepared audited financial statements in accordance with applicable Uniform Guidance?	_____	_____
2. If audit costs were charged to the WIOA program(s),		
a. was the audit bid in accordance with applicable procurement guidelines?	_____	_____
b. was the audit bid to ensure the lowest and best service, as well as to ensure independence?	_____	_____

III. CASH MANAGEMENT

A. CASH RECEIPTS

YES

NO

- | | | |
|--|-------|-------|
| 1. Are funds deposited in a bank with FDIC insurance? | _____ | _____ |
| 2. Are funds in excess of FDIC collaterally secured? | _____ | _____ |
| 3. Is there any check log or tool which can be used to determine that checks are deposited in a timely manner? | _____ | _____ |
| 4. Is the deposit usually made within one working day of receipt? | _____ | _____ |
| 5. Is the timeliness of the deposit consistent with written accounting procedures? | _____ | _____ |
| 6. Is there a regular comparison of the timeliness of the deposit against the check log? | _____ | _____ |
| 7. Review the Collateral Security Agreement. Attach a copy as Attachment III.A.7. | | |

B. CASH DISBURSEMENTS

YES

NO

- | | | |
|--|-------|-------|
| 1. Are all checks pre-numbered in sequential order? | _____ | _____ |
| 2. Are outstanding checks periodically voided? | _____ | _____ |
| 3. Are all voided checks canceled and retained? | _____ | _____ |
| 4. Is a computerized check writing system used? | _____ | _____ |
| 5. Are blank and/or undelivered checks safeguarded? | _____ | _____ |
| 6. Are mechanical check signers used? | _____ | _____ |
| 7. If so, are there adequate safeguards in place? | _____ | _____ |
| 8. Is drawing checks payable to CASH prohibited? | _____ | _____ |
| 9. Is check signing in advance prohibited? | _____ | _____ |
| 10. Describe the local signature policy as Attachment I. | | |

11. Review the cash disbursement process for inconsistencies with written accounting procedures. Describe the process for voiding checks and the safeguards in place for non-duplication of check numbers, for blank and undelivered checks, and for the mechanical check signers, if applicable. Include as Attachment III.B.12.

C. BANK RECONCILIATION	YES	NO
1. Are reconciliations done at least monthly?	_____	_____
2. Are statements obtained directly from bank?	_____	_____
3. Is the statement received unopened?	_____	_____
4. Is the employee responsible independent of cash handling or check signing?	_____	_____
5. Is the bank reconciliation compared to the General Ledger monthly?	_____	_____
6. Does the bank reconciliation procedure require:		
a. accounting for check numbers used?	_____	_____
b. comparing all checks, including voids, to verify date, number, amount, and payee?	_____	_____
c. Inspecting check endorsements?	_____	_____
d. Investigating outstanding checks for long periods?	_____	_____
e. Tracing and reviewing bank transfers?	_____	_____
f. Are bank transfers logged?	_____	_____
g. Itemizing outstanding checks?	_____	_____
7. Is the bank account(s) an interest-bearing account?	_____	_____
8. If an interest-bearing account, is the interest		
a. tracked by funding source?	_____	_____
b. reported and tracked as program income?	_____	_____
9. Review the bank reconciliation process. Describe. Include in the description what the responsible for correcting discrepancies and at what point is this done. Include as III.C.9.		

D. EXCESS CASH	YES	NO
1. Does the cash receipts/disbursements system take into consideration excess cash requirements, namely the accumulation of cash less than or equal to that needed for 3 days of operation?	_____	_____
2. Are excess cash balances taken into consideration when ordering cash advances when allowed by contract?	_____	_____
3. Is excess cash figured monthly by the Service Provider?	_____	_____
4. Does the Subcontractor maintain an excessive cash balance?	_____	_____
5. Does the Subcontractor have a system and/or guidelines which prevent sub recipients from accumulating excess cash?	_____	_____
6. Review the cash balance for one month. Compute excess cash balance during the time period. Who is responsible at the agency for determining excess cash?		

E. BONDING	YES	NO
1. Is there a written policy for the bonding of employees?	_____	_____
2. Is it consistent with WIOA federal regulations?	_____	_____
3. Review the written policy for bonding employees. Describe which personnel are bonded and for how much.		
4. Review the insurance policy for employee bonding. Is it current? What is the expiration date? Does it clearly state who is bonded and for how much?		

IV. PAYROLL

A. REPORTING	YES	NO
1. Are time and attendance reports required?	_____	_____
2. Does it show an allocation by activity?	_____	_____
3. Is it reviewed for accuracy?	_____	_____
4. Are leave reports required?	_____	_____
5. Do leave reports require a signature and approval?	_____	_____
6. Are accumulated leave records maintained?	_____	_____

B. COMPLIANCE

YES NO

- 1. Are payroll checks not yet disbursed safeguarded? _____
- 2. Examine an accumulated leave record. Attach a copy as Attachment IV.B.2.
- 3. Obtain a sample time and attendance report. Attachment IV.B.3.
- 4. Review the payroll process and the canceled payroll checks of approximately 25% of the number of WIOA employees paid during one payroll period. As a separate attachment note name of employees, month reviewed, type of backup documentation, and any concerns or discrepancies. Include as Attachment IV.B.4.
- 5. Describe the method for the allocation of time across funding sources.

V. PROCUREMENT

A. PROCESS

YES NO

- 1. Is there a written procurement policy? _____
- 2. Is the written policy, as it applies to WIOA funds, consistent with WIOA Federal regulations and applicable Uniform Guidance, State and Workforce Development Board Procurement Policies? _____
- 3. Does the Subcontractor utilize a purchase order/ requisition system? _____
- 4. Do the policies require prior written approval of the Workforce Development Board for purchases/leases over \$1,000? _____
- 5. Do the policies prohibit the co-mingling of funds for purchases between funding sources, such as WIOA and other federal or state funds? _____
- 6. As a part of the review process, describe any inconsistencies with the agency's written policies, the WIA federal regulations, applicable Uniform Guidance, State and Workforce Development Board procurement policies. Note any concerns.

B. DOCUMENTATION

- 1. Trace a sampling of checks written by the Subcontractor for a period beginning from the date of the contract to current based on the table below.
 - a. The following sample sizes are required, at a minimum, depending on the universe to be reviewed. These guidelines are applicable for every sample to be reviewed.

Universe Sample Size

1-200	51
201-300	55
301-400	58
401-500	60
501-1,000	63

This table is based on random sampling for attributes when the expected rate of occurrence is not over twenty (20) percent with a confidence level of ninety(90) percent, plus or minus eight (8) percent. Attachment V.B.1.

VI. PROPERTY MANAGEMENT

A. COMPLIANCE

YES NO

- | | | |
|---|-------|-------|
| 1. Is there a written policy in place regarding the use of equipment purchased with WIOA funds? | _____ | _____ |
| 2. Are there steps taken to ensure that WIOA equipment is being utilized to the maximum extent for the purposes intended? | _____ | _____ |
| 3. Are there any lease purchase agreements in place which involve WIOA funds? | _____ | _____ |
| 4. Are there any lease only agreements in place which involve WIOA funds? | _____ | _____ |
| 5. Do lease agreements have escape clauses? | _____ | _____ |

B. INVENTORY SYSTEM

YES NO

- | | | |
|---|-------|-------|
| 1. Does the Service Provider have a written policy regarding their inventory system? | _____ | _____ |
| 2. Is the Service Provider's inventory system in agreement with the WDB inventory policy? | _____ | _____ |
| 3. Does the Service Provider conduct an annual physical inventory? | _____ | _____ |
| 4. Is more than one person involved in conducting the physical inventory? | _____ | _____ |
| 5. Is an on-site, hands-on physical visit made to outlying offices and/or subcontracting agencies to locate equipment purchased with WIOA funds when conducting a physical inventory? | _____ | _____ |
| 6. Is the physical inventory initialed or signed by two or more people and dated when completed? | _____ | _____ |
| 7. Is a separate inventory maintained for: | _____ | _____ |

- a. federally- or state-owned property? _____
- b. property purchased with WIOA funds? _____
- 8. Describe briefly who conducts the physical inventory. Note any comments/concerns with the system.

C. INVENTORY IDENTIFICATION

YES NO

- 1. Is all equipment numerically identified? _____
- 2. Is there a:
 - a. Service Provider numerical identification system in place? _____
 - b. WDB numerical identification system in place? _____
 - c. State WIOA numerical identification system in place? _____
- 3. Has dollar value been established for the point at which equipment is numerically identified through the Service Provider's inventory system? \$ _____
- 4. Is this dollar value consistent with:
 - a. the Service Provider's written policy? _____
 - b. WDB policy? _____
 - c. State WIOA inventory guidelines? _____
 - d. other state/federal inventory guidelines? _____
- 5. Does the Service Provider utilize the system in place where by the WDB will be notified of the change of location for any physical inventory, loss of equipment through theft or damage, or any change of condition of equipment? _____
- 6. Give a brief description of the inventory identification process. Note any concerns/comments.

VII. CONTRACT COMPLIANCE

A. FUNDING AGENCY CONTRACTS

YES NO

- 1. Is there a signed copy on file of each contract in place with the WDB? _____
- 2. Are there contracts received which have not yet been signed? Note below. _____
- 3. Are all Certificates of Non-Debarment in place for all contracts over \$25,000 with the WDB? _____

- 4. Does the Service Provider conduct an internal review of expenditure rates, enrollment levels, participant need, and/or applicable performance standards during the period of performance of the contract? _____
- 5. How often is this review conducted? _____
- 6. At what point does this review begin? _____
- 7. Note any comments/concerns.

C. ASSUMPTION OF LIABILITY

YES NO

- 1. Does the Service Provider assume liability for all disallowed costs, either through the wording of fully-executed contract language or the written policies of the agency, or both? _____
- 2. Does the Service Provider have an ability to repay disallowed costs from non-federal funds? _____
- 3. Give a brief explanation of what was reviewed or discussed to arrive at this conclusion.

D. ASSURANCES

YES NO

- 1. Does the agency have a designated EEOC officer? _____
- 2. Are there written policies established to ensure compliance with assurances stated within contracts? _____
- 3. If 50 or more employees, does the agency have a written affirmative action plan? _____
- 4. If less than 50 employees, does the agency have a written affirmative action policy? _____
- 5. Do all solicitations or advertisements for employment placed state that all qualified applicants will receive consideration without regard to race, color, religion, sex, national origin, or condition of physical or mental handicaps, provided that the handicap would not prevent them from doing the job they were hired to perform? _____
- 6. Are any funds under the contract used for any partisan/non-partisan political activity or any other political activity? _____

VII FINANCIAL COMPLIANCE REVIEW

- 1. Review previous Financial Compliance Review. Determine if finding/recommendations have been resolved and/or implemented. YES _____ NO _____ N/A _____

2. Determine if findings/recommendations are material to the operation of programs under contract with the Workforce Development Board. YES _____ NO _____ N/A _____

contract

Comments:

Ending Comments

Additional pages may be added to any section of this Financial Compliance Review as necessary. The review is not necessarily limited to the questions contained herein. The reviewer shall make comments regarding systems, procedures, compliance or non-compliance, documentation, and any other information reviewed to conduct as thorough and accurate review as possible.

Necessary Elements of a Contract as Distributed by DWD

5 Essential Elements:

1. Adequate statement of work
2. Adequate audit rights clause
3. Adequate record retention clause
4. Either adequate terms for default clause, or
5. Payment and delivery terms adequate to permit refusal to pay when performance fails to meet contract requirements.

11 Important Elements

1. Access to records
2. Conflict of interest statement
3. Compliance with WIA
4. Changes
5. Termination for convenience
6. Documentation of evaluations
7. Specified time period
8. Provision against assignment
9. Trainer qualification
10. Definition of key terms
11. Table of contents

Subcontractor Financial Monitoring Internal Control Questionnaire

Does the agency annually authorize the check signatories for all bank accounts?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Is incoming mail opened and are receipts logged by a person with no access to cash receipts or accounts receivable records?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Are checks restrictively endorsed immediately after receipt?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Are pre-numbered cash receipts prepared?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Are receipts deposited intact on a daily basis and are cash receipt logs compared to bank deposits?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do adequate physical controls exist over receipts from the time of mail opening until the time of deposit?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Are all disbursements made by check?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Are physical controls over blank check stock adequate?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Are checks pre-numbered and used in sequential order?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Are checks prepared by employees who are independent of the voucher/invoice approval process?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Are all disbursements approved for payment by the check signatory or other party?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Are all voided checks properly defaced and retained?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Is the signing of blank checks prohibited by policy?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Are cancelled checks examined for authorized signatures, alterations, and proper endorsements?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Is the Bank Reconciliation prepared by someone with no receipting or cash disbursement duties?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Is the completed Bank Reconciliation reviewed by a responsible official?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

7	Is the Bank Reconciliation signed or initialed and dated by both the preparer and the reviewer?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Are checks outstanding for over 60 days investigated and payment stopped if necessary?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	Are disbursement vouchers reconciled to purchase orders and receiving reports?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	Are payments clearly marked to avoid duplicate payments?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Is a chart of accounts utilized to distribute program costs to the proper cost centers?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Does someone independent of the payroll preparation and time keeping processes review and approve the final payroll?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Are payroll checks machine signed?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	Are the processed payroll checks reviewed and reconciled to the payroll check register before distribution?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Does a person independent of payroll check processing distribute the payroll checks?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Are unclaimed payroll checks returned to an employee independent of the payroll function for safekeeping?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	Is a perpetual record of all unclaimed wages maintained?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Are gross and net pay amounts reported on IRS and State returns reconciled to the payroll register and the General Ledger?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	Are wages ever paid in advance of a scheduled pay date?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	Is the purchasing function segregated from the receiving and disbursement functions?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Are receiving reports reconciled to purchase orders?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Are all purchases made in accordance with the agency's written procurement policy and procedures?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3	Are requests for new personnel originated only by management?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Is access to personnel files limited?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Are any disciplinary notices maintained on file?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	Are job descriptions clearly defined?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	Are authorizations for each employee's salary or wage rate on file?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	Are wages paid at or above the current minimum wage?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	Does each employee's current gross salary or wage payment reconcile with the employee's current authorized salary or wage rate status?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10	Are payroll charges supported by approved Personnel Activity Reports or Time and Attendance records?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11	Is each employee's signature and the supervisor's signature affixed to the time records?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12	Are Compensated Absences taken in conformity with the written personnel policy?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13	Are individual payroll records sufficiently documented?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14	Are each employee's payroll charges attributed to the various categories in accordance with the Personnel Activity Reports or Time and Attendance Records?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15	Do the employee time records account for the total activity of each employee for the period?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16	Are the charges adequately supported by each employee's current job description?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17	Have payroll taxes been paid to the IRS and the State on a timely basis?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18	Is Workers' Compensation insurance for all employees in effect?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3	Is there any indication of fines or penalties imposed by the IRS or the State due to the late payment of payroll taxes?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Are employees eligible for incentive payments (i.e. Bonuses)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Are criteria for earning bonuses clearly delineated in the Personnel Manual?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Do you accrue employees' vacation hours?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Do you draw the money for the accrued vacation hours?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	How is the money accounted for? Provide an accounting of the money to the monitor(s).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Are travel policies and procedures clearly defined?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Are per diem rates reasonable?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	Are travel vouchers supported by receipts for meals, lodging and other?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Do travel vouchers list destinations, number of miles driven, purpose for the travel, and etc?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Are written policies and procedures in place to ensure written approval is obtained prior to purchasing?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Are costs properly allocated based upon usage?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Is a physical inventory taken at least every two years to track all required data?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Does the property management system track all data required by the Uniform Administrative Requirements?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Is there a process used to determine if it is more beneficial to lease equipment rather than to purchase equipment?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	Is equipment properly disposed of when it becomes obsolete or is no longer needed?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

I certify the information provided above depicts the current operations of the office.

Name and Title

Date

REMAINDER OF PAGE LEFT BLANK INTENTIONALLY

**ATTACHMENT 10
BUSINESS SERVICES PLAN**

Business Services Plan

West Central Region

2016-2020

PART I **Executive Summary**



Introduction

The *Business Services Plan* for the West Central Region of Missouri is a collaboration of partners written with a sole purpose in mind: to create a single point of contact system within the region that will serve businesses and job seekers alike, addressing workforce solutions that promote stability and growth. This plan is an urgent call to action in meeting the economic challenges our region is facing regarding the demand for better trained and more skilled workers to boost productivity and help close the labor, wage, and skill gaps within our region. This plan designs a single point of contact system for each of three defined areas of the region using a designated Missouri Job Center as the hub. Members of the Business Services Team will serve in Lead positions to address business needs today and in the future through the support of our partners in training, placement, and career advancement initiatives.

THE NEED FOR A SINGLE POINT OF CONTACT SYSTEM--

Technology, globalization, and deregulation are powerful forces bringing about a new economy in the United States, according to the National Association of Workforce Boards. The new economy is an environment of constant change placing value on broad knowledge and skills, flexibility, cross-training, multi-tasking, team building, problem solving, and project-based work. In a national survey conducted by the U.S. Bureau of the Census, “employers said 20 percent of their current workers were not fully proficient in their jobs.” Less than 50 percent of the new workers are equipped for a high-skill, high-wage job. The West Central Region will focus on developing and retaining a workforce with the education and skills to succeed in a 21st Century economy.

Businesses are faced with several identified universal challenges in today’s economy: globalization of the workforce, increased diversity, the increased use of technology, literacy issues, the need for highly skilled workers, nontraditional work arrangements, and an aging workforce. By developing a single point of contact system, business and labor partners will come together as a united front in proactively meeting challenges that impede business and its workers and together embark upon systematic workforce solutions to business needs. In addition, it will assist businesses by providing training options and/or referral to the appropriate agency or educational institution.

STRATEGIES FOR THE FUTURE--

This marketing plan will ensure that our region's business needs drive our efforts in meeting identified universal challenges. Strategies include:

- **Creating a single point of contact system**—a single point of contact system is being utilized for each of three defined areas of the region.(See map). A designated Missouri Job Center for each area will serve as the hub. Members of the Business Services Team will serve in Lead positions to coordinate and deliver a streamlined business outreach system. Our region will emphasize customer service (measured by customer feedback) to identify and outline ways we can best meet the needs of the region's businesses.
- **Identifying training opportunities** – Seek out traditional and non-traditional deliveries of training often lacking in today's workforce such as soft skills, basic education, on-the-job training, and technical assistance training for partners. A broad spectrum of training opportunities and solutions for business training needs will be provided in order to match workers with the proper training needed to meet today's changing workforce demands. Efforts include:
 - Developing training programs that are closely tied to specific sectors.
 - Using business leverage to encourage new training efforts and the creation of stackable credentials/career ladder opportunities.
 - Addressing needs for nationally-recognized, industry-based skill standards and occupational certifications.
 - Performing skill-gap analysis.
 - Partnering with training providers able to deliver services in ways that respond to today's workforce development challenges (weekend classroom, on-line, open entry/open exit, short term credentials, quick course development turnaround, affordable, multi-lingual, etc.).
- **Incorporating strategies identified in the Workforce Development Board's Local Strategic Plan** – Align all activities and procedures to support the workforce development issues , services, targeted populations such as migrant seasonal farmworkers, and coordinated delivery activities of the partners in the West Central Region.
- **Utilizing surveys and focus groups** to identify industry needs and to develop career ladder opportunities. .
- **Offering a tiered menu of services to businesses** - The identification of targeted industry clusters and current and new industry members will help to align training, job matching, and other resources. Services will be tailored to the needs of local businesses, and will be marketed via human resource meetings, Missouri Employer Committees/Chambers of Commerce, plant manager organizations, local community organizations, and special projects and initiatives. The West Central Region will support the State's overall plan for economic

growth assisting employers in finding the best qualified applicants for their job openings. At the same time, we will provide job seekers and other customers with information about Missouri's workforce needs.

LEADING THE PROCESS--

The Business Services Team will act as initiator, broker, and facilitator of the plan—charged with the role of moving the process forward to meet the ever-changing needs of businesses in the West Central Region.

The Business Services Team is demand-driven and strives to accommodate employer requests or provide referrals to other resources able to meet the identified need. The Product and Services Box offerings in the job centers are directly related to preparing local job seekers for the current demands of local employers, as identified by Business Services Team members in their daily contact with employers. Workforce intelligence is shared with NGCC Functional Leaders, Jobs Team members, and partners through Nexus.

The Workforce Development Board of Western Missouri, Inc, is currently a 22-member board with 55% private sector participation. The Board's involvement is critical, especially when access to industry leaders must be secured. The Board will act in an advisory capacity to all sector initiatives. Board members will act as ambassadors and will encourage business participation in focus groups and assist in engaging the support of human resource managers and CEOs to ensure strong private sector buy-in.

Local and state Business Services Team Representatives will play a key role in the success of the single point of contact system. They will act as the "go to" liaison between businesses and Next Generation Career Center (NGCC) resources. They will be well-versed in partner resources and the services available through the job centers. Toolbox 2.0 or other management information system will play a key role in providing easy access to case notes, program participation, job-order history, managing appointments, schedules and the status of employer projects to avoid duplicative employer contacts.

STRATEGIC LOCATIONS FOR SYSTEM DELIVERY--

The West Central Region spans a thirteen county area encompassing more than 9,000 miles, many of which could be considered agricultural in nature. Currently the region has three, comprehensive job centers located in Sedalia, Clinton, and Nevada. The Job Centers are strategically located throughout our rural area to facilitate a seamless delivery of services. Services are offered through the Job Centers, local worksites, video conferencing centers, local community colleges, and career and technical schools. Customers receive services designed specifically for their geographic area and the employer base located within a reasonable driving distance. Our region has also developed mobile capabilities to provide services throughout the region. We remain mindful of the visions of our neighboring regions to ensure that services are closely aligned, creating a labor market area made larger because of our cooperative efforts.

PART II

The Mission, Vision, Core Values, Goals, and Measures



Mission

The mission of the West Central Region Business Services Team is to assess, facilitate, and provide an integrated workforce solution while fostering a skilled workforce. This will increase Missouri's economic growth by serving agricultural and non-agricultural businesses and empowering job seekers through a customer-centered, accountable streamlined system.



Vision

The West Central Region will provide a skilled workforce for today's jobs and tomorrow's careers through a seamless delivery system. This strengthens partnership integration, engagement of businesses in the workforce development system, and builds a new relationship to leverage resources such as money, knowledge, and infrastructure.



Goals

- Collaboration in increasing the number of businesses that use workforce products and services: "Market share".
- Commitment to cooperative partnerships between workforce, education, and economic development.
- Commitment to usage of "Toolbox" or its successor for information sharing.
- Commitment to promotion of "jobs.mo.gov" for employment and training services to businesses and job seekers.
- Commitment to seamless service, continuous improvement and innovative solutions.
- Commitment to provide the same range of employment services, benefits and protections, including counseling, testing, and job training referral services, to migrant seasonal farmworkers as to non- migrant seasonal farmworkers.

State and regional measures will be monitored and reported through "Toolbox" or its successor and "MoPerforms" data systems. The data collection to be compiled by WDB and DWD will be used to direct technical assistance, monitor activities by job center, and lead discussions regarding system improvement



Needs of Local Businesses

Validation is necessary to ensure that we have aligned our view of what current business needs are with actual business needs. The West Central Region Business Services Team will obtain feedback from both agricultural and non-agricultural businesses on a daily basis through various methods, including regional employer meetings and forums, local human resource groups, agricultural growers associations, Chambers of Commerce, and Missouri Employer Committees (MEC), as well as direct contact with individual businesses. Engaging business leaders in discussion and working to build new relationships will provide input and information needed to make critical decisions in defining and developing solutions to local business needs. Some identified business needs include:

- In-depth screening of applicants which includes education level, work history, and skills
- Industry specific assessments
- Upfront human resources services (compliance issues, background checks, drug screening, interviewing)
- Employee retention
- Career progression which includes career ladder opportunities
- Diversity issues and training
- Follow-up services

The following list includes but is not limited to the resources and partnerships utilized in identifying and meeting the needs of this region:

- Economic Development
- Chambers of Commerce
- Regional Planning Commissions
- Missouri Employer Committees
- Plant Manager Organizations
- Small Business Administration
- University of Missouri Extension
- Small Business Development Center
- Missouri Commission on Human Rights
- Missouri Employer Research and Information Center (MERIC)
- Local Councils of Government
- Professional Organizations
- Local Churches
- Migrant Education



Universal Challenges

Several universal challenges facing businesses today will be addressed by providing training options or referring to the appropriate agency or educational institution. Solutions to address these are:

1. **Globalization** of the Workforce
 - Provide linkage between individual training accounts (ITA's) and on-the-job training (OJT) opportunities to build skills
 - Focus OJT dollars to key industry sectors (not limited to)

2. Increased **diversity** of the workforce
 - Provide high school equivalency (GED) remediation classes through the Job Centers
 - Assist businesses with recruitment of individuals with disabilities
 - Assist local key sector employers (agri-business and food processing, manufacturing, healthcare) with labor recruitment.
3. Increased use of **technology** in the workplace
 - Assist businesses to identify areas that would benefit from technology upgrade training for incumbent workers
 - Promote WIOA scholarships in high demand, high-tech, high wage industries
 - Re-train workers employed in soon to be obsolete jobs, in order to retain employment with their current employer
4. Economic implications of **literacy**
 - Encourage service and production businesses to spend training dollars to improve the skills of the workforce
 - Help businesses, agricultural and non-agricultural, develop onsite literacy and basic skills classes
5. Need for **high-skilled workers** with post-secondary education and training
 - Develop partnerships to increase proportion of new jobseekers trained in high-tech, high-skilled industries
 - Enhance relationships with educational institutions responsive to customized training options
6. Need for **flexible workforce**
 - Provide information of nontraditional work arrangements such as shared work, working at home, flex time, etc.
 - Develop recruitment strategies that will attract workers wanting nontraditional jobs
 - Strengthen outreach to migrant, seasonal and agricultural workers
7. **Aging** of the **workforce**
 - Promote life-long learning opportunities
 - Promote the use of transferable skills in demand occupation
 - Promote volunteerism



Responsibilities of the Business Services Team

The West Central Region's Business Services Team is the foundation of all outreach and job development within the region. The Business Services Team includes local and state Business Services Representatives, Veteran's representatives, Functional Leaders and members of the Jobs Team from each of the three comprehensive job centers in Nevada, Clinton and Sedalia. The Workforce Development Board recently convened placement and marketing specialists from partner agencies to form a group called Nexus to coordinate outreach, recruitment and placement activities that supports single point of contact for a myriad of agencies. Some of the agencies include Vocational Rehabilitation,

Community Action Agencies, the Rehabilitation Institute, Youth@Work staff, Job Point, a temp agency, Center for Human Services, WILS, etc.

All Nexus members contribute to the promotion of subsidized placement through face-to-face employer meetings, preparing mass marketing campaigns, conducting business surveys, making telephone cold calls, and monitoring Toolbox for potential matches for specific job orders. The thirteen-county region is divided into three internal service areas for the purposes of rapid response, outreach, job development, business services, and public relations, etc.

This local configuration allows **each** job center within the region to develop a close working relationship and rapport with their community business and industry customers within an assigned area. In the event a large project is identified, the Business Services Team members from one area of the region can easily provide back-up assistance to another area of the region. It is a goal of the West Central Region to have local businesses look to their local Missouri Job Center for all their workforce needs, whether it be hiring or in cases of lay-off. As these relationships continue to be forged, county commissioners, local economic developers, human resource managers, postal workers, mechanics, shop clerks, neighbors, etc.; become part of an informal, yet highly effective, network that provides early information on job openings, company expansions, training issues, etc.

Utilization of such a grassroots intelligence system allows the Business Services Team to move into action rapidly to meet employers' needs.

The responsibilities of each member of the Business Services Team are:

- Provide business outreach and promote Job Center services and programs while building long-term relationships (over one year).
- Share business contact and job availability information with functional Leaders, Jobs Team members and Nexus members.
- Educate partners on the usage of Toolbox for information sharing.
- Participate in local Business Services Team/Nexus coordination meetings which will reduce duplication of contacts and simplify access to services.
- Ensure the contact, referral and placement goals as set by the regional Business Services Team are met or exceeded. Share successes and challenges.
- Act as liaison - a point of reference for businesses; mediator; problem-solver; the go-to-person for workforce related issues - receive positive/negative feedback and take action.
- Maintain frequent contact (documented through the Toolbox system) with key businesses within assigned area of region (see map) to define levels of service based on current and projected needs.
- Educate businesses on the usage of jobs.mo.gov to meet their employment and training needs.
- Act as human resources consultant by:
 - Referring to appropriate agencies to assist in solving specific workplace problems
 - Helping businesses assess information and resources
 - Promoting training opportunities to businesses
 - Sharing and customizing labor market information
- Promote a single point of contact system for businesses.
- Assist business customers through the referral process.

PART III

Agricultural Outreach and Service

BACKGROUND -The West Central Region has multiple orchards and over 600 acres planted in vegetables. Over 774,300 acres are planted in corn, over one million acres in soybeans, 53,500 acres in winter wheat, 1.3 million acres in alfalfa and hay, and over 6,000 acres in sorghum.

Migrant Seasonal Farmworkers (MSFWs) are offered the same range of employment services, benefits and protections, including counseling, testing and job referral services as provided to non-MSFWs. All customers are dually enrolled into the Wagner-Peyser and WIOA programs upon completion of registration. For customers identified as a farmworker and who cannot be served under WIA training-level services, referrals are made to the WIOA Title I section 167 grantee and other migrant service providers, as needed or requested.

Last year, approximately 300 orchard workers were employed in the Lexington area. Of the number of reported workers, approximately 71% worked less than 150 days.

In order to achieve placement assistance for the agricultural and food processing employers in the West Central Region the following outreach goals are set for the 2016 fiscal year:

- 200 outreach contacts
- 100 farmworker registrations

Placements vs. goals will be evaluated year-to-year with strategic planning to improve the outcomes for agricultural workers and support local agri-businesses.

ATTACHMENT 11

MOU between the Local Workforce Development Board and the Community Colleges

PARTNERSHIP AGREEMENT

between
STATE FAIR COMMUNITY COLLEGE
and
the WORKFORCE DEVELOPMENT BOARD of Western Missouri, Inc.

Whereas, the Workforce Development Board of Western Missouri, Inc., and State Fair Community College recognize the importance of talent development in economic and business growth;

Whereas, the Workforce Development Board of Western Missouri, Inc., and State Fair Community College believe that a coordinated regional approach to workforce development and education will better meet the needs of both businesses and workers, while supporting the economy overall;

Whereas, the Workforce Development Board of Western Missouri, Inc., and State Fair Community College are interested in partnering in Trade Adjustment Assistance Community College and Career Training (TAACCCT) grants to improve the skills, competencies and employment opportunities for trade-affected, dislocated, unemployed and underemployed workers and veterans;

Whereas, the Workforce Development Board of Western Missouri, Inc., and State Fair Community College continue to support the Certified Work Ready Communities initiative as well as coordinate staff and facilities in the provision of National Career Readiness Certificate assessments;

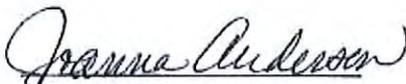
Whereas, the Workforce Development Board of Western Missouri, Inc., and State Fair Community College agree to refer interested individuals between the College and the Missouri Job Centers in order to coordinate training services for all customers; and

Whereas, the Workforce Development Board of Western Missouri, Inc., and State Fair Community College are interested in signing a partnership agreement mutually agreeing to work together to provide training, education and employment opportunities to the residents of our communities.

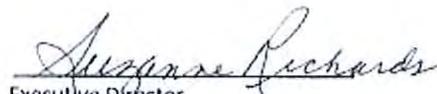
Now Therefore, all parties agree to the following:

1. Leverage similar workforce and economic development projects and funds
2. Develop strategies for sharing information relevant to employment and education outcomes
3. Develop outreach strategies to attract and refer participants between one another
4. Develop strategies to place participants in jobs in high growth sectors
5. Communicate career pathway and talent pipeline needs identified by employers
6. This agreement will commence on the date signed and remain in effect until such time as one of parties wishes to modify or terminate with 30 days written notice.

Signed:


President

State Fair Community College


Executive Director

Workforce Development Board of
Western Missouri, Inc.

Date: 4/25/2016

Date: 4/25/2016

ATTACHMENT 12
LOCAL COMPETITIVE PROCUREMENT PROCESS

ATTACHMENT 12

Local Competitive Procurement Process

The Workforce Development Board of Western Missouri, Inc., (WDB) will provide and perform services in accordance with the procurement guidelines outlined under the Uniform Guidance, 2 CFR part 200.317-200.326, and all amendments and revisions thereto, which by this reference are incorporated hereto and made a part thereof, as if fully rewritten. A deviation from the guidance is identified under Paragraph D., where the purchasing limit for a formal advertised competitive bid purchase has been reduced from \$150,000 to \$25,000, the Division of Workforce Development recognized limit for formal competitive bid purchases.

The Contracting Agency assures that it and its sub-recipients will comply with the Buy American Notice Requirement. In the case of any equipment or product that may be authorized to be purchased with financial assistance provided using funds available under the Workforce Investment Act, it is the sense of the Congress that entities receiving the assistance should, in expending the assistance, purchase only American-made equipment and products, as required by the Buy American Act (41 USC 10a et seq.). See WIA Section 505 – Buy American Requirements.

The following internal guidelines will be adhered to for all single item purchases, unit purchases, or one-time purchases from a single supplier. Procurements shall be conducted in a manner which provides and encourages full and open competition. Each step within the procurement process shall be fully documented and shall support the purchasing decision.

- A. Purchases shall not be separated or broken down into several smaller purchases to avoid procurement procedures.
- B. Micro-purchases (purchases of \$500 - \$3,000): Secure two (2) telephone or electronic bids for these purchases. WDB will distribute micro-purchases equitably among qualified suppliers when pricing and delivery methods are reasonably equal.
- C. Small Purchases (purchases of \$3001 - \$150,000): Secure three (3) telephone or electronic bids for securing services, supplies, or other property that do not cost more than the Simplified Acquisition Threshold (as of publication of 2 CFR Part 200, the Simplified Acquisition Threshold is \$150,000). It is generally used when conditions are not appropriate for the use of sealed bids. Small Purchases of \$25,000 or more must have prior Board approval.
- D. Competitive Sealed Bid Proposals (of \$25,000 and above): Formal Advertised Competitive Bid-Purchase of \$25,000.00 or more; but can be less if the nature of the purchase (space, auditor, subcontractors, including Youth program subcontractors, etc.) warrants a competitive bid-purchase. (DWD limit is \$25,000. Uniform Guidance limit is \$150,000.)

Procurements of this nature require the following guidelines:

- E. Request for Proposal (RFP) or Request for Bid (RFB) Preparation
- a. *The RFP indicates what is to be accomplished and requests from the bidder how it is to be accomplished and at what cost.* A list of those who received the RFP must be maintained and filed in the permanent file as part of the documentation afterward. The RFP must contain 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.
 - b. *An RFB contains a precise statement and complete specifications of what will be purchased, allowing only one interpretation. It allows no choice in how the work will be accomplished; it essentially requests only a cost from the bidder.* Bid comparison and contractor selection is made on the basis of meeting the bid selection criteria, reasonableness of cost, allow-ability, and whether it meets the identified need(s). Lowest bid may not always be the best award. The bid award(s) must always be in the best interest of the program. Contractor selection must be documented in writing.
4. The distribution of the RFP (RFB) will be made to anyone responding to the Notice of Request for RFP (RFB) written solicitation or the website. Distribution shall be made no sooner than the date and time named in the bid solicitation. The RFB (RFP) will be distributed to known vendors in an attempt to get as many bids as possible.
 5. A pre-bid conference may be held with the prospective bidders to answer questions and to clarify issues within the RFP (RFB). The time and place of the pre-bid conference is to be named in the Notice of Request for Proposal (RFB). Questions may be posed in person or in writing prior to the opening of the pre-bid conference, which may be accessed by telephone. The questions and answers are formally recorded and a written or electronic copy is available to all prospective proposers participating in the pre-bid conference. When attendance to the pre-bid conference is not mandatory a copy of the questions and answers from the pre-bid conference can be provided to any potential proposer upon request. After the close of pre-bid conference no questions may be answered regarding the bid solicitation.
 6. An evaluation team of at least three members is formed prior to the public opening. These members shall have knowledge of the goods/services to be procured, and shall not benefit in any way from the bidder selection. The appointment of the evaluation team by the WDB Executive Director, or designee, shall be done in writing and retained. The evaluation team for program RFPs/RFBs may be made up of members of the WDB Planning and Operations Committee and/or two or more WDB staff. The WDB Planning and Operations Committee may delegate the responsibility to WDB staff; the

evaluation team will then be made up of three or more WDB staff. The Fiscal Manager may be included as a fourth person on the evaluation team. In all cases, the Fiscal Manager and Executive Director shall evaluate the budget section of the RFPs/RFBs to determine if the costs are necessary, reasonable, allowable, and allocable.

7. The time and date of the public opening shall be named in the Notice of Request for Proposal (RFB). The notice shall state the format for submitting the bid, that bids must be sealed upon receipt, the number of originals and copies to be submitted, the date and time to be received, and the bid number to be displayed on the outside of the sealed proposal. Bids received shall be time-stamped, logged, and placed, unopened, in a secure place until the time of the public opening. Bids received after the closing time are to be considered non-responsive and are to be returned to the bidder, unopened, and so noted on the log. Bids that do not meet the submission criteria outlined under paragraph 8 and/or the Notice of Request for Proposal (RFB) may also be determined non-responsive, if so stated in the RFP/RFB.
8. The bids shall not be opened prior to the stated public opening time and place. The bids shall be opened by at least two people not on the evaluation team, and shall be recorded as they are opened. The information recorded shall include the date, time opened, bidder's name, address, price, type of proposal or service(s) to be performed, or funding source and number of originals and copies enclosed. The log created at the public opening shall include the name of those in attendance and shall be signed by the team opening the bids. One copy of the bid, including the information from the container showing the date and time stamp or envelope it was sent in, is retained with the log as part of the permanent file. Proposals received in response to an RFP shall not be available for public review until after a contract is awarded or all proposals are rejected.
9. Bids are to be determined responsive or non-responsive based on conformity to the essential elements of the solicitation. A written report shall be prepared with adequate documentation of the reasoning for any bid deemed non-responsive. Non-responsive bids are removed from further analysis.
10. The bids are copied and distributed to the members of the evaluation team. The team should read all bids before meeting as a group and shall evaluate the proposals independently. A meeting of the evaluation team shall be scheduled to review all the independent evaluations. All aspects of the evaluation meeting shall be recorded, including the date, the time the meeting begins and ends, and the names of those in attendance. Individuals who join the meeting late or leave early must also be recorded.
11. Responsive bids are analyzed and evaluated in accordance with the evaluation criteria. Each bid shall be evaluated independently of the others. Concerns and/or specific comments regarding the individual responses shall be recorded and maintained with the evaluation documentation. The points awarded by each evaluator shall be recorded separately, and shall be **averaged to award a**

composite score. This 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 and included in the permanent file.

12. The evaluation team must make a contract award(s) recommendation based on their evaluation. Successful respondents must have earned a minimum of 80 out of 100 possible points or 80% to be considered (unless otherwise stated in the RFP/RFB Notice of Request for Proposal.) Opportunities for clarification, or supplemental information *not material* to the scope of work or conducting services under a grant award, may be offered by the evaluation team prior to final determination of successful bidder(s). The evaluation team may recommend that no award be made if it is in the best interest of the program. The recommendation is made to the Planning and Operations Committee for award. The Planning and Operations Committee presents the recommendation to the Board for a vote of approval to award a contract.
13. The Board shall consider the recommendations of the evaluation team/Planning and Operations Committee and shall vote on the recommendations made. Contract awards or non-awards are recorded in the minutes of the Board meeting. Abstentions from the vote due to a real or implied conflict of interest shall also be recorded in the minutes. WDB provides standards of conduct covering conflicts of interest and governing actions of its board members and employees engaged in the selection, award and administration of contracts.
14. The successful and non-successful bidders are notified in writing of the award. Successful bidders receive a Letter of Intent to Contract. The letter must be mailed within the time constraints outlined in the Notice of Request for Proposal/RFB. The bidder must be notified in writing if further negotiations are required prior to the contract being awarded.
15. A contract is prepared for signature for the program year or other term outlined in the Notice of Request for Proposal/RFB. Contracts may be extended for up to two additional one-year periods if the bidder specifically expresses such a desire in the bid, it is approved by the Board, funds are available, and the sub-contractor (bidder) performs successfully under the terms of the contract. Contracts may be extended beyond the original term date under extraordinary circumstances (such as conforming to new legislation, regulations, or requirements). Any special extension will be at the discretion of the Workforce Development Board and will not exceed one year in duration. Such extension shall be executed by formal contract amendment with terms, conditions, and provisions of the original contract remaining the same. Budgets, as applicable may be increased / decreased as deemed appropriate.

Contracts for the lease of space may be entered into beyond a three-year period, not to exceed 10 years, under the following conditions: board approval has been obtained; lease period does not exceed state or federal **guidelines**;

risk assessment has been performed on behalf of the board; and the contract contains an escape clause releasing the board of financial indebtedness.

F. Contracting with Small and Minority Businesses, Women's Business Enterprises, and Labor Surplus Area Firms (2CFR 200.321)

WDB will take necessary affirmative steps to ensure that minority businesses, women's business enterprises, and labor surplus firms are used when possible.

G. Delivery of Career Services-Adult and Dislocated Workers [WIOA Sec. 134(c)(2)(C)]

Career services described in WIOA Section 134(A) for eligible adult and dislocated workers shall be provided through the one-stop delivery system:

1. Directly through one-stop operator(s) identified pursuant to section 121(d) or
2. Through RFP contracts with service providers, which may include contracts with public, private for-profit, and private nonprofit service providers, approved by WDB.

H. Training Contracts

1. Training services authorized under this paragraph may be provided pursuant to a RFP contract for services in lieu of an individual training account (ITA) if:

- a. The Consumer Choice Requirements [WIOA Sec. 134(c)(3)(F)] are met;
- b. Such services are on-the-job training (OJT), customized training, or incumbent worker training or transitional employment;
- c. The board determines there is a training services program of demonstrated effectiveness offered in the local area by a community-based organization or another private organization to serve individuals with barriers to employment;
- d. WDB determines that:
 - i. It would be most appropriate to award a contract to an institution of higher education or other eligible provider of training services in order to facilitate the training of multiple individuals in in-demand industry sectors or occupations; and
 - ii. Such contract does not limit customer choice

2. Training services must be directly linked to an in-demand industry sector or occupation in the West Central Region. WDB may approve training services for occupations determined by the board to be in sectors of the economy that have a high potential for sustained demand or growth in the local area [WIOA Sec. 134(c)(3)(G)(iii)].

I. Selection of Eligible Providers of Youth Workforce Investment Activities (WIOA Sec. 107(d)(10)(B) and Sec. 123)

1. WDB shall award grants or contracts on a competitive basis to providers of youth workforce investment activities based on the criteria in the state plan (Issuance 01-2012) and taking into consideration the ability of the providers to meet performance accountability measures based on primary indicators of performance for the youth program as described in WIOA Section 116(b)(2)(A)(ii) and in WIOA Section 102(b)(2)(D)(i)(V), based on the recommendations of the Youth Task Force committee.
2. WDB may award grants and contracts on a sole source basis [(WIOA Sec 123 (b))] if the board determines there is an insufficient number of eligible providers of youth workforce investment activities in the area for grants and contracts to be awarded on a competitive basis.
3. The requirement in WIOA Sec. 123 that eligible providers of youth services be selected by awarding a grant or contract on a competitive basis does not apply to the design framework services when these services are more appropriately provided by the grant recipient/fiscal agent. Design framework services include intake, objective assessments and the development of individual service strategy, case management, and follow-up services.

J. Selection of One-Stop Operators [WIOA Sec. 121(d)]

WDB, with the agreement of the chief elected official, is authorized to designate one-stop operator(s) and to terminate for cause the eligibility of such operators. To be eligible to receive funds made available under this subtitle to operate a one-stop center, an entity:

1. Shall be designated a one-stop operator through a competitive process; and
2. Shall be an entity (public, private, or nonprofit), or consortium of entities (including a consortium of entities that, at a minimum, includes 3 or more of the one-stop partners described in subsection 121(b)(1), of demonstrated effectiveness.

- F. **Emergency purchases** over \$500 which fall outside 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 to be filed with the purchase order and invoice. Emergency situations include those situations that create a serious and obvious threat to public health, safety, or operation of the WDB in executing its legal responsibilities to the public, or property in its legal care or control, as may arise by reason of flood, epidemic, illness, riot, natural disaster, accident, equipment failure, or similar cases.

The WDB Executive Director or the Director's designee must declare an emergency situation.

- H. The WDB has determined that the following items may be exempted from competitive procurement:

- a. Magazines
 - b. Books
 - c. Periodicals
 - d. Newspapers
 - e. 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 needed and same demographics.
 - f. Conferences – The cost of attending or participating is exempted. The cost of putting together a conference is not exempted.
 - g. Training Sessions and Seminars – Related to an individual’s profession or program.
 - h. Copyrighted materials such as electronic media, CDs, DVDs, books, pamphlets, video tapes, or audio tapes. Copyrighted materials are defined as those which are available for purchase from only the publisher owning an exclusive copyright or from a single distributor operating under an exclusive franchise from the publisher.
 - i. Updates of computer software which the agency already owns.
 - j. Repair services and operational supplies from original manufacturer, if such repairs/parts/services/supplies must be performed or obtained by the original manufacturer or by the manufacturer’s authorized service center, because (1) the nature of the repair, service or supplies are available only from the original manufacturer as a result of a lawful patent, or (2) the technical nature of the repair or service can only be performed by the original manufacturer due to a patented design or technical manufacturing process, or (3) repairs of such equipment would violate the terms of, or part of, the equipment warranty or purchase agreement.
- I. In an effort of intergovernmental cooperation, any agency determined to be a unit of government may contract with any other unit of government through a non-competitive process, but it must be on a cost reimbursable basis. A reasonableness of cost and price analysis must be performed. The additional requirements for service provider selection must be completed if applicable. Contracts must comply with all requirements regarding lobbying and non-debarment certification. Contracts must be in the best interest of the WIA or other state or federal program.

A unit of government is defined as any of the following agencies: agencies of the federal government; departments or divisions of state government, counties, cities, towns,

townships or villages, state universities or colleges; junior/community college districts, tax-based schools and school districts, and regional planning commissions (RPCs). The WDB may enter into non-competitive contracts with agencies on the approved list in the course of procuring goods or services for the benefit of the WIA or other state or federal program.

- J. Contracting Agencies will submit a requisition for any purchase of equipment or services costing \$1,000 or more for WDB Executive Director or Designee's approval. Single item or unit purchases of \$5,000 or more require WDB and Division of Workforce Development approval prior to purchase.
- K. An Equipment Memorandum will be prepared for any purchase of \$1000 or more, for any addition to an existing system regardless of cost, or for any transfer of equipment. The memorandum will assign the appropriate location code for inventory purposes. The Equipment Memorandum shall be used to "post" to the inventory listing any single item or a system with a value of \$1,000 or more. Accurate inventory documentation shall be maintained.
- L. Computers, equipment, furniture, and other sensitive items (cameras, calculators, chairs, etc.) with a cost between \$250 and \$999.99 will have a blue numerical inventory tag affixed to the item. Items with a purchase price of less than \$250 may be determined to be sensitive items at the discretion of the person approving the purchase and should be blue tagged and numbered accordingly. Sensitive items are equipment under \$1000, considered attractive or easily pilfered. Tags are obtained through the administrative entity (WDB) office. A listing of all such "blue tag" items, separate from the inventory listing, is maintained by the WDB.
- M. All purchases will be allocated in accordance with applicable circulars and in direct proportion to the benefit derived by the funding source. Allocation methods will be documented.
- N. In accordance with Uniform Guidance Part 200.13:
 - 1. Capital expenditures for general purpose equipment are unallowable as a direct cost except with the prior approval of the awarding agency.
 - 2. Capital expenditures for special purpose equipment are allowable as direct costs, provided that items with a unit cost of \$1000 or more have the prior approval of the awarding agency.

This information is provided as an excerpt from the local Accounting Manual Policies and Procedures, Revised May 27, 2015, pages 12 – 19 of 28.

ATTACHMENT 13

**PLANNING BUDGET SUMMARIES FOR
PROGRAM YEAR 2016 and FISCAL YEAR 2017**

CPR

Data Entry for the month of
 July 2016
 West Central

Funding: WIOA Adult Funding
 Grant:
 Project:
 CFDA: 17.258

Formula Funds

DWD Contract: 10-04-04-17

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

PY16	FY17			
Adult - PY16/FY17		Total Budget:	\$ 79,512.00	
Final report? <input type="radio"/> Yes <input checked="" type="radio"/> No				
Admin				
		Accrued Monthly Expenditures	Accrued Cumulative Expenditures	Budget
		\$ 0.00	\$0.00	\$5,566.00
		\$ 0.00	\$0.00	\$2,385.00
		Subtotal:	\$0.00	\$7,951.00
Program				
		\$ 0.00	\$0.00	\$54,366.00
		\$ 0.00	\$0.00	\$6,688.00
		\$ 0.00	\$0.00	\$5,000.00
		\$ 0.00	\$0.00	\$5,507.00
		\$ 0.00	\$0.00	\$0.00
		\$ 0.00	\$0.00	\$0.00
		\$ 0.00	\$0.00	\$0.00
		\$ 0.00	\$0.00	\$0.00
		\$ 0.00	\$0.00	\$0.00
		\$ 0.00	\$0.00	\$0.00
		Subtotal:	\$0.00	\$71,561.00
		Total:	\$0.00	\$79,512.00
Cumulative Cash Drawn			\$0.00	
Through July:				

CPR

Data Entry for the month of
 July 2016
 West Central

Funding: WIOA Adult Funding

Grant:

Project:

CFDA: 17.258

DWD Contract: 10-04-04-17

Formula Funds

FY17

Start Date: 10/1/2016

End Date: 6/30/2018

PY16	FY17			
Adult - PY16/FY17		Total Budget:	\$ 544,903.00	
Final report? <input type="radio"/> Yes <input checked="" type="radio"/> No				
Admin				
		Accrued Monthly Expenditures	Accrued Cumulative Expenditures	Budget
	Admin Salary/Fringe	\$ 0.00	\$0.00	\$38,143.00
	Admin Other	\$ 0.00	\$0.00	\$16,347.00
	Subtotal:	\$0.00	\$0.00	\$54,490.00
Program				
	Program Sal/Frng	\$ 0.00	\$0.00	\$371,246.00
	Program Other Staffing Costs	\$ 0.00	\$0.00	\$42,347.00
	Individual Training Account	\$ 0.00	\$0.00	\$36,000.00
	On the Job Training	\$ 0.00	\$0.00	\$35,000.00
	Pre-Apprenticeship	\$ 0.00	\$0.00	\$0.00
	Registered Apprenticeship	\$ 0.00	\$0.00	\$0.00
	Transitional Jobs	\$ 0.00	\$0.00	\$0.00
	Incumbent Worker Training	\$ 0.00	\$0.00	\$0.00
	Work Experience or Internship	\$ 0.00	\$0.00	\$0.00
	Supportive Services	\$ 0.00	\$0.00	\$5,820.00
	Subtotal:	\$0.00	\$0.00	\$490,413.00
	Total:	\$0.00	\$0.00	\$544,903.00
	Cumulative Cash Drawn Through July:		\$0.00	

CPR

Data Entry for the month of
 July 2016
 West Central

Funding: WIOA Dislocated Worker

Grant:

Project:

CFDA: 17.278

Formula Funds

DWD Contract: 10-04-04-17

PY16

Start Date: 7/1/2016

End Date: 6/30/2018

PY16	FY17		
Dislocated Worker - PY16/FY17		Total Budget:	\$ 80,432.00
<div style="border: 1px solid black; padding: 5px; margin: 5px 0;"> Final report? <input type="radio"/> Yes <input checked="" type="radio"/> No </div>			
Admin		Accrued Monthly Expenditures	Accrued Cumulative Expenditures
			Budget
Admin Salary/Fringe		\$ 0.00	\$0.00
Admin Other		\$ 0.00	\$0.00
	Subtotal:	\$0.00	\$0.00
Program			
Program Sal/Fringe		\$ 0.00	\$0.00
Program Other Staffing Costs		\$ 0.00	\$0.00
Individual Training Account		\$ 0.00	\$0.00
On the Job Training		\$ 0.00	\$0.00
Pre-Apprenticeship		\$ 0.00	\$0.00
Registered Apprenticeship		\$ 0.00	\$0.00
Transitional Jobs		\$ 0.00	\$0.00
Incumbent Worker Training		\$ 0.00	\$0.00
Work Experience or Internship		\$ 0.00	\$0.00
Supportive Services		\$ 0.00	\$0.00
	Subtotal:	\$0.00	\$0.00
	Total:	\$0.00	\$0.00
Cumulative Cash Drawn Through July:			\$0.00

CPR

Data Entry for the month of
 July 2016
 West Central

Funding: WIOA Dislocated Worker

Grant:

Project:

CFDA: 17.278

Formula Funds

DWD Contract: 10-04-04-17

FY17

Start Date: 10/1/2016

End Date: 6/30/2018

PY16	FY17			
Dislocated Worker - PY16/FY17		Total Budget:	\$ 428,556.00	
		Final report? <input type="radio"/> Yes <input checked="" type="radio"/> No		
Admin		Accrued Monthly Expenditures	Accrued Cumulative Expenditures	Budget
Admin Salary/Fringe		\$ 0.00	\$0.00	\$29,999.00
Admin Other		\$ 0.00	\$0.00	\$12,856.00
	Subtotal:	\$0.00	\$0.00	\$42,855.00
Program				
Program Sal/Frg		\$ 0.00	\$0.00	\$175,893.00
Program Other Staffing Costs		\$ 0.00	\$0.00	\$59,808.00
Individual Training Account		\$ 0.00	\$0.00	\$60,000.00
On the Job Training		\$ 0.00	\$0.00	\$70,000.00
Pre-Apprenticeship		\$ 0.00	\$0.00	\$0.00
Registered Apprenticeship		\$ 0.00	\$0.00	\$0.00
Transitional Jobs		\$ 0.00	\$0.00	\$0.00
Incumbent Worker Training		\$ 0.00	\$0.00	\$0.00
Work Experience or Internship		\$ 0.00	\$0.00	\$0.00
Supportive Services		\$ 0.00	\$0.00	\$20,000.00
	Subtotal:	\$0.00	\$0.00	\$385,701.00
	Total:	\$0.00	\$0.00	\$428,556.00
Cumulative Cash Drawn Through July:			\$0.00	

CPR

Data Entry for the month of
 July 2016
 West Central

Funding: WIOA Youth
 Grant:
 Project:
 CFDA: 17.259

Formula Funds

DWD Contract: 10-04-04-17

PY16 Start Date: 4/1/2016 End Date: 6/30/2018

PY16			
Youth - PY16	Total Budget:	\$ 688,419.00	
Final report?			
<input type="radio"/> Yes			
<input checked="" type="radio"/> No			
Admin		Accrued Monthly Expenditures	Accrued Cumulative Expenditures
Admin Salary/Fringe		\$ 0.00	\$0.00
Admin Other		\$ 0.00	\$0.00
	Subtotal:	\$0.00	\$0.00
In-School			
IS Salary/Fringe		\$ 0.00	\$0.00
IS Other Staffing/Oper Costs		\$ 0.00	\$0.00
IS Occup Skills Trng		\$ 0.00	\$0.00
IS Work Experience		\$ 0.00	\$0.00
IS Work Experience Staffing		\$ 0.00	\$0.00
IS On the Job Training		\$ 0.00	\$0.00
IS Supportive Services		\$ 0.00	\$0.00
IS Pre-Apprenticeship Programs		\$ 0.00	\$0.00
IS Internships		\$ 0.00	\$0.00
IS Financial Literacy Education		\$ 0.00	\$0.00
IS Dropout Prevention and Recovery		\$ 0.00	\$0.00
IS Alternative Secondary School Services		\$ 0.00	\$0.00
IS Other Direct Part Cost		\$ 0.00	\$0.00
			\$2,552.00

	Subtotal:	\$0.00	\$0.00	\$103,215.00
Out-School				
OS Salary/Fringe		\$ 0.00	\$0.00	\$180,832.00
OS Other Staffing/Oper		\$ 0.00	\$0.00	\$40,718.00
OS Occup Skills Trng		\$ 0.00	\$0.00	\$0.00
OS Older Youth Individual Training		\$ 0.00	\$0.00	\$0.00
Account				
OS Work Experience		\$ 0.00	\$0.00	\$128,625.00
OS Work Experience Staffing		\$ 0.00	\$0.00	\$0.00
OS On the Job Training		\$ 0.00	\$0.00	\$0.00
OS Supportive Services		\$ 0.00	\$0.00	\$6,187.00
OS Pre-Apprenticeship Programs		\$ 0.00	\$0.00	\$0.00
OS Internships		\$ 0.00	\$0.00	\$0.00
OS Financial Literacy Education		\$ 0.00	\$0.00	\$0.00
OS Dropout Prevention and		\$ 0.00	\$0.00	\$0.00
Recovery				
OS Adult Education and Literacy		\$ 0.00	\$0.00	\$0.00
Activities				
OS Other Direct Part Cost		\$ 0.00	\$0.00	\$7,657.00
	Subtotal:	\$0.00	\$0.00	\$364,019.00
In-School Summer				
ISS Salary/Fringe		\$ 0.00	\$0.00	\$20,093.00
ISS Other Staffing/Oper		\$ 0.00	\$0.00	\$4,524.00
ISS Work Experience		\$ 0.00	\$0.00	\$8,250.00
ISS Supportive Services		\$ 0.00	\$0.00	\$688.00
	Subtotal:	\$0.00	\$0.00	\$33,555.00
Out-School Summer				
OSS Salary/Fringe		\$ 0.00	\$0.00	\$60,278.00
OSS Other Staffing/Oper		\$ 0.00	\$0.00	\$13,573.00
OSS Work Experience		\$ 0.00	\$0.00	\$42,875.00
OSS Supportive Services		\$ 0.00	\$0.00	\$2,063.00
	Subtotal:	\$0.00	\$0.00	\$118,789.00
	Total:	\$0.00	\$0.00	\$688,419.00
Cumulative Cash Drawn			\$0.00	
Through July:				
OS Expenditures: 0%				
Work Experience Expenditures: 0%				

ATTACHMENT 14
STATEMENT of ASSURANCES CERTIFICATION

STATEMENT OF ASSURANCES CERTIFICATION

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

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

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

Tony McCallum
Chief Elected Official (or CEO Chair)

4-21-2016
Date

Conrad Wymore
Workforce Development Board Chair

4-25-2016
Date

Stephanne Richards
Workforce Development Board Director

4-26-2016
Date

**ATTACHMENT 15
COMPLAINT and GRIEVANCE POLICY**

ATTACHMENT 15

MISSOURI DIVISION OF WORKFORCE DEVELOPMENT WORKFORCE INVESTMENT ACT PROGRAM, AGREEMENTS, POLICIES AND ACTIVITIES COMPLAINT AND GRIEVANCE POLICY

Every recipient of funds under Title I of THE Workforce Investment Act (WIA) must maintain a written procedure for grievances and complaints in accordance with 20 CFR 667.600, *et seq.* As such, this policy will govern the Division of Workforce Development's (DWD) processing of WIA complaints and grievances.

General WIA complaints may be made up to one (1) year from the date of the event or condition alleged to be a violation of WIA. The appropriate resolution process to be followed depends on the nature of the complaint. General WIA complaints fall into the following two categories:

1. Complaints involving local WIA programs, agreements, or local Workforce Investment Board (LWIB) policies and activities; or
2. Complaints involving State WIA policies, programs, activities, or agreements.

A complaint may be amended or withdrawn at any time prior to a scheduled hearing.

Any DWD employee who processes a WIA complaint will keep information that could lead to the identification of the person filing the complaint confidential, to the extent practical. The identity of any person who furnishes information related to, or assisting in, an investigation will also be kept confidential to the extent possible.

DWD and its One-Stop partners will not discharge, intimidate, retaliate, threaten, coerce, or discriminate against any person because such person files a complaint, opposes a prohibited practice, furnishes information, assists, or participates in any manner in an investigation or hearing.

General WIA Complaints

Attached to this policy is the DWD General WIA Complaint Form (**Attachment 2-A**) that the DWD uses as a complaint intake tool. Local offices may duplicate this form for the purpose of receiving general WIA complaints. Any alternate form must include all information required on the General WIA Complaint Form. Any complaint received in writing will be accepted and handled in the same manner as if it were made on the General WIA Complaint Form. State and local Equal Opportunity (EO) Officers will log all WIA formal complaints on the form attached to this policy (**Attachment 2-B** DWD-PO-526 EO Local WIA Complaint Log (2012-05)). The log shall include: the name and address of the complainant; the basis for the complaint; a description of the complaint; the disposition and date of disposition of the complaint; and any other pertinent information.

DWD encourages informal resolution prior to the filing of a written complaint. If the complainant is not satisfied with the attempt at informal resolution, he or she should be encouraged to complete a General WIA Complaint Form.

The complainant should be allowed sufficient time and technical assistance to provide a complete and clearly written explanation on his or her complaint form. If the complainant is unable to write, staff may transcribe his or her words onto the form; staff must take care not to alter the language of the complainant. When a written complaint is received, the employee taking the complaint should review it immediately to insure completeness. Care should be taken to assure the following information has been provided, especially if the complaint is not received on the General WIA Complaint Form:

1. Full name, telephone number, and address of the person making the complaint;
2. Full name and address of the respondent; and
3. Statement of the facts (including dates) that constitutes the alleged violation(s).

Complaints Involving Local Programs and Policies

Who May File

Any applicant, employee, participant, service provider, program recipient, or other interested party may file a complaint alleging a violation of local WIA programs, agreements or LWIB policies and activities.

Complainants with Disabilities

DWD will accommodate complainants with disabilities so that they may file complaints. Alternate formats will be used on request to notify the complainant of hearings, results, and any other written communication. DWD will provide auxiliary aides and services, such as deaf interpreters or assistive listening devices, on request for negotiations, hearings and any other meetings where aural communication occurs. An accessible location will be used for hearings and other meetings on request.

Time and Place for Filing

Complaints may be filed with the local administrative entity or the service provider within one (1) year from the date of the event or condition alleged to be a violation of WIA.

Resolution Process

Initial Review- Step One

If the complaint alleges a violation of any statute, regulation, policy, or program that is not governed by WIA, the local administrative entity or service provider may refer the complaint to the appropriate organization for resolution. In such cases, the local administrative entity or service provider will notify the complainant of the referral.

Once the local administrative entity or the service provider receives the complaint from the complainant or the complainant's designated representative, the receiving employee will log the complaint. The local administrative entity or service provider will then establish a complaint file containing the following:

1. Application and enrollment forms;
2. Completed General WIA Complaint Form (or complainant's written statement);
3. Chronological log of events or conditions alleged to be a violation of WIA;
4. Any relevant correspondence; and
5. Record of the attempted informal resolution.

Informal Resolution- Step Two

The local administrative entity or service provider will attempt to informally resolve the complaint to the satisfaction of all parties. This informal resolution process must be completed within ten (10) business days from the date the complaint is filed. If all parties are satisfied, the complaint is considered resolved, and the terms and conditions of the resolution must be documented in the complainant's file. 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-Step Three

When an informal resolution is not possible, the local administrative entity will issue a determination within twenty (20) calendar days from the date the complaint was filed. If the complainant does not request an appeal of the determination, the complaint is considered resolved, and the local administrative entity or service provider will document this in the complaint file. Any party dissatisfied with the determination may request a hearing within seven (7) calendar days of the date of the determination.

Hearing-Step Four

A complainant may amend or withdraw his or her complaint at any time prior to a scheduled hearing.

If the complaint is not withdrawn, the local administrative entity will designate a hearing officer to ensure the complaint receives fair and impartial treatment. The hearing must be conducted within forty-five (45) calendar days from the date the complaint was filed. The hearing officer will schedule a formal hearing and mail a written notice to the complainant, the respondent, and any other interested party at least seven (7) business days prior to the hearing.

The notice will include the date, time, and place of the hearing. Parties may present witnesses and documentary evidence, and question others who present evidence and witnesses. The complainant may request that records and documents be produced. Attorneys or another designated representative (s) may represent each party. All testimony will be taken under oath or affirmation. The hearing will be recorded either in writing or by audiotape.

The hearing officer's recommended resolution will include a summary of factual evidence presented during the hearing and the conclusions upon which the recommendation is based. The hearing officer will also concur with the chief local elected official (CLEO) toward reaching consensus on the recommended resolution to the complaint. If consensus cannot be reached, the hearing office will initiate a request to the state for resolution.

Final Decision -Step Five

The local administrative entity will review the recommendation of the hearing officer and issue a final decision within sixty (60) calendar days from the date the complaint was filed.

Appeal – Step Six

Any party dissatisfied with the local administrative entity's final decision, or any party who has not received either a final decision or a resolution within sixty (60) calendar days from the date the complaint was filed, may request an appeal. The appeal must be received by the DWD within ninety (90) calendar days from the date the complaint was filed at the following address:

Missouri Division of Workforce Development
State WIA Complaint and Grievance Office
Danielle Smith, State WIA Complaint and Grievance Officer
421 E. Dunklin Street
Jefferson City, MO 65101-1087

DWD will review the complaint file, the hearing record, and all applicable documents and issue a final decision on the appeal within thirty (30) calendar days from the date the appeal was received.

Complaints Involving State WIA Policies, Programs, Activities or Agreements

Who May File

Applicants, employees, participants, service providers, recipients and other interested parties may file a complaint alleging a violation of State WIA policies, programs, activities or agreements.

Complainants with Disabilities

DWD will accommodate complainants with disabilities, so that they may file complaints. Alternate formats will be used on request to notify the complainant of hearings, results, and any other written communication. DWD will provide auxiliary aides and services, such as deaf interpreters or assistive listening devices, upon request for negotiations, hearings, and any other meetings where aural communication occurs. An accessible location will be used for hearings and other meetings on request.

Time and Place for Filing

Complaints may be filed with the service provider or with DWD within one (1) year from the date of the event or condition alleged to be a violation of WIA.

Resolution Process

Initial Review- Step One

DWD will receive the complaint from the complainant, or the complainant's designated representative. If the complaint alleges a violation of any statute, regulation, policy, or program that is not governed by

WIA, DWD will refer the complaint to the appropriate organization for resolution and notify the complainant of the referral.

DWD will log all complaints received. The service provider or DWD will then establish a complaint file containing the following:

1. Application and enrollment forms;
2. Completed General WIA Complaint Form (or complainant's written statement);
3. Chronological log of events or conditions alleged to be a violation of WIA;
4. Any relevant correspondence; and
5. Record of the attempted informal resolution.

Informal Resolution- Step Two

DWD will attempt to informally resolve the complaint to the satisfaction of all parties. This informal resolution process must be completed within ten (10) business days from the date the complaint is filed. If all parties are satisfied by this informal process, the complaint is considered resolved and the terms and conditions of the resolution will be documented in the complaint's file.

Formal Resolution- Step Three

When an informal resolution is not possible, DWD will forward the complaint file to the address below:

Missouri Division of Workforce Development

State WIA Compliant and Grievance Office

Danielle Smith, State WIA Complaint and Grievance Officer

421 E. Dunklin

Jefferson City, MO 65101-1087

The State WIA Complaint and Grievance Officer will review the complaint file, conduct further investigation, if necessary, and issue a determination within twenty (20) calendar days from the date the complaint was filed. If the complainant does not request an appeal of the determination, the complaint is considered resolved and the complaint file will be documented accordingly. Any party dissatisfied with the determination may request a hearing within fourteen (14) calendar days of the date of the determination.

Hearing-Step Four

A complainant may amend or withdraw his or her complaint at any time prior to a scheduled hearing. If the complaint is not withdrawn, the DWD will designate a hearing officer to ensure the complaint receives fair and impartial treatment. The hearing must be conducted within forty-five (45) calendar days from the date the complaint was filed. The hearing officer will schedule a formal hearing and mail a written notice to the complainant, the respondent, and any other interested party at least seven (7) business days prior to the hearing. The notice will include the date, time, and place of the hearing. Parties may present witnesses and documentary evidence, and question others who present evidence and witnesses. The complainant may request that records and documents be produced. Attorneys or another designated representative(s) may represent each party. All testimony will be taken under oath or affirmation. The hearing will be recorded either in writing or by audiotape. The hearing officer's recommended resolution will include a summary of factual evidence presented during the hearing and the conclusions upon which the recommendation is based.

Final Decision- Step Five

DWD will review the recommendation of the hearing officer and issue a decision within sixty (60) calendar days from the date the complaint was filed. The decision of DWD is considered final.

Appeals to the U.D. Department of Labor (USDOL)

A complainant who receives an adverse final or appeal decision from the State may appeal that decision to USDOL within sixty (60) days of the receipt of the decision being appealed. Appeals must be filed within one hundred and twenty (120) days of the complainant's filing of the grievance with the State, or filing of the appeal of a local grievance with the State. All appeals must be submitted by certified mail, return receipt requested, to the Secretary, U.S. Department of Labor, Washington, DC 20210, Attention:

ASET. A copy of the appeal must be simultaneously provided to the appropriate Employment and Training Administration (ETA) Regional Administrator and the opposing party.

Criminal Fraud, Waste and Abuse

Information and complaints involving criminal fraud, waste, abuse, or other criminal activity must be reported immediately through the DWD's Incident Reporting System to the USDOL Office of Inspector General, Office of Investigations, Room S5514, 200 Constitution Avenue NW, Washington, D.C. 20210, or to the corresponding Regional Inspector General for Investigations, with a copy simultaneously provided to the ETA. The Hotline number is 1-800-347-3756. Complaints of a non-criminal nature are handled under the procedures set forth in 20 C.F.R. § 667.505 or through the DWD's Incident Reporting System.



Missouri Department of Economic Development
Missouri Division of Workforce Development

EQUAL OPPORTUNITY NOTICE



It is against the law for this recipient of Federal financial assistance to discriminate on the following bases:

- Against any individual in the United States, on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief; and against any beneficiary of programs financially assisted under Title I of the Workforce Investment Act of 1998 (WIA), on the basis of the beneficiary's citizenship/status as a lawfully admitted immigrant authorized to work in the United States, or his or her participation in any WIA Title I-financially assisted program or activity.
- The recipient must not discriminate in any of the following areas: deciding who will be admitted, or have access, to any WIA Title I-financially assisted program or activity; providing opportunities in, or treating any person with regard to, such a program or activity; or making employment decisions in the administration of, or in connection with, such a program or activity.

What to Do If You Believe You Have Experienced Discrimination

If you think that you have been subjected to discrimination under a WIA Title I-financially assisted program or activity, you may file a complaint within 180 days from the date of the alleged violation with either:

Danielle Smith
State WIA Equal Opportunity Officer
421 E. Dunklin P.O. Box 1087
Jefferson City, MO 65101
Telephone: (573) 751-2428 or Fax: (573) 751-4088
Email: danielle.smith@ded.mo.gov or
Email: DWDComplaintsandgrievances@ded.mo.gov
Missouri 711 Relay Services Available
or
Civil Rights Center (CRC)
U.S. Department of Labor,
200 Constitution Avenue NW,
Room N-4123, Washington, DC 20210

If you file your complaint with the recipient, you must wait either until the recipient issues a written Notice of Final Action, or until 90 days have passed (whichever is sooner), before filing with the Civil Rights Center (see address above). *The recipient must offer you alternative dispute resolution in an effort to resolve your complaint.*

If the recipient does not give you a written Notice of Final Action within 90 days of the day on which you filed your complaint, you do not have to wait for the recipient to issue that Notice before filing a complaint with the CRC. However, you must file your CRC complaint within 30 days of the 90-day deadline (in other words, within 120 days after the day on which you filed your complaint with the recipient). If the recipient does give you a written Notice of Final Action on your complaint, but you are dissatisfied with the decision or resolution, you may file a complaint with the CRC. You must file your CRC complaint within 30 days of the date on which you received the Notice of Final Action.

Local Equal Opportunity Officer:
Laura Bouslaugh, EO Officer
Workforce Development Board of Western Missouri,
Inc.
3208 W. 16th St.
Sedalia, MO 65301
660-827-3722
Email: wdblb@iland.net

Missouri Division of Workforce Development is an equal opportunity employer/program.
Auxiliary aids and services are available upon request to individuals with disabilities.
Missouri TTY Users can call (800) 735-2966 or dial 7-1-1.

DWD-126 (2014-05) EOH Page 1 of 2



Retaliation: No DWD employee, recipient or sub-recipient may discharge, intimidate, retaliate, threaten, coerce or discriminate against any individual because the individual has filed a discrimination complaint or otherwise participated in the investigation of a discrimination complaint.

I have read this form and understand that I have a right to file a grievance or discrimination complaint if I feel that my rights were violated by the WIA Title I financially assisted program or activity.

I acknowledge receipt of copies of the following attached documents in addition to this Notice of Rights:

1. Equal Opportunity Notice and Acknowledgement
2. "Equal Opportunity is the Law" bookmark
3. WIA Program Complaint and Grievance Notice and Acknowledgement

This information was provided in the following language/format:

English Spanish Other Language (Specify): _____ Alternate Format (Specify): _____

Check the one which is applicable, print name, sign and date:

Applicant/Employee:

Print Name	Signature	Title	Date
------------	-----------	-------	------

Participant:

Print Name	Signature	Title	Date
------------	-----------	-------	------

Training Provider/Worksite:

Print Organization Name	Representative's Signature	Title	Date
-------------------------	----------------------------	-------	------



Missouri Division of Workforce Development is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. Missouri TTY Users can call (800) 735-2966 or dial 7-1-1.

DWD-120 (2014-05) EON Page 2 of 2

**ATTACHMENT 16
YOUTH PROGRAM INCENTIVES**

ATTACHMENT 16: YOUTH PROGRAM INCENTIVE PAY SCHEDULE

Incentive	Amount	Required documentation
HiSet Credential	\$20 per test passed \$100.00 @ Attainment	HiSet composite printout from website for Individual tests and Certificate with Date printed from www.ereg.ets.org
High School Diploma	\$100.00	Copy of Diploma or documentation on school letterhead
Post Secondary Degree/Certificate	\$100.00	Copies of Diploma, Certificate and/or transcripts
High School Grades	A- \$15.00 B- \$10.00 C- \$ 5.00	Formal Grade Card or Transcript. If co-enrolled in high school and college courses, payment will be made for high school only.
Advanced Training/Post Secondary GPA	2.5-2.9 - \$20.00 3.0-3.49 - \$30.00 3.5-3.9 - \$35.00 4.0 - \$40.00	Copy of Transcript must be submitted. Grades for college courses will be paid only if not co-enrolled in high school.
Literacy/Numeracy Gains Non-Scholar	\$50.00 for raising EFL (1 time per program year)	TABE test documentation and scores entered into the DWD Information Management System
Literacy/Numeracy Gains Scholar	\$50.00 per raised EFL level	TABE test documentation and scores entered into the DWD Information Management System
Work Readiness/Soft Skills Course-provided by University of Missouri Extension	\$25.00 per section and then \$25.00 completion of all three parts.	Attendance logs and Certificate provided by University of Missouri Extension.
National Career Readiness Certificate	Bronze - \$30.00 Silver - \$60.00 Gold - \$90.00 Platinum - \$120.00 Re-test and raise a level, receive the difference between levels.	Copy of Certificate(s).
Workshops (provided by someone other than Career Manager & tied to ISS Goals)	\$15.00-maximum of 6 per program year	Documentation from Workshop presenter/certificate/documentation by staff in DWD Information Management System
Placement in Education or Unsubsidized Employment while enrolled in WIOA Youth	\$50.00	Documentation from the College/University Employment Verification Pay Stub
Retention of Employment 2 nd Qtr after Exit 4 th Qtr after Exit	\$100.00 \$150.00	Employment Verification and/or check stubs
Career Exploration/Pathways Activity	\$50.00	Successful Completion of program. (ISY only)
Attainment of HiSet in less than 12 weeks	\$50.00	HiSet Certificate with Date printed from www.ereg.ets.org

West Central Attachment 16

Workforce Development Board of Western Missouri, Inc does not have a written policy for incumbent workers and does not spend funds for incumbent working training.

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	Change in		COUNTY	Change in		COUNTY	Change in	
	Unemployment Rate	Unemployment Rate Sept 2014-Sept 2015		Unemployment Rate	Unemployment Rate Sept 2014-Sept 2015		Unemployment Rate	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
DAVISS	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			