Workforce Innovation and Opportunity Act

Local Plan
PY2016 through PY2020
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Northwest Workforce Development Board Local Plan PY 2016 – 2020
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A. STRATEGIC ELEMENTS

A. I. Local Workforce Development Board's Vision

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

“Through partnership with each local community, it is our vision that every employer will maintain a qualified, productive workforce; and that every job-seeker will have education and training opportunities, throughout their lifetime, which lead to a lasting, living-wage job commensurate with their abilities and goals.” This vision was adopted in 2001, and remains unaltered. However, Board strategic planning completed in 2003 added this “desired future state” to our visioning:

- Population is increasing in the region, creating a larger pool for available workforce. This compensates for retiring baby-boomers.
- Educational institutions are providing classroom training necessary to prepare individuals for locally-available skilled jobs, thus the workforce has become higher skilled.
- Individuals are recognizing the benefits of perpetual learning, and realize that career development is a life-long process.
- No one is left behind – there are options at all levels for individuals to find employment, which maximizes their particular skills and interests.
- There is effective communication between all partners in the workforce development system, resulting in a good match between employers’ needs and educational/employment preparation.
- Creative problem solving in an open arena is the accepted standard for proactive and reactive responses (i.e. economic development and Employment Transition Team).

As with the vision, the desired future state remains viable and unaltered.

The Northwest Workforce Development Board shifted from a supply-driven system that focused first on the needs of job-seekers, to one that is more demand-driven. We have come to accept the fact that meeting the needs of business will, in the long run, not only serve the job-seeking customer better but will contribute to a thriving economy and healthier communities. Connecting the workforce needs of business to local education agencies improves their product (curriculum) and customer satisfaction (student placement). Linking economic development initiatives to the education and business community is obviously and mutually beneficial.

Many Northwest WDB members participated in Governor Nixon’s Strategic Initiative for Economic Growth forum meetings. The established targeted industry clusters of advanced manufacturing, energy solutions, biosciences, health sciences and services, information technology, financial and professional services, and transportation and logistics align fairly closely with the Northwest Region targeted industries (see Economic, Labor Market and Workforce Analysis on pages 6-20). Our region will align the employment and training needs of the regional workforce in those industry sectors that are appropriate for our population.

As the vision and desired future state promise, the Northwest WDB has concentrated on aligning the employment and training needs of our regional workforce. Our region has an active and large P-20 Council (now called E² Education Empowers) that works to invigorate workforce and education partnerships to create career pathways. Communication between educational institutions and
employers include workforce development; as a result, several training options have been developed, such as *School at Work* curriculum through Heartland Regional Medical Center; Production Technician Certification and Alternative Energy curricula through North Central Missouri College; and *Introduction to Bio Manufacturing* with Hillyard Technical Center and Boehringer Ingelheim. Internship and practicum opportunities are additional training services available via our regional educational institutions.

Most recently, the NW WDB has collaborated with Missouri Western State University, the St. Joseph Chamber of Commerce, and five (5) regional technical centers on a Tech Hire grant to equip individuals with the skills they need through innovative approaches that can rapidly train workers for and connect them to well-paying, middle-and high-skilled, and high-growth jobs in advanced manufacturing. Grant funding will be used to create an industry-education partnership to increase access to industry credentials, including assessment, training and certification, and expand awareness of career opportunities in industry. The region to be served under the grant is the 20 counties comprising Northwest Missouri.

### A. II. Local Workforce Development Board’s Goals

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

In 2001, the Northwest Workforce Development Board established the following: “Our goal is an economically self-sufficient, productive, and skilled workforce through partnerships with the community, business, and the workforce itself.” Our goal is achieved by connecting Workforce Development, economic development, and educational institutions in conversations with business and industry leaders. In September, 2015, the Northwest Workforce Development Board Employer Engagement committee was formed. Membership on that committee includes representatives from manufacturing and healthcare (leading industries in our region); economic development; labor unions; post-secondary institutions; and regional councils of governments. Each of those representatives understands the importance of employer engagement to fully prepare an educated and skilled workforce that meets the need of our regional employers.

As is required by the Workforce Innovation and Opportunity Act, the majority of our Board and Employer Engagement Committee members represent business and industry. Those members discuss their workforce needs during meetings; thus our specific goals, include: (1) a workforce with soft skills (good work ethic, ability to work as a team, etc.); (2) workers with foundational knowledge of industry skill sets; (3) workers who are adaptive to changing technology; (4) workers with the desire to commit to life-long learning; and (5) workers with the knowledge, skills, abilities and desire to fill the jobs being vacated by retiring employees.

The WIOA performance measures are “entered employment rate”, “employment retention”, “average earnings”, “attainment of a degree or certificate” and “literacy/numeracy gains”. Each of these applies to our goal of preparing an educated and skilled workforce. Performance attainment for our region over the past two (2) full years is reflected in the chart below.
The Northwest Business Services Outreach Team will coordinate and provide comprehensive and integrated workforce system services to businesses, including services and strategies to meet the workforce needs of area employers. The Core Business Services Outreach Team is a representative group from each of the three (3) distinct sub-regions in the Northwest 18-county workforce development region and regional representatives for diverse, priority of service populations, including youth and individuals with barriers to employment.

### A. III. Local Workforce Development Board’s Priorities

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

Through the Northwest WDB private sector members, we are informed of the business and industry needs. As noted above, those needs include a workforce with soft skills (good work ethic, ability to work as a team, etc.); workers with foundational knowledge of industry skill sets; workers who are adaptive to changing technology; workers with the desire to commit to life-long learning; and workers with the knowledge, skills, abilities and desire to fill the jobs being vacated by retiring employees. Skill upgrade via short-term and open entry/open exit training is a need often expressed by businesses, job seekers, and incumbent workers alike. Employers need a means to quickly skill up their workforce while job seekers and incumbent workers need the opportunity to enter a training facility at any point during the year so they may return to the workforce.
Business members also tell us an economic environment that provides means for growth and profitability is essential to long-term sustainability of their company. The Northwest Roundtable of Economic Developers works closely with WDB staff to provide services of value to business and industry in our region.

The NW Business Services Outreach Team is another avenue for collecting business needs. In the coming months, that team will develop a business survey to identify what the WDB and our partners can do to retain existing businesses and provide an environment for growth.

The One-Stop System Team meets every other month; during those meetings business and job seeker needs are discussed. The discussions center around what we hear in our communities that can be addressed by workforce development services.

A. IV. Economic, Labor Market and Workforce Analysis

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

- Average personal income level;
- Number and percent of working-age population living at or below poverty level;
- Unemployment rates for the last five years;

In the Northwest Workforce Development Board 18-county region, the average personal income level; number and percent of working-age population living at or below poverty; and unemployment rates for the past five (5) years is in the chart below (by county). There is significant difference in the county data, which substantiates the sub-regional approach to service delivery; customer needs vary greatly depending on where they live.

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Andrew, MO</td>
<td>$49,320</td>
<td>1,350</td>
<td>10%</td>
<td>6.9%</td>
<td>5.3%</td>
<td>5.3%</td>
<td>5.0%</td>
<td>4.2%</td>
</tr>
<tr>
<td>Atchison, MO</td>
<td>$46,601</td>
<td>478</td>
<td>11%</td>
<td>8.2%</td>
<td>6.3%</td>
<td>5.8%</td>
<td>5.5%</td>
<td>4.5%</td>
</tr>
<tr>
<td>Buchanan, MO</td>
<td>$36,259</td>
<td>10,208</td>
<td>15%</td>
<td>8.1%</td>
<td>6.3%</td>
<td>6.2%</td>
<td>5.5%</td>
<td>4.6%</td>
</tr>
<tr>
<td>Caldwell, MO</td>
<td>$39,553</td>
<td>971</td>
<td>14%</td>
<td>8.7%</td>
<td>7.0%</td>
<td>6.7%</td>
<td>5.5%</td>
<td>4.5%</td>
</tr>
<tr>
<td>Clinton, MO</td>
<td>$39,051</td>
<td>1,426</td>
<td>9%</td>
<td>9.0%</td>
<td>7.1%</td>
<td>6.7%</td>
<td>5.8%</td>
<td>4.9%</td>
</tr>
<tr>
<td>Daviess, MO</td>
<td>$33,640</td>
<td>875</td>
<td>14%</td>
<td>8.9%</td>
<td>6.9%</td>
<td>6.2%</td>
<td>5.8%</td>
<td>4.6%</td>
</tr>
<tr>
<td>DeKalb, MO</td>
<td>$26,528</td>
<td>754</td>
<td>10%</td>
<td>8.0%</td>
<td>6.0%</td>
<td>6.0%</td>
<td>5.3%</td>
<td>4.7%</td>
</tr>
<tr>
<td>Gentry, MO</td>
<td>$39,078</td>
<td>769</td>
<td>15%</td>
<td>7.0%</td>
<td>5.3%</td>
<td>5.2%</td>
<td>5.7%</td>
<td>4.2%</td>
</tr>
<tr>
<td>Grundy, MO</td>
<td>$33,900</td>
<td>1,213</td>
<td>16%</td>
<td>7.1%</td>
<td>6.5%</td>
<td>5.8%</td>
<td>5.4%</td>
<td>4.1%</td>
</tr>
<tr>
<td>Harrison, MO</td>
<td>$35,815</td>
<td>882</td>
<td>13%</td>
<td>8.5%</td>
<td>7.3%</td>
<td>7.3%</td>
<td>6.5%</td>
<td>5.1%</td>
</tr>
<tr>
<td>Holt, MO</td>
<td>$48,852</td>
<td>443</td>
<td>12%</td>
<td>7.1%</td>
<td>5.3%</td>
<td>5.4%</td>
<td>4.9%</td>
<td>3.7%</td>
</tr>
<tr>
<td>Linn, MO</td>
<td>$35,167</td>
<td>1,574</td>
<td>16%</td>
<td>11.9%</td>
<td>9.3%</td>
<td>8.6%</td>
<td>8.1%</td>
<td>6.9%</td>
</tr>
<tr>
<td>Livingston, MO</td>
<td>$36,550</td>
<td>1,540</td>
<td>14%</td>
<td>7.6%</td>
<td>6.2%</td>
<td>5.6%</td>
<td>5.0%</td>
<td>4.3%</td>
</tr>
<tr>
<td>Mercer, MO</td>
<td>$31,401</td>
<td>472</td>
<td>16%</td>
<td>6.7%</td>
<td>5.1%</td>
<td>5.1%</td>
<td>5.4%</td>
<td>4.1%</td>
</tr>
<tr>
<td>Nodaway, MO</td>
<td>$30,674</td>
<td>4,607</td>
<td>28%</td>
<td>6.6%</td>
<td>5.4%</td>
<td>6.2%</td>
<td>6.5%</td>
<td>4.9%</td>
</tr>
<tr>
<td>Putnam, MO</td>
<td>$32,458</td>
<td>720</td>
<td>19%</td>
<td>6.8%</td>
<td>6.0%</td>
<td>5.9%</td>
<td>5.0%</td>
<td>4.0%</td>
</tr>
<tr>
<td>Sullivan, MO</td>
<td>$35,893</td>
<td>771</td>
<td>15%</td>
<td>8.3%</td>
<td>6.8%</td>
<td>6.5%</td>
<td>6.6%</td>
<td>5.9%</td>
</tr>
<tr>
<td>Worth, MO</td>
<td>$36,072</td>
<td>217</td>
<td>13%</td>
<td>5.7%</td>
<td>4.2%</td>
<td>4.1%</td>
<td>4.0%</td>
<td>3.2%</td>
</tr>
</tbody>
</table>
Major layoff events over the past three years and any anticipated layoffs
Any other factors that may affect local/regional economic conditions

The table below includes all lay-off events in the NW region. Given the impact of any business loss, even those events that affect five (5) people are significant in a rural region. Smaller layoffs tend to have a disproportionate effect in a rural area. As a rural region dependent on agriculture, floods and severe weather cause devastation; farm ground usually planted with wheat, soybeans, corn and grasses suffer. When farmers’ source of income is affected, the residual affect is felt by all business and industry in those communities.

During the period May, 2013 through March, 2016, 33 companies cut 1,112 jobs across the food service, manufacturing and retail industries. Significant additional lay-offs are anticipated in the manufacturing sector based on recent activity and announcements throughout the region.

<table>
<thead>
<tr>
<th>Name of Business</th>
<th># of Employees</th>
<th>Date of Layoff /Closure</th>
</tr>
</thead>
<tbody>
<tr>
<td>LaMesa /Last Drop</td>
<td>20</td>
<td>1/1/14</td>
</tr>
<tr>
<td>Body Central</td>
<td>5</td>
<td>1/1/14</td>
</tr>
<tr>
<td>ShopKo, Plattsburg</td>
<td>14</td>
<td>4/15/14</td>
</tr>
<tr>
<td>S-Belt K-Mart</td>
<td>34</td>
<td>9/23/14</td>
</tr>
<tr>
<td>Sonic, Savannah</td>
<td>?</td>
<td>12/15/14</td>
</tr>
<tr>
<td>Apria Healthcare, Cameron</td>
<td>4</td>
<td>12/19/14</td>
</tr>
<tr>
<td>Department of Mental Health</td>
<td>9</td>
<td>12/20/14</td>
</tr>
<tr>
<td>Deb's Clothing Store</td>
<td>6</td>
<td>1/13/15</td>
</tr>
<tr>
<td>WireCo World Group</td>
<td>36</td>
<td>2/24/15</td>
</tr>
<tr>
<td>NCO Financial Systems</td>
<td>96</td>
<td>3/3/15</td>
</tr>
<tr>
<td>Bayer</td>
<td>121</td>
<td>4/21/15</td>
</tr>
<tr>
<td>Bob Evans</td>
<td>41</td>
<td>5/18/15</td>
</tr>
<tr>
<td>Famous Daves</td>
<td>35</td>
<td>6/29/15</td>
</tr>
<tr>
<td>Covenant Care</td>
<td>9</td>
<td>7/9/15</td>
</tr>
<tr>
<td>Blue Sun Oil Refinery</td>
<td>45</td>
<td>8/6/15</td>
</tr>
<tr>
<td>Hardees</td>
<td>10</td>
<td>8/22/15</td>
</tr>
<tr>
<td>Hertz</td>
<td>6</td>
<td>8/31/15</td>
</tr>
<tr>
<td>Long Lighting</td>
<td>3</td>
<td>8/31/15</td>
</tr>
<tr>
<td>Ryan's</td>
<td>26</td>
<td>2/24/16</td>
</tr>
<tr>
<td>Bradken, St Joe/ Atchsion, KS</td>
<td>33-MO residents</td>
<td>3/20/16</td>
</tr>
<tr>
<td>NW Pipeline, Atchison, KS</td>
<td>23-MO residents</td>
<td>3/20/16</td>
</tr>
<tr>
<td>Energizer</td>
<td>290</td>
<td>5/1/13</td>
</tr>
<tr>
<td>SSM Private Duty</td>
<td>9</td>
<td>9/25/15</td>
</tr>
<tr>
<td>ShopKo, Tarkio</td>
<td>17</td>
<td>4/15/15</td>
</tr>
<tr>
<td>Focus Workforce Management</td>
<td>75</td>
<td>12/1/15</td>
</tr>
</tbody>
</table>
LABOR MARKET ANALYSIS - Existing Demand Industry Sectors and Occupations

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

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

Real-Time Labor Market Analysis

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

Industrial Demand

Industry demand analysis from February 2015 through January 2016 showed that the Healthcare Industry (Hospitals, Offices of Other Health Practitioners and Nursing Care Facilities) was a top job advertisement. Scientific Research and Development Services, General Freight Trucking, and Insurance Carriers also had a high number of job advertisers. A few of the industries, such as Restaurants and Retail Stores, have high turnover rates so the large number of job advertisements can reflect the need to refill positions rather than to add new jobs.
Top Ten Real-Time Labor Demand Industries by Online Job Ads

<table>
<thead>
<tr>
<th>Industry</th>
<th>Job Postings</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Medical and Surgical Hospitals</td>
<td>501</td>
</tr>
<tr>
<td>Scientific Research and Development Services</td>
<td>419</td>
</tr>
<tr>
<td>General Freight Trucking</td>
<td>353</td>
</tr>
<tr>
<td>Offices of Other Health Practitioners</td>
<td>296</td>
</tr>
<tr>
<td>Insurance Carriers</td>
<td>275</td>
</tr>
<tr>
<td>Restaurants and Other Eating Places</td>
<td>268</td>
</tr>
<tr>
<td>Colleges, Universities, and Professional Schools</td>
<td>231</td>
</tr>
<tr>
<td>Management, Scientific, and Technical Consulting Services</td>
<td>203</td>
</tr>
<tr>
<td>Nursing Care Facilities (Skilled Nursing Facilities)</td>
<td>189</td>
</tr>
<tr>
<td>Department Stores</td>
<td>188</td>
</tr>
</tbody>
</table>

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

**Occupational Demand**

Job analysis highlights the top ten occupations Northwest Region employers advertised for in the past year. Truck Drivers were in the greatest demand, followed by Registered Nurses, Retail Salespersons, and Customer Service Representatives. Sales Representatives and First-Line Supervisors of Retail Sales Workers followed. Other health care occupations, such as Speech-Language Pathologists and Medical and Health Services Managers also made the list.

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

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

<table>
<thead>
<tr>
<th>Occupation</th>
<th>Job Postings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Heavy and Tractor-Trailer Truck Drivers</td>
<td>1,604</td>
</tr>
<tr>
<td>Registered Nurses</td>
<td>772</td>
</tr>
<tr>
<td>Retail Salespersons</td>
<td>441</td>
</tr>
<tr>
<td>Customer Service Representatives</td>
<td>338</td>
</tr>
<tr>
<td>Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products</td>
<td>285</td>
</tr>
<tr>
<td>First-Line Supervisors of Retail Sales Workers</td>
<td>275</td>
</tr>
<tr>
<td>Speech-Language Pathologists</td>
<td>257</td>
</tr>
<tr>
<td>Maintenance and Repair Workers, General</td>
<td>237</td>
</tr>
<tr>
<td>Laborers and Freight, Stock, and Material Movers, Hand</td>
<td>195</td>
</tr>
<tr>
<td>Medical and Health Services Managers</td>
<td>163</td>
</tr>
</tbody>
</table>

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

**Emerging Demand Industry Sectors and Occupations** - *Provide an analysis of the industries and occupations for which demand is emerging*
MERIC develops long-term employment projections based on industry trends and staffing patterns for the Northwest Region. Since the Region contains an MSA, we know that the economies, workforce, and commuting patterns of the region are significantly impacted by a population center much larger than other towns in the Region. The table below describes the industries projected to have the most job openings from 2012 to 2022 based on both growth and replacement needs.

For the 2012-2022 time period, the top net change for industry employment in the Northwest Region are projected to be Administrative and Support Services (1,103); Food Services and Drinking Places (684); Ambulatory Health Care Services (683); and Educational Services (668).

<table>
<thead>
<tr>
<th>Title</th>
<th>2012 Estimated</th>
<th>2022 Projected</th>
<th>Numeric</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative and Support Services</td>
<td>3,080</td>
<td>4,183</td>
<td>1,103</td>
<td>35.81%</td>
</tr>
<tr>
<td>Food Services and Drinking Places</td>
<td>6,896</td>
<td>7,580</td>
<td>684</td>
<td>9.92%</td>
</tr>
<tr>
<td>Ambulatory Health Care Services</td>
<td>3,179</td>
<td>3,862</td>
<td>683</td>
<td>21.48%</td>
</tr>
<tr>
<td>Educational Services</td>
<td>9,269</td>
<td>9,937</td>
<td>668</td>
<td>7.21%</td>
</tr>
<tr>
<td>Nursing and Residential Care Facilities</td>
<td>4,044</td>
<td>4,513</td>
<td>469</td>
<td>11.60%</td>
</tr>
<tr>
<td>Professional, Scientific, and Technical Services</td>
<td>2,042</td>
<td>2,501</td>
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<td>2,501</td>
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<td>20.76%</td>
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<td>3,519</td>
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<tr>
<td>Food Manufacturing</td>
<td>5,766</td>
<td>6,024</td>
<td>258</td>
<td>4.47%</td>
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</table>

Source: MERIC Employment Projections

Industry employment trends offer insight on the industries that are growing over time in a given area. The chart below is a snapshot of employment over 5 years in industries located in the Northwest Region. During the 5 year period, the highest employment growth is in the industries of Hospitals; Social Assistance; Fabricated Metal Product Manufacturing; Chemical Manufacturing; and Administrative Support Services.
Occupations

The long-term occupational projections for the Northwest Region show that the top job openings are in the Food and Retail Service Industries. The definition of Total Openings is the projected new growth along with replacement needs. Cashiers, for example, shows a total projected employment of 3,031 for 2022, only 89 more than the 2012 estimate of 2,942 jobs. This means of the 3,031 job openings over 10 years, 1,272 are replacement openings due to turnover while only 89 are new. Total openings are important to job seekers while new jobs indicate where new training needs may be found.

In addition to Total Openings, several occupations are projected to grow much faster than the overall region and have a large number of openings. Personal Care Aides, Customer Service Representatives, Medical Secretaries, Assemblers and Fabricators, and Accountants and Auditors are expected to grow by more than 17% and more than 90 openings. Rounding out the larger-growth occupations in the top ten are Combined Food Preparation and Serving Workers, Cashiers, and Retail Salespersons.
Employers’ Employment Needs - Identify the job skills necessary to obtain current and projected employment opportunities. With regard to the industry sectors and occupations, provide an analysis of the employment needs of employers. Describe the knowledge, skills, and abilities required, including credentials and licenses.

Long-Term Projections – Jobs by Education Level

Occupations typically requiring short-term OJT are expected to account for the largest portion of 2022 employment change in the Northwest Region. Occupations requiring short-term OJT are projected to experience the highest number of increased employment at almost 3,300, or 7.5 percent growth. Employment in occupations requiring moderate-term OJT is also expected to grow by approximately 1,600, or 8.3 percent.

Increased employment is also anticipated for occupations requiring a bachelor’s degree. Employment for this education level is projected to increase by more than 1,000, or almost 8 percent. Occupations requiring an associate’s degree or some post-high school training will increase by over 1,200 workers.

As estimated for the year 2022, 71 percent of workers in the Northwest Region will be employed in occupations that require no formal postsecondary education (includes short-term OJT to work experience in a related occupation). Workers in occupations that require just a bachelor’s degree will account for over 13 percent of the total employment in 2022.

### Northwest Region Employment 2012-2022

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<tr>
<th>Education Level</th>
<th>2012 Employment</th>
<th>2022 Employment</th>
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<tr>
<td>Less Than High School</td>
<td>4,962</td>
<td>33,071</td>
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<tr>
<td>High School Graduate</td>
<td>19,231</td>
<td>40,244</td>
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<td>Post HS but No Degree</td>
<td>3,262</td>
<td>5,365</td>
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<tr>
<td>Associate's Degree</td>
<td>3,432</td>
<td>8,586</td>
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<td>Bachelor's Degree</td>
<td>3,618</td>
<td>14,529</td>
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<tr>
<td>Post Bachelor's Degree</td>
<td>3,262</td>
<td>13,467</td>
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<tr>
<td>Short-Term Training</td>
<td>4,962</td>
<td>20,826</td>
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<tr>
<td>Moderate-Term Training</td>
<td>5,365</td>
<td>43,809</td>
</tr>
<tr>
<td>Long-Term Training</td>
<td>4,962</td>
<td>47,096</td>
</tr>
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</table>

Source: MERIC Employment Projections

Top Occupations by Education Level

The 2012-2022 long-term occupations projections were used to identify the top ten occupations based on total openings and level of education or training needed. Top occupations requiring short to moderate-term training include service and support sector occupations. Healthcare, driver and first-line service supervision occupations dominate the top new openings requiring at least long-term training or as much as an Associate’s degree. The top occupations requiring a bachelor’s degree or higher include management, education, administration and healthcare occupations.
WORKFORCE ANALYSIS - Describe the current workforce, including individuals with barriers to employment, as defined in section 3 of WIOA. This population must include individuals with disabilities among other groups in the economic region and across the LWDA.

Geographic Change

With the most recent census, St. Louis and Kansas City remain the largest population centers for Missouri. The St. Joseph metropolitan area in the Northwest Region has shown county population gains from 799 in Andrew County to 3,203 in Buchanan County. However, the Northwest Region has several counties whose population decreased from slightly over 100 to almost 1,000.

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

2 Veterans, unemployed workers, and youth, and others that the State may identify.
Minority Population Growth

Missouri experienced population increases in the Black and Hispanic or Latino minority groups during the 2000’s. The Northwest Region experienced similar increases. In 2010, the Black population is just over 7,700 in Northeast Region, and accounts for 3 percent of the region’s population. By comparison, the Missouri and U.S. Black populations represent larger percentages of the total population at 11.6 and 12.6 percent, respectively.

The Hispanic or Latino population in the Northwest Region also increased. The minority group numbers almost 8,200, and represents 3.1 percent of the total population. 3.5 percent of Missouri’s total population was Hispanic or Latino in 2010, compared to 16.3 percent for the U.S.
**Limited English Proficiency**

According to the 2010-2014 American Community Survey 5-Year Estimates, 4.6 percent (7,254) of the Northwest Region population age 18-64 spoke a language other than English at home. The most common non-English languages spoken in Northwest Region homes were Spanish (2.4 percent), Other Indo-European Languages (1.1 percent); Asian and Pacific Island Languages (.6 percent); and Other Languages (.5 percent).

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

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

![Northwest Region Population Speaking Non-English Languages at Home](source: U.S. Census Bureau, 2010-2014 American Community Survey 5-Year Estimates)

**Individuals with Disabilities**

According to the American Community Survey 2010-2014 estimates, 13 percent, or 19,885 Northwest Region residents age 18-64 had a disability. Ambulatory difficulty was the most prevalent disability type at 6.9 percent of the county population. About 5.4 percent of the population had a cognitive difficulty, followed by 4.5 percent with an independent living difficulty.

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

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

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

During the recession, the number of Missourians employed in the Northwest Region decreased, while the number of unemployed increased to a high of 9.85 percent. Over time, Northwest Region employers have become more confident in hiring workers, increasing total employment to 128,394 at the end of 2015. The unemployment rate has decreased to a low of 3.5 percent in November 2015 and increased slightly to 3.6 percent in December 2015, below the Missouri unemployment rate of 3.9 percent and the US at 4.8 percent. These numbers, queried from Local Area Unemployment Statistics (LAUS), includes include all employment, including self-employed workers.

Even with the low unemployment rate statewide, Missouri still has pockets where the unemployment rate is high. The brighter news is that unemployment has decreased in every county during the past year. However, in adjoining Sullivan and Linn counties in the Northwest Region the September 2015 unemployment rate was 9.1%, down from 9.3% in August 2015.
unemployment rates were 5.4 percent and 6.5 percent respectively when the rate for the Northwest Region as a whole was 3.77 percent.

Numbers for each county are available in the table below.

![Unemployment Percentage Point Change](image)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
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Northwest Workforce Development Board Local Plan PY 2016 – 2020 17
Labor Market Trends

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

Industry Employment Trends

The Northwest Region experienced a decline in employment from 2009 to 2014 with a 1.1 percent loss in employment, while statewide employment grew 2.2 percent over the same period. Industries with the largest growth were Hospitals (20.8 percent), Administrative and Support Services (20.5 percent), and Professional, Scientific, and Technical Services (15.7 percent). Industries with the largest employment loss were Food Manufacturing (-31.4 percent), Educational Services (-9.3 percent), and Petroleum and Coal Products Manufacturing (-0.3 percent). The Health Care industry group had the largest employment growth, while manufacturing industries saw the largest employment loss, with Food Manufacturing having the largest impact.

<table>
<thead>
<tr>
<th>NAICS Sector</th>
<th>2009 Employment</th>
<th>2014 Employment</th>
<th>Change</th>
<th>Percent Change</th>
</tr>
</thead>
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<tr>
<td>Total Region Employment</td>
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<td>92,623</td>
<td>-1,048</td>
<td>-1.1%</td>
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<td>Educational Services</td>
<td>10,136</td>
<td>9,195</td>
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<td>Food Service and Drinking Places</td>
<td>6,724</td>
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<td>298</td>
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<td>Hospitals</td>
<td>4,167</td>
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<td>867</td>
<td>20.8%</td>
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<td>Nursing and Residential Care Facilities</td>
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<td>Food Manufacturing</td>
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<td>Ambulatory Health Care Services</td>
<td>3,427</td>
<td>3,701</td>
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<tr>
<td>Administrative and Support Services</td>
<td>3,034</td>
<td>3,657</td>
<td>623</td>
<td>20.5%</td>
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<td>Petroleum and Coal Products Manufacturing</td>
<td>2,613</td>
<td>2,606</td>
<td>-7</td>
<td>-0.3%</td>
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<tr>
<td>Professional, Scientific, and Technical Services</td>
<td>2,116</td>
<td>2,449</td>
<td>333</td>
<td>15.7%</td>
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</table>

Industry Wage Trends

The Northwest Region had overall wage growth of 15.6 percent, or over $4,700, significantly higher than the statewide average of 9.4 percent. Wage growth occurred across several industry groups especially the health care, service, and production/manufacturing sectors. Industries with the largest wage growth were Professional, Scientific, and Technical Services (25.4 percent), Specialty Trade Contractors (25 percent), and Hospitals (21.1 percent). The industries with the highest wages were Chemical Manufacturing ($94,476), Heavy and Civil Engineering Construction ($62,784), and Hospitals ($54,456).
Industry Clusters

The Northwest Region’s highly concentrated industries are in manufacturing, health care/social assistance, and retail according to the location quotient indicator. The location quotient (LQ) indicator describes how concentrated an industry is in a region in relation to the nation, with 1.00 being the national average. The region’s most concentrated industries are Food Manufacturing (5.90) and Chemical Manufacturing (3.34). The most concentrated retail industry is Building Material and Garden Equipment and Supplies Dealers (1.76). Health care’s Hospitals and Nursing and Residential Care Facilities also have high LQ’s and are, therefore, a significant part of the region’s economy.

<table>
<thead>
<tr>
<th>NAICS Sector</th>
<th>2009 Location Quotient</th>
<th>2013 Location Quotient</th>
</tr>
</thead>
<tbody>
<tr>
<td>Food Manufacturing</td>
<td>7.46</td>
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<tr>
<td>Chemical Manufacturing</td>
<td>2.51</td>
<td>3.34</td>
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<tr>
<td>Nursing and Residential Care Facilities</td>
<td>1.83</td>
<td>1.94</td>
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<tr>
<td>Building Material and Garden Equipment and Supplies Dealers</td>
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<td>General Merchandise Stores</td>
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<td>Hospitals</td>
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<td>Merchant Wholesalers, Nondurable Goods</td>
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<td>Social Assistance</td>
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<tr>
<td>Repair and Maintenance</td>
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</tr>
<tr>
<td>Motor Vehicle and Parts Dealers</td>
<td>1.10</td>
<td>1.09</td>
</tr>
</tbody>
</table>
**Education and Skill Levels of the Workforce**

The total population of the Missouri workforce is 2,594,137, and Northwest Region is home to nearly 91,500 or 4 percent of the state’s workforce. The workforce demographic numbers are queried from census data, and include only workers employed by firms in Missouri (self-employed individuals not included). The age group for workforce is defined as 14 years or more.

The population of the workforce in the state is aging. In Missouri and Northwest Region, 22 percent and 24 percent of the workforce is age 55 or more for both the male and female populations.

The educational attainment rate for the Northwest Region is equal to the average for Missouri. In the Northwest Region and Missouri, 88 percent of the workforce has a high school diploma or higher. The number of workers who have not obtained a high school diploma is 12 percent in the Northwest Region and statewide.

### Skill Gaps

**Describe apparent “skill gaps.”**

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

MERIC conducted Industry Competency Model analysis for many of the state’s targeted industry sectors, such as Energy, Information Technology, Transportation, and Life Sciences. In doing so, the reports revealed that workers will need to enhance their existing skills sets to meet the demands of new and evolving technologies used in these growing industry sectors, and employers seek a good skill mix of both technical and soft skills in their workers. Interdisciplinary knowledge is a key ingredient to

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success, especially in high-tech sectors. Proficiency in rules and regulations was also rated as highly important and necessary for work in today’s complex business environment.

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

Each year MERIC staff assists the St. Louis Community College to survey hundreds of companies in the St. Louis MSA regarding workforce issues\(^4\). In 2015 the survey found that 57 percent of businesses identified a “shortage of workers with knowledge or skills” as the main barrier to expanding employment, followed by “economic conditions” at a distance second of 35 percent. The top shortcomings of job applicants were mostly soft skills such as poor work ethic (#1), lack of critical thinking (#2), and lack of communication or interpersonal skills (#3). Lack of general business or industry knowledge rounded out the top four. These shortcomings are consistently the top issues business identify in this survey and mirror the “soft skills” challenge that can be seen across the country in various business surveys. This very large business survey, while limited to the St. Louis MSA, is a good proxy for the issues other businesses face throughout the state. Furthermore, the importance of soft skills revealed in these surveys can be seen in online job ads that consistently rank these skills as a top desire for applicants.

MERIC analyzes the real-time job ads for workforce regions, which are one representation of job demand, versus the supply of job seekers in the state’s workforce development system and develops a report each year highlighting results\(^5\). In 2015 the Northwest region had the largest labor supply and demand gaps in Health Care and Related, Business and Sales, and Transportation occupations. These gaps represent opportunities for job seekers, who can get training, to apply for occupations that are in higher demand.

Northwest employers indicate through job advertisements the basic and specialized skills needed to be successful in their business. While these needed skills do not necessarily point to gaps, it does provide

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

a snapshot of skill demand and reinforces some of the findings from earlier surveys and competency model analysis. MERIC researchers analyzed over 12,119 online job advertisements from February 1, 2015 to January 31, 2016 using a tool from Burning Glass Technologies, to determine what skills were in greatest demand over the year.

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

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

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

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

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

MERIC, the WIOA agency leadership and the Sector Strategy research will strive to incorporate real-time feedback from employers about the current status of labor market information in each region and for the state occupations. For example, Health Care and Related job ads accounted for 23 percent of all postings but less than 9 percent of job seekers were looking for employment in these occupations. These gaps represent opportunities for job seekers, who can get training, to apply for occupations that are in higher demand.

**Workforce Development, Education, and Training Activities Analysis**

Describe the workforce development services and activities, including education and training in the LWDA,
The WIOA purpose adopted by the Northwest Workforce Development Board is to provide workforce activities, through statewide and local systems that increase the employment, retention, and earnings of participants, and increase attainment of recognized credentials by participants, and as a result, improve the quality of the workforce, reduce welfare dependency, increase economic self-sufficiency, meet the skill requirements of employers, and enhance the productivity and competitiveness of the Nation.

The Adult and Dislocated Worker Program, under Title I of the Workforce Innovation and Opportunity Act of 2014, is designed to provide quality employment and training services to assist eligible individuals in finding and qualifying for meaningful employment, and to help employers find the skilled workers they need to compete and succeed in business. The following Adult and Dislocated Worker Program goals are established:

1. To increase employment, as measured by entry into unsubsidized employment six months after program participation;
2. To increase retention in unsubsidized employment twelve months after entry into employment;
3. To increase earnings received in unsubsidized employment for Adults and Dislocated Workers; and
4. To enhance customer satisfaction for participants and for employers.

Services are provided through One-Stop Career Centers and include:
1. Career services - includes outreach, job search and placement assistance, labor market information, comprehensive assessments, career planning, and workshops. Career Services are available to all job seekers; and
2. Training services - customers are linked to job opportunities in their communities, including on the job training (OJT), post-secondary training and training in basic skills.

Additional services provided are:

1. "Supportive" services such as transportation, childcare, dependent care, housing and needs-related payments are provided under certain circumstances to allow an individual to participate in the program.
2. Individuals whose layoff was created or affected by international trade, may access information and services under the Trade Act programs.
3. State and local areas are responsible for program management and operations including enrollment, service delivery, and certification of training providers.

The purpose of the Workforce Innovation and Opportunity Act (WIOA) Title I Youth Program is to provide eligible youth, ages 14-24, with effective and comprehensive program activities designed to enhance and improve their opportunities to obtain and complete education and training programs that will provide them with job readiness skills and competencies. These opportunities are to include a wide
variety of options for achieving success, and are to provide effective connections to employers. WIOA Youth will focus on out-of-school youth, high school dropout recovery and achievement of recognized postsecondary credentials. Career Pathways and work-based learning will be promoted as leading approaches.

The goal of the WIOA Youth Program is to prepare youth to either enter post-secondary education, training or employment upon completion of their secondary education.

Services provided to WIOA Youth are:

1. Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its equivalent or for a recognized postsecondary credential;

2. Alternative secondary school services, or dropout recovery services, as appropriate;

3. Paid and unpaid work experiences that have as a component academic and occupational education, which may include summer employment opportunities and other employment opportunities available throughout the school year, pre-apprenticeship programs, internships, job shadowing, and on-the-job training opportunities;

4. Occupational skill training, which may include priority consideration for training programs that lead to recognized postsecondary credentials that are aligned with in-demand industry sectors or occupations in the local area;

5. Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster;

6. Leadership development opportunities, which may include community service and peer centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate;

7. Supportive services;

8. Adult mentoring for the period of participation and subsequent period, for a total of not less than 12 months after the completion of participation, as appropriate;

9. Follow-up services for not less than 12 months after the completion of participation, as appropriate;

10. Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate;

11. Financial literacy education;

12. Entrepreneurial skills training;

13. Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services; and

14. Activities that help youth prepare for and transition to postsecondary education and training.
Next Generation Career Center (NGCC) service delivery model: A Missouri Job Center model founded on service-based practices and concepts that value both skills and jobs. This “next steps” approach will provide the opportunity for continuous engagement of a customer rather than simply exiting a process at a particular service point. At each step, value can be added to the customer’s experience and skills set. In the NGCC model, every job seeker will know their skills, improve their skills and will leave the Missouri Job Center or Rural Delivery System office a better job candidate.

Integrated Service Delivery: The Northwest Workforce Development Board, via subcontractors, delivers workforce development services through the Missouri Job Center and Rural Delivery System by implementing the Next Generation Career Center Integrated Service Delivery model. Included in this integration model are staff that deliver state funded services to adults and dislocated workers through Workforce Innovation and Opportunity Act (WIOA), Wagner-Peyser, Trade Adjustment Assistance (TAA), National Emergency Grant (NEG), Missouri Employment and Training Program (METP) and Veterans Services programs.

Team-Based Staff Deployment: In the Next Generation Career Center Integrated Service Delivery model, staff are deployed in functional teams that work together to meet the needs of job seeker and employer customers. The specific functional teams that operate in each Missouri Job Center and the Rural Delivery System at a minimum include the Welcome Team, the Skills Team and the Employment Team. The Northwest Workforce Development Board awarded contracts to organizations that staff one or more of these Missouri Job Center teams with professional staff who deliver high quality services to customers.

It is the goal that integrated staff services will result in increased customer employment and earnings, increased educational and occupational skills, and decreased welfare dependency, thereby improving the quality of the workforce and enhancing productivity and competitiveness.

Welcome Team: The mission of the Welcome Team is to greet each customer positively and promptly, gather pertinent information, initially assess the customer’s skills/needs and promote/schedule the first service.

Skills Team: The Skills Team continues service management until the customer obtains employment. A “product box” provides the customer with a variety of self-learning and traditional educational experiences. Some services are available to all customers while some require eligibility determination.

Employment Team: Employment Team services include, but are not limited to, providing job search information/tools to help the customer obtain employment. The “product box” provides the customers a variety of job seeking skills and services. Some services are available to all customers while some require eligibility determination.

Product Box: A “menu” of robust and comprehensive customer services. Examples include but are not limited to: assessments, basic skills on-line instruction, GED preparation on site, job search skills, education courses, English as a Second Language, certificate or degree programs, etc. Customers may choose from the menu of products and services in the “product box”; some services require eligibility determination.

Rural Delivery System: Services delivered to individuals outside of the physical confines of the Missouri Job Centers. Those services will include all the Next Generation Career Center services offered to individuals who visit a Missouri Job Center in the Northwest Workforce Development Board region.
To connect services offered by our One-Stop partners, the NW WDB convenes core and optional partners for monthly meetings. In that process, discussion of service offerings led to development of an electronic resource directory. The directory allows each partner to determine how to blend services that will lead to successful educational and training outcomes for the regional workforce. Another product of the One-Stop System Team meetings is a referral form and process, which was developed with input from all our partners.

**The Strengths and Weaknesses of Workforce Development Activities**

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

The strength of our regional workforce development activities is our ability to cooperate and collaborate. The One-Stop Systems Team quickly coalesced to a point where relationships are stronger, staff has better knowledge and understanding of partner services, and our wrap-around service delivery is effective.

A weakness in our system is lack of a single case management database; each core partner uses a different system. Sharing confidential data and information is a challenge that must be addressed by administration at the state level for each core partner.

**Local Workforce Development Capacity**

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

The Northwest Region, although rural, is heavily dependent on partnerships to fully serve residents of the region. Our WIOA Title I Adult, Dislocated Worker and Youth service providers; our WIOA Title II AEL providers; our WIOA Title III Wagner-Peyser service providers; and WIOA Title IV Vocational Rehabilitation providers work closely together. Their strengths include: long-standing relationships with business and industry leaders in the region; desire to have a positive impact on individuals in need; and realizing the importance of wrap-around services to address multiple barriers that may exist.

We have a robust network of entities, both on-site at the Job Centers, as well as off-site, that provide a myriad of workforce development services and activities for the job seekers and businesses of the area. In the only micropolitan statistical area in the NW region, the St. Joseph Job Center has the capacity to house a number and variety of integrated partners. They include organizations that offer educational and occupational training that provide the skills and certifications required to secure employment in in-demand and emerging occupations, as well as entities that provide a variety of job search assistance, including completion of employment applications, preparation for interviews, and referrals to job openings.

Additionally, they include entities that provide supportive services to help individuals get and keep jobs, including assistance with transportation, childcare, clothing, housing, substance abuse, and health services. They also include organizations that provide workforce services that specifically target special populations, such as those who are veterans, low-income, dislocated workers, youth, limited English proficiency, individuals with disabilities, older workers, ex-offenders, and/or migrant and seasonal farmworkers.
Weaknesses of the required core and mandatory partners generally involve three (3) distinct concerns – the large geographical area to be served; staff shortages; and financial shortfalls. Funding for the not-for-profit entities of our WIOA partners certainly affects our ability to provide workforce development services and activities to address all needs.

Although those weaknesses are disheartening, the capacities of each partner are evident in the scope of services they provide and the performance of their programs, as measured both by federally reported performance measures and key business metrics such as total number of customers served, effective labor force attachment and skills progression. This partnership is dedicated through further integration of their programs in the environment of ongoing development of sector strategies and career pathways to prosper under a significant improvement in capacity.

B. OPERATIONAL ELEMENTS

B. I. Local Structure

**LWDA Profile**

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

The Northwest Region consists of 18 counties in Northwest Missouri, and takes in all of western Missouri north of the Kansas City area and stretches almost two-thirds of the way across the State to the east. It is a geographically large area (9,240 square miles) that is sparsely populated with the exception of the St. Joseph Metropolitan Statistical Area (MSA). Buchanan, Andrew, and DeKalb counties make up the Missouri portion of the St. Joseph MO-KS MSA. The Northwest Region also includes the Maryville Micropolitan Statistical Area (Nodaway County). Clinton and Caldwell counties are part of the Kansas City MSA. Even though these diverse labor market areas have different characteristics, there are some commonalities.

With gently rolling hills, this area has the largest total acreage farmed in the state, and also has the greatest proportion of farmland to total land space. While it has lost a great number of family farms, its total agricultural sales have remained high.

Many of Missouri’s major highways cross through this region. Interstate 29 runs through the western part of the region, while Interstate 35 crosses the middle of the region. In addition, Highway 36 and Highway 136 run east/west through the region while Highway 59, Highway 159, Highway 71, Highway 169, Highway 69 and Highway 65 run north/south, allowing a great deal of travel through the area.

There are actually three distinct labor market areas in this Region – the Northwest five counties that border Nebraska, Kansas, and Iowa; ABCD - the St. Joseph MSA and surrounding counties, and the Green Hills area – nine rural counties in North Central Missouri.

ABCD SUB-REGION, sometimes referred to as the Mo-Kan region due to its proximity to our neighbor to the west consists of Andrew, Buchanan, Clinton, and DeKalb counties. Clinton and Caldwell counties are a part of the Kansas City MSA. Clinton County, in particular, is in many ways, a "bedroom community" for Kansas City. While the St. Joseph MSA is expected to continue as the major population and economic center of this 18-county area, the most recent census update reflects a population decline in Buchanan County, but with a proportionate population gain in Andrew County, which is part of the St. Joseph MSA. Just recently, DeKalb County to the east has also been added to the St. Joseph MSA. Wage and salaried employment in this sub-region is heavily concentrated in St. Joseph. Major manufacturers, as well as small business, flourish here with products ranging from batteries to meat to paper to metal products. Major non-manufacturing industries include trucking, wholesale and retail trade, banking, business services, recreation services, and all levels of government. The largest hospital in the 18-county area is located in St. Joseph, drawing people from a thirty-county multi-state area, and providing many professional and technical employment opportunities. Although this sub-region lost considerable employment during the recession in the mid 70's and early 80's, and even later in the early 90's, there are promising signs of economic growth in several industries. Prison industry has seen significant expansion in Cameron with Crossroads Correctional Center and Western Missouri Correctional Center, and also in St. Joseph with Western Reception Diagnostic Correctional Center. St. Joseph’s burgeoning life sciences industry has added hundreds of jobs and continues to grow. Additionally, the economic expansion on the I-29 corridor in the northern Kansas City MSA provides opportunities for the southern part of this sub-region. There is substantial commuting between communities in the St. Joseph, MO/ KS MSA.

NORTHWEST SUB-REGION consists of Atchison, Gentry, Holt, Nodaway, and Worth counties in the extreme northwest corner of the state. Maryville, in Nodaway County, is geographically centered, and is a Micropolitan Statistical Area - the largest city and major economic center in this five county sub-region. This sub-region also has economic ties to several counties in southwest Iowa. While agriculture is the predominant industry in this sub-region, there are major manufacturers that produce batteries, small engines, automobile parts, metal products, etc. Other important economic industries in this sub-region include schools, correctional facilities, nursing homes, community hospitals, and highway construction.

GREEN HILLS SUB-REGION consists of nine counties: Caldwell, Daviess, Grundy, Harrison, Linn, Livingston, Mercer, Putnam, and Sullivan. Employment in this large, primarily agricultural sub-region is widely dispersed. Chillicothe, Trenton, and Brookfield are the largest towns and the main economic centers. While Chillicothe represents a higher level of economic activity, Trenton is home to the only higher education institution in this sub-region. Although employment in other industries exists, this sub-region is probably more dependent on agriculture than most labor market areas in the state, even though 80% of the "farm families" in this area have become primarily dependent on income generated from off-farm employment. Whereas some of the sub-region's largest non-agricultural employers have national markets, most rely on sales within this sub-region. As a result, they have suffered along with the sub-region's farmers.
Educational Institutions in the Northwest Region

<table>
<thead>
<tr>
<th>INSTITUTION</th>
<th>COUNTY</th>
</tr>
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<tbody>
<tr>
<td>NORTHWEST MISSOURI STATE UNIVERSITY</td>
<td>NODAWAY COUNTY</td>
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<tr>
<td>MISSOURI WESTERN STATE UNIVERSITY</td>
<td>BUCHANAN COUNTY</td>
</tr>
<tr>
<td>NORTH CENTRAL MISSOURI COLLEGE</td>
<td>GRUNDY COUNTY</td>
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<tr>
<td>VATTEROTT COLLEGE</td>
<td>BUCHANAN COUNTY</td>
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<td>HILLYARD TECHNICAL CENTER</td>
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<td>GRAND RIVER TECHNICAL CENTER</td>
<td>LIVINGSTON COUNTY</td>
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<td>LINN COUNTY TECHNICAL CENTER</td>
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<td>NORTHWEST TECHNICAL CENTER</td>
<td>NODAWAY COUNTY</td>
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Northwest Region Area Population 2015*

<table>
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<tr>
<th>County</th>
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<tbody>
<tr>
<td>Andrew County</td>
<td>17,296</td>
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<td>Atchison County</td>
<td>5,306</td>
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<td>Caldwell County</td>
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<td>Gentry County</td>
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<td>Harrison County</td>
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<td>Holt County</td>
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<tr>
<td>Linn County</td>
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<td>Livingston County</td>
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<td>Mercer County</td>
<td>3,694</td>
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<td>Nodaway County</td>
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<tr>
<td>Putnam County</td>
<td>4,858</td>
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<td>Sullivan County</td>
<td>6,353</td>
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<tr>
<td>Worth County</td>
<td>2,057</td>
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<tr>
<td>Northwest Region</td>
<td>260,224</td>
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</table>

*QuickFacts data derived from: Population Estimates, American Community Survey, U.S. Census Bureau

Diversity of the Population

Missouri experienced population increases in the Black and Hispanic or Latino minority groups during the 2000’s. The Northwest Region experienced similar increases. In 2010, the Black population is just over 7,700 in Northeast Region, and accounts for 3 percent of the region’s population. By comparison, the Missouri and U.S. Black populations represent larger percentages of the total population at 11.6 and 12.6 percent, respectively.
The Hispanic or Latino population in the Northwest Region also increased. The minority group numbers almost 8,200, and represents 3.1 percent of the total population. 3.5 percent of Missouri’s total population was Hispanic or Latino in 2010, compared to 16.3 percent for the U.S.

<table>
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<th>Location</th>
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<th>Ethnicity LEHD, First Quarter 2014</th>
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<td>Asian Alone</td>
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<tr>
<td></td>
<td>Black or African American Alone</td>
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<tr>
<td></td>
<td>Native Hawaiian or Other Pacific Islander Alone</td>
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<td>Two or More Race Groups</td>
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<td>White Alone</td>
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<td>Atchison, MO Northwest</td>
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<td>Holt, MO Northwest</td>
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Race and Ethnicity data from MERIC

**Local Workforce Development System**

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

The Northwest Region Workforce Development Board composition, although prescribed by the Workforce Innovation and Opportunity Act, is a diverse group of individuals who are actively involved in the work. When recruiting members to serve the region, the following qualifications must be met: desire to make a positive contribution to the region’s economy by helping shape a workforce development system that meets the needs of employers and job-seekers; commitment to devote time and talent to working with other board members, staff, businesses, public officials, and public and private sector partner organizations to improve the quality of the workforce; a demonstrated interest in the economic vitality of the region and the related service goals of the WDB; and act as an ambassador of the Board with community groups and businesses. Our business and industry Board Members are from agriculture, manufacturing, banking/insurance, healthcare, and retail sectors; those sectors represent job opportunities in our region.

The partner members on the Northwest Workforce Development Board include Vocational Rehabilitation, AEL, labor, Wagner/Peyser, education, representatives for individuals with liabilities, economic development, TANF/MWA, and older workers. The partners have been actively involved in...
committee and Board meetings to provide their expertise related to the population their organization serves.

The committee structure of the Northwest Workforce Development Board is as comprehensive as prescribed by WIOA, but also addresses the needs of the region. Our standing committees are Executive; Youth Advisory; Employer Engagement; and One-Stop System Alignment Committees. The duties and composition of each committee follows.

**NW WDB Executive Committee**
There may be an Executive Committee, consisting of seven voting members of the Board, who shall be authorized to conduct emergency business of the Board between meetings. A simple majority of the Executive Committee is the minimum required for the conduct of emergency business. Duties of the Executive Committee shall include:

- With consideration for the viewpoints and findings of all committees, and in partnership with Chief-Elected Officials, developing the Local [Unified] Plan, as defined by Public Law 113-128, the Workforce Innovation and Opportunity Act of 2014; Title I, Chapter 2, Section 108 (b) (3);
- Approving budgets, in partnership with the Chief-Elected Officials;
- Establishing and reviewing policies and procedures for program operation and service delivery;
- Evaluating and recommending providers of WIOA Youth, Adult and Dislocated Worker services;
- Reviewing performance and expenditures of providers of WIOA programs and recommending corrective action as necessary;
- Negotiating local performance measures;
- Providing oversight of the program operations, in partnership with Chief-Elected Officials;
- Serving on any Board committee in order to establish a quorum, so that the committee may conduct business;
- Acting as a liaison with the Chief-Elected Officials.

**NW WDB Youth Advisory Committee**
There may be a Youth Advisory Committee composed of 10 to 13 stakeholders in the development and operation of effective youth job training programs, both members and Ex-officio, non-voting members of the Workforce Development Board. Youth Advisory Committee members will provide information and assist with planning, operational, and other issues relating to the provision of services to youth, which shall include community-based organizations as permitted by Sec. 107(b)(4)(A)(ii) of WIOA. Duties of the Youth Advisory Committee shall align with the WIOA goals and may include:

- Developing those portions of the local Workforce Development plan which deal with youth;
• Developing or recommitting to strong partnerships with regional schools, youth service providers, and the juvenile justice system to provide wrap-around services for youth;

• Establishing a continuum of services to help disconnected youth navigate between the educational and workforce systems;

• Identifying and promoting evidence-based strategies to assist in achieving high-levels of performance, accountability, and quality in preparing young people for the workforce; and

• Leveraging Federal, state, local and philanthropic resources to support in-school youth (ISY) and out-of-school youth (OSY).

Ultimately, the Youth Advisory Committee will develop a description and assessment of the type and availability of youth workforce investment activities in the local area, including activities for youth who are individuals with disabilities. Such description and assessment shall include an identification of successful models of such youth workforce development activities to be replicated in/throughout the region.

NW WDB One-Stop System Alignment

There may be a One-Stop System Alignment Committee consisting of 10 to 12 career services practitioners (core partners) who are NW WDB members, as well as Ex-officio, non-voting members of the Workforce Development Board. The One-Stop System Alignment Committee will focus on identifying the appropriate career services to be delivered through the one-stop delivery system, as well as focusing on customer-centered service delivery design. Other duties of the Committee may include:

• Establishing and maintaining partnerships to ensure quality and effective services and programs are available to meet all customers’ needs;

• Developing the unified local plan;

• Providing oversight of career services access and effectiveness; and

• Reviewing core partner (WIOA Youth, Adult, and Dislocated Worker, Adult Education and Literacy, Wagner-Peyser, Temporary Assistance for Needy Families, and Vocational Rehabilitation) performance.

Ultimately, the One-Stop System Alignment Committee will develop a description of the roles and resource contributions of the one-stop partners; a description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area; a description of how the local board will coordinate education and workforce Development activities carried out with relevant secondary and postsecondary education programs; activities to coordinate strategies, enhance services, and avoid duplication of services; a description of methods of referral of individuals between the one-stop operator and the one-stop partners for appropriate services and activities; a description of efforts that will enhance the provision of services to individuals with disabilities.
**NW WDB Employer Engagement Committee**

There may be an Employer Engagement Committee consisting of seven (7) to 10 individuals who are NW WDB members, as well as Ex-officio, non-voting members of the Workforce Development Board. Those individuals will be drawn from Regional Planning/Council(s), labor, economic development, higher education, and private sector NW WDB members representing targeted industries in the NW region. Such Committee Members will develop and implement proven or promising strategies for meeting the employment and skill needs of workers and employers via industry and sector partnerships and career pathways. Other duties may include:

- Leading local efforts to engage with a diverse range of employers and entities in the region;
- Promoting business representation on the local board;
- Developing effective linkages;
- Supporting local employer utilization of the local workforce development system and local workforce activities; and
- Ensuring that workforce activities meet the needs of employers and support economic growth in the region by enhancing communication, coordination, and collaboration among employers, economic development entities, and service providers.

**Ultimately, the Employer Engagement Committee will develop a description of how the local board will coordinate workforce investment activities carried out in the local region with economic development activities carried out in the region.**

The core partners serving on the Northwest Workforce Development Board also serve on the committees noted and described above. Additional individuals are included on the committees who have interest and expertise in partner service delivery. With their input, the core programs and other workforce development programs are represented during discussion and activities of the Board.

The NW WDB has adopted a Sunshine Law Policy to guide and direct the work of the public governmental body (see the policy at [www.nwwdb.org](http://www.nwwdb.org)).

**Local Facility and Partner Information**

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

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

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

*Identify the One-Stop partners that are physically located at each of the affiliated sites and the services provided by these partners and list them in Attachment 1 to the Plan.*
Attachment 1 includes each of the Job Centers in the NW region; there are two (2) comprehensive centers and two (2) affiliate centers. The One-Stop Partners located at each center are noted, as are the address, phone number, and Functional Leader contact information for each Center.

The Northwest Region continues to utilize the sub-regional approach to service delivery. The three sub-regions coincide with education, economic, and social services locations, regional centers of retail trade, and geographic balance. The sub-regional approach provides the means for effective area oversight, while allowing planning to be responsive to the unique needs of the respective sub-regions.

We will continue to administer funding allocations, oversight, and contracts for service for WIOA Title I on this sub-regional basis. However, in recognition of the resources needed to maintain a high quality One-Stop Center, we will maintain a workforce development system that is a hybrid system, based on two (2) full-service One-Stop Center with two (2) robust affiliate sites. Our system capitalizes on the advantages of a One-Stop Center and yet manages to retain the benefits of "point of delivery" service, a good fit for this large rural area.

B. II. Local Strategy Implementation

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

WIOA required strategies. Please include strategies addressing:
1. Career Pathways;
2. Employer Engagement;
3. Business Needs Assessment;
4. Alignment and Coordination of Core Program Services;
5. Outreach to Jobseekers and Businesses;
6. Access—Improvements to Physical and Programmatic Accessibility.; Customer Service Training;
7. Assessment; and

With the inception of Workforce Innovation and Opportunity Act (WIOA), the Northwest Workforce Development Board has restructured its membership and reevaluated its focus. To address each of the required strategies in WIOA, the following initiatives and activities has been undertaken:

- CAREER PATHWAYS - The Trade Adjustment Assistance Community College and Career Training (TAACCCT) grants were the beginning of our pathways work – MoHealthWINs, MoManufacturingWINs, and MoSTEMWINs each embodies multiple certifications that prepare individuals for better and higher-paying jobs. An example of the stackable credential career pathway model is illustrated below and fulfills needs of the manufacturing industry and job-seekers alike.
Each of the individuals enrolled in the MoManufacturingWINS program received a WorkKeys assessment; one (1) student received platinum National Career Readiness Certificate (NCRC); 21% received gold NCRCs; 64% received silver NCRCs; and 12% received bronze NCRCs.

A recently-submitted TechHire grant also addressed career pathway progression for individuals in the manufacturing field. Each career pathway program in the Northwest Region is designed to include the National Career Readiness Certificate (NCRC) as the initial certification toward career progression. Finally, career pathways programs are also included in the manufacturing sector strategy project explained later in this plan.

- **EMPLOYER ENGAGEMENT** – Restructuring of the Northwest Workforce Development Board included thoughtful and appropriate Board Member appointments so we can engage employers more strategically. The in-demand industries in our region are represented by Board Members with knowledge, expertise, and hiring opportunities. Their input has made an enormous difference in the direction of the Board.

A new Board Committee was established to actively address business needs – the Employer Engagement Committee members are individuals drawn from Regional Planning/Council(s), labor, economic development, higher education, and private sector NW WDB members representing targeted industries in the NW region. The charge of this Committee is to develop and implement proven or promising strategies for meeting the employment and skill needs of workers and employers via industry and sector partnerships and career pathways. Ultimately, the Employer Engagement Committee will develop a description of how the local board will coordinate workforce investment activities carried out in the local region with economic development activities carried out in the region.
• BUSINESS NEEDS ASSESSMENT – As with the first two (2) required strategies discussed above, the needs of businesses are important to the work our Board does to prepare a skilled workforce. The WDB will use Survey Monkey to collect data that will continue to lead to effective business services. Our sector strategy work, Business Services Outreach Plan and Employer Engagement Committee discussions will guide the work of the Board.

• ALIGNMENT AND COORDINATION OF CORE PROGRAM SERVICES – The Memorandum of Understanding developed with input from every core program partner and other interested parties outlines the collaboration and coordination expected in our region.

The NW WDB One-Stop System Alignment Committee was established to focus on identifying the appropriate career services to be delivered through the one-stop delivery system, as well as focusing on customer-centered service delivery design. Ultimately, the One-Stop System Alignment Committee will develop a description of the roles and resource contributions of the one-stop partners; a description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area; a description of how the local board will coordinate education and workforce Development activities carried out with relevant secondary and postsecondary education programs; activities to coordinate strategies, enhance services, and avoid duplication of services; a description of methods of referral of individuals between the one-stop operator and the one-stop partners for appropriate services and activities; a description of efforts that will enhance the provision of services to individuals with disabilities.

The Next Generation Career Center (NGCC) integrated service delivery model is another avenue to ensure alignment and coordination. In the NW WDB region, all core partners are either co-located at the Center or are available by meaningful referral. The One-Stop System Team meetings have affirmed the desire of each partner to provide wrap-around, coordinated services to mutual customers.

• OUTREACH TO JOB SEEKERS AND BUSINESSES – To ensure job seekers are aware of services provided through the One-Stop Job Centers, each Center has developed a reputable social media presence; connecting those sites to the Missouri Division of Workforce Development social media outlets enhances our exposure. Job and career fairs are hosted by our subcontractors and partners – those are heavily advertised and a very popular methods of outreach to our job-seeker customers.

Our relationship with the business community allows us access to business outreach opportunities. The Business Services Team agreed that newsletters, email, public service announcements, social and conventional media, and open house events at Job Centers are the most appropriate means of business outreach. Participating in job and career fairs also provide an opportunity for business outreach.

• ACCESS – IMPROVEMENTS TO PHYSICAL AND PROGRAMMATIC ACCESSIBILITY – With a full-time Equal Opportunity Officer at the NW WDB office, we have begun a targeted focus on making facilities and programs available to individuals with disabilities. Equal opportunity and nondiscrimination policies, procedures, and monitoring help us identify any shortcomings and establish a means for correcting identified issues.
An Equal Opportunity data analysis of Program Year 2014 services was recently completed. Monitoring according to Americans with Disabilities Act and Department of Labor/DWD Methods of Administration guidelines allowed us to identify any areas of adverse impact and standard deviation of services across each protected class. That data analysis will help us improve programmatic accessibility where adverse impact and standard deviation are noted.

Physical accessibility for services at the One-Stop Job Centers is monitored by the NW WDB Equal Opportunity Officer. Building approaches/entrances and usability of restrooms are elements of building and structure accessibility inspections. The Americans with Disabilities Act establishes specifications; those specifications are examined during on-site monitoring. Access to goods and services and availability of assistive technology equipment are also monitored.

Vocational Rehabilitation, Rehabilitation Services for the Blind, Midland Empire Resources for Independent Living and Goodwill Industries representatives serve on the One-Stop System Team; they have been instrumental in providing their expertise as we encounter service delivery barriers. With their assistance, we are assured that all individuals, regardless of ability, are able to access One-Stop Job Center facilities and services.

- **ASSESSMENT** – Assessments are provided to customers at both the Career level and Training level of services. The Career level participant is required to complete Career Ready 101 Quick Assessment which will assess the skill levels of the participants in the three areas. The KeyTrain Quick Guide provides a remediation tool for those wishing to improve their skills. The purpose of the Quick Assessment is to determine a customer’s general understanding of basic Applied Mathematics, Locating Information and Reading for Information and to guide staff with assisting the customer make occupational and educational goals during the NGCC process. All other planning and steps for the customer stem from this initial assessment.

Beyond the initial assessment, customers (Career or Training level) may also choose to engage in additional assessments such as: WorkKeys, TABE, CASAS, MoConnections, Talify, My Next Move, and interview assessments.

The NGCC staff coordinates with partners such as Voc Rehab, AEL, and Higher Education to share assessment results, when applicable. All customers that are in need of Training level services are required to participate in additional assessments beyond the initial assessment. Assessment results help staff determine appropriateness of training.

Assessments are also provided to businesses for the purposes of career pathway and work-based learning development. The business assessments assist the LWDB in determining the needs of the business so that we can provide meaningful services to businesses and better prepare the workforce to meet the needs of the business.

- **SUPPORTIVE SERVICES** – The Northwest WDB Supportive Services Policy is reviewed annually and revised as necessary. During the December, 2015 WDB meeting, revisions were made to address new barriers encountered by customers. The Supportive Service-Needs Based Assessment Standards addendum approved by the Board clarifies how participants’ expense/income ratio is to be calculated to establish an unbiased approach to providing assistance to those in need. Supportive Services are designed to assist WIOA Adult, Dislocated
Worker and Youth program participants in securing and sustaining employment and credential attainment. In addition, supportive services are available to enrolled WIOA Adult, Dislocated Worker and Youth participants who are actively participating in WIOA approved activities. Temporary suspension of supportive services can be approved at the program director and coordinator discretion based on individual’s lack of participation.

The NW WDB Supportive Services Policy is referenced later in this plan as Attachment 2.

C. ADMINISTRATION

C. I. Assurances

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

Opportunities for input into the development of this plan were abundant, and we believe have resulted in an improved final product. The planning timeline is depicted below:

One-Stop System Team Meetings were held November 20, 2015; December 18, 2015; January 15, 2016; February 19, 2016; March 18, 2016; and April 14, 2016. During those meetings, program services have been discussed, a Memorandum of Understanding developed, an electronic resource directory designed and implemented, and the Local Plan reviewed.

During the Northwest Workforce Development Board meetings in December, 2015 and March, 2016, review of the One-Stop System group was discussed and the plan guidance with outline provided.

On May 24, 2016, the Chief Local Elected Officials Coordinating Committee was convened to discuss the first Local Plan draft; following the discussion, their input was added as appropriate. During the final week of May, the Northwest Workforce Development Board Executive Committee reviewed the draft plan. Again, following discussion, their input was added as appropriate.

The Northwest Workforce Development WIOA Local Plan PY2016 – 2020 was posted for a 30-day public comment period on June 1, 2016. The procedures for posting the plan were followed as required by Department of Labor and Missouri Division of Workforce Development.

C. II. Local Policies and Requirements

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

The Northwest Workforce Development Board approved a revised Supportive Services Policy at their meeting on December 2, 2015; it is included here as Attachment 2. Compliance with DWD Issuance 12-2010 is noted at the top of the local policy; additional guidance is sought for needs-related payments clarification.
ADULT—Describe the criteria to be used by the Board to determine whether funds allocated to a LWDA for Adult employment and training activities under WIOA sections 133(b)(2) or (b)(3) are limited, and the process by which any priority will be applied by the One-Stop Operator.

The determination that funds allocated to the NW WDB will be limited, or inadequate to meet the total demand, is based on the following logic:

* Since funds available in the past for training adults has not been adequate to meet total demand, and
* Since eligibility for career center services under WIOA is not contingent upon income, but instead is available to any citizen (or legal alien), and
* Since there is not a substantial increase in funds available for adult training activities;

It is therefore projected that funds available will be limited, and should be prioritized to ensure that those most in need, and most likely to benefit will receive training assistance. Otherwise, the NW WDB concurs with the priority categories identified in WIOA Section 134(d)(4)(E); namely that recipients of public assistance, other low-income individuals and individuals who are basic skills deficient shall be given priority for training and some job center services. The NW WDB developed a “Determining Basic Skills Deficiency” policy and notes which instruments will be used to assess basic skills deficiency (see NW WDB Administrative and Program Procedures P8 on the NW WDB website [www.nwwdb.org]). WIOA resources to support training and some career services will be reserved for individuals who meet one of the following conditions:

- receive, or are a member of a family who receives federal, state, or local government cash payments for which eligibility is determined by a needs or income test;
- receive, or are a member of a family who receives a total family income (for the six month period prior to application) that in relation to family size, does not exceed the higher of:
  - poverty guidelines established by the Office of Management and Budget or
  - 70 percent of the lower living standard income level;
- receive, or are a member of a family who receives, Food Stamps;
- qualifies as a homeless individual (Stewart B. McKinney Act -Section 103 (a)(c);
- is a foster child on behalf of whom State or local government payments are made;
- an individual with a disability, whose own income would meet one of the first two conditions in this list, but who is a member of a family whose income does not meet such requirements.

Several prerequisite conditions must exist prior to the application of the priority criteria. Individuals must be in need of training, and must be determined, through assessment and case management, to have the skills and qualifications to successfully participate. Individuals must select training programs that are directly linked to employment opportunities.

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

The NW WDB defines Out-of-School Youth (OSY) eligibility criteria as an OSY who requires additional assistance, is not younger than 16 or older than 24, not attending any school (as defined by State law), and has one of the following barriers:

- Fired / Terminated;
- No employment history (supported by applicant statement or UI wage data);
- Substance Abuse;
- Lacks occupational goals/skills;
- Incarcerated parent(s); or
- Domestic violence

Youth are identified by intake assessments conducted by WIOA staff and/or partner agency referrals. WIOA Youth staff document participant eligibility electronically in the state data management system. A paper file containing eligibility documentation is retained at the Youth service provider’s office.

Youth services provide eligible Youth with effective and comprehensive program activities designed to enhance and improve their opportunities to obtain and complete education and training programs that will provide them with job readiness skills and competencies. These opportunities are to include a wide variety of options for achieving success, and are to provide effective connections to employers. WIOA Youth services focus on high school dropout recovery and achievement of recognized postsecondary credentials. Career Pathways and work-based learning will be promoted as leading approaches.

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

The NW WDB defines In-School Youth (ISY) eligibility criteria as an ISY who requires additional assistance, is not younger than 14 or older than 21, attending school (as defined by State law). This barrier requires WDB approval and the individual must have one (1) of the following barriers:

- Fired / Terminated: has been employed and was fired/terminated
  
  **Documentation:** Work history reported on jobs.mo.gov accompanied by an applicant statement;

- At risk of drop out: youth deemed by school official of being at risk of dropping out of high school
  
  **Documentation:** letter from school official or school records;

- Behavioral problems at school: history of behavior problems at school resulting in suspension or placement in alternative school setting
  
  **Documentation:** letter from school official or school records;

- Substance Abuse: current or previous drug abuse
  
  **Documentation:** Documentation from one of the following sources: school, hospital, treatment facility, or legal;
• **Incarcerated parent(s):** Parent is currently or previously incarcerated  
  *Documentation: Legal records; or*

• **Domestic violence:** Household/Family has a history of domestic violence  
  *Documentation: Legal records or applicant statement*

Youth are identified by intake assessments conducted by WIOA staff and/or partner agency referrals. The NW WDB region may only utilize ISY locally defined eligibility criteria for no more than 5% of the total number of Youth served by the region. WIOA Youth staff document participant eligibility electronically in the state data management system. A paper file containing eligibility documentation is retained at the Youth service provider’s office.

Youth services provide eligible Youth with effective and comprehensive program activities designed to enhance and improve their opportunities to obtain and complete education and training programs that will provide them with job readiness skills and competencies. These opportunities are to include a wide variety of options for achieving success, and are to provide effective connections to employers. WIOA Youth services focus on high school dropout recovery and achievement of recognized postsecondary credentials. Career Pathways and work-based learning will be promoted as leading approaches.

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

As with all One-Stop services, veterans’ priority of service is further enhanced by the region’s One-Stop integration philosophy. According to DOL TEGL 3-15 dated 7-1-2015, veterans and eligible spouses continue to receive priority of service for all DOL-funded job training programs, which include WIOA programs. However, as described in TEGL 10-09, when programs are statutorily required to provide priority for a particular group of individuals, such as the WIOA priority described above, priority must be provided in the following order:

• **First,** to veterans and eligible spouses who are also included in the groups given statutory priority for WIOA adult formula funds. This means that veterans and eligible spouses who are also recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient would receive first priority for services provided with WIOA adult formula funds. The NW WDB developed a “Determining Basic Skills Deficiency” policy and notes which instruments will be used to assess basic skills deficiency (see NW WDB Administrative and Program Procedures P8 on the NW WDB website [www.nwwdb.org]).

• **Second,** to non-covered persons (that is, individuals who are not veterans or eligible spouses) who are included in the groups given priority for WIOA adult formula funds.

• **Third,** to veterans and eligible spouses who are not included in WIOA’s priority groups.

• **Last,** to non-covered persons outside the groups given priority under WIOA.

The processes for identifying covered persons will not require verification of the status of an individual as a covered person at the point of entry unless they immediately undergo eligibility determination and enrollment in a program. Covered person may be enrolled and given immediate priority and then be permitted to follow-up subsequently with any required verification of his/her status as a covered person. If the DVOP/LVER is available and eligible veteran or eligible spouse requests assistance
from the DVOP/LVER, a local process has been developed for notifying the DVOP/LVER that such person has requested assistance.

We work cooperatively with Wagner-Peyser, Local Veteran’s Employment Representatives (LVERs) and Disabled Veterans Outreach Program (DVOP) specialists to encourage additional referrals to the WIOA programs for veterans.

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

The NW ITA policy allows up to $7500, per participant, per program year for healthcare related training. All other in-demand training programs are limited to $5000, per participant, per program year. Healthcare related tuition rates, books, supplies and fees are typically higher than non-healthcare related training expenses. In program years 2012-2015 NW WDB staff received numerous requests to exceed the ITA funding limits for healthcare related training, this lead us to the decision to raise the ITA limit for healthcare related fields of study.

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

In our Job Centers we have many forms of assistive equipment available. The staff is regularly trained and updated on assisting individuals with disabilities and making reasonable accommodations. Each service location is monitored annually to ensure their facility is ADA compliant. If shortfalls are found, reasonable accommodations are outlined, and staff is made aware of the accommodation. Our regional Vocational Rehabilitation office is readily available to provide any assistance needed in order to serve our customers with a disability.

Services available through the Product Box specifically for individuals with disabilities who come to the Job Centers include: large screen computers; large keyboards; computer control sticks; amplifiers; T30 transmitters and R32 receivers; zoom text; Window Eyes; trackball mouse; TTY; remote control speakerphones; on-screen enlargers (CCTV); UbiDuo; Braille brochures; headphones for computers/phones; mini-cassette recorders; and height-adjustable tables. If the assistive equipment is not readily available, the region will borrow the equipment as needed from available resources including Missouri Assistive Technology. Customers are also able to have sing language interpretation services made available to them in the Job Center when needed.

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

In our region, the most spoken non-English language is Spanish. The Job Centers have many forms, brochures and informational materials printed in Spanish. The region uses DWD Issuance 06-2014 as guidance to serve our LEP Customers. Through our Product and Services Box, the Job Centers use “I Speak” cards to allow the customer to point to the language they are familiar with to ensure we are contacting the correct interpreter. The Job Center also has access to a real time over-the-phone interpretation service through the Language Link Language Line.
The region partners with our local Adult Education Literacy (AEL) office for referrals and outreach. AEL has two class sites in our region: one in St Joseph, and the other, which just opened, in Trenton. Job Center staff is able to make referrals to AEL for customers wishing to advance their English proficiency. AEL staff often makes referrals to the local Job Centers for individuals in their program who would benefit from the programs offered within the Job Centers.

On a semi-annual basis the local Equal Opportunity Officer conducts an on-site monitor of each service provider. During this monitoring, practices that concern serving customers with limited English proficiencies are reviewed. On an annual basis a data analysis of all programs in the region is conducted. During this analysis the local Equal Opportunity Officer will review performance of individuals who are limited English proficient.

Outreach plans are developed based on multiple resources including but not limited to feedback from Job Center Staff, comments and concerns from customers/participants, and results of the Equal Opportunity Officer’s data analysis. The Equal Opportunity Officer works with the leaders of each service provider to develop an annual outreach plan that includes plans to enhance services to limited English proficient individuals. The individual service provider is responsible for implementing the outreach plan within their programs. The local Equal Opportunity Officer follows up with each service provider to ensure the outreach plan is being followed.

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

Each team member who works with customers refers them to programs they may be eligible for (including all services provided by Job Center partners). The NGCC service delivery model has helped enhance the already established partnership between the WIOA Dislocated Worker Program and Trade Act. When the team member is evaluating eligibility they are also looking at what other services the customer will qualify for. At that time the team member will either do a referral or take them to the individual that can assist them. It is then up to the customer to follow through with the referral.

Comprehensive services are offered to job seekers at the Job Centers or by referral to partners. Our One-Stop System Team, including many partners, has worked hard to ensure we provide wrap-around services to eligible customers. As part of our customer flow, staff meets individually with each customer to assess their needs and they are directed to products and services within the “Product Box” to help them meet their individual employment and skill development goals. If the customer is eligible for and would benefit from dual enrollment in WIOA/WP/Partner services, that individual is provided assistance or referral as appropriate. Staff receives cross training on programs offered through the Centers and throughout the community so they can make appropriate and meaningful enrollments and referrals.

Tract Act eligible customers are identified as early as possible during their first visit to the Job Center. The TA customer will complete the WELCOME screens and the KeyTrain/Career Ready 101 assessment. The WELCOME Team will also note the customer’s participation in Rapid Response and place a check mark in Toolbox. The first visit with the SKILLS Team will ensure that the customer
has filed a TRA claim with DES and if not, the information for filing a TRA claim will be provided. The customer will also be notified of all TA benefits/services available within the program.

**TRAINING EXPENDITURE RATE / LOCAL CRITERIA FOR TRAINING RECIPIENTS**—Provide your Board’s proposed training expenditure rates for both the Adult and Dislocated Worker regular formula fund allocations. In addition, describe the local process for determining who will receive training under the NGCC initiative.

The Northwest WDB, through contracts with its local service providers, proposes that at least 50% of the Adult and Dislocated Worker regular formula funds that are set aside for participant obligations will be spent on training.

The local process for determining who will receive training under the NGCC initiative will be based first with services to veterans. Once that is met, training will be determined based on high growth, high demand occupations and need.

The local process will be determined by the NGCC skills team staff who evaluates training eligibility and appropriateness based on the customer’s interview and assessment results, as well as labor market information. The customer must be unlikely or unable to obtain or retain employment, that lead to economic self-sufficiency or wages comparable to or higher that wages from previous employment, through career services and in need of the selected training program to accomplish this. The customer must also have the skills and qualifications to successfully participate in the selected training. NGCC staff determines this with the information collected during the interview, assessment, & career planning phase. The NGCC staff documents this in the Toolbox 2.0 Training Appropriateness tab. If the participant is eligible for training the NGCC staff then coordinates the training funds with one-stop partners and other entities (as appropriate). A portion of local training funds are reserved to ensure training opportunities are available for customers who meet the “priority of service” definition as described in Section C II. The NGCC staff must obligate ITAs and OJT’s in compliance with LWDB ITA and OJT policies.

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

The Adult Education and Literacy program provides an important service in our region. As such, AEL is represented on the Northwest Workforce Development Board and on the One-Stop System Team in our region; coordination of services occurs as a result.

Adult Education and Literacy classes are held in our St. Joseph One-Stop Job Center. When individuals come to the Center, they are greeted and interviewed through the Next Generation Job Center welcome process. As their educational skills are assessed, Job Center staff can immediately connect them to AEL services in the Center if needed. Services beyond AEL/HiSET are coordinated so the individual understands a high school equivalency certificate is the beginning of helping them find employment or to pursue post-secondary interests.

There is a service gap in one of the NW WDB sub-regions – individuals needing a high school equivalency had to drive more than 60 miles to attend classes and/or take the HiSET test. The St.
Joseph AEL Program Director and NW WDB Director collaborated with DESE to establish a class site on the North Central Missouri College campus. That is a true testament to our relationship with AEL.

As a Board, we are aware there will be requirements to review the AEL program application to DESE. We welcome the opportunity to provide input that will enhance the services to AEL customers.

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

Vocational Rehabilitation (VR) is represented on the Northwest Workforce Development Board by a supervisor from our region who provides significant input to the workforce development system. There are two (2) VR representatives and a Rehabilitation Services for the Blind representative on the Northwest One-Stop System Team; all three individuals discuss services for individuals with disabilities that compliment services provided by other One-Stop partners. The One-Stop System Team serves as an ex-officio subcommittee of the Board. The collaboration between VR, RSB and our partners is exemplary.

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

As can be seen by the Northwest Region data presented earlier in this document, there are several skill trade industries which rely on apprenticeship programs for training new practitioners. Apprenticeships are recognized as a successful model for providing skilled workers, first in the construction trades and now biotechnology, health care, information technology, retail and numerous occupational areas. Further, our analysis of training provided to WIOA customers demonstrated there are opportunities for non-traditional workers and occupations on which we may focus.

A meeting with Roy Konkey, DOL ETA Apprenticeship and Training Representative, was held to determine how the NW WDB could connect individuals with apprenticeship opportunities; our first step is to identify existing apprenticeships programs. Mr. Konkey agreed to convene employers, labor representatives and related training providers to establish (or connect to) apprenticeship and pre-apprenticeship programs so the NW WDB can promote them. The Board will also promote apprenticeship opportunities by participating in National Apprenticeship Week activities in November.

Our local community college is interested in pursuing the potential of a collaboration with relevant organizations and entities who might be interested in joint apprenticeship sponsorship to provide quality training and certification of individuals. Every effort will be made to encourage outreach to business and academic institutions to advance apprenticeship opportunities and programs.

**C. III. Integration of One-Stop Service Delivery**

Describe the One-Stop Delivery System in the LWDA, including:

**ASSESSMENT OF ONE-STOP PROGRAM AND PARTNERS—**A description of how the Board will ensure the continuous improvement of eligible providers of services through the system and ensure that such providers meet the employment needs of local employers and participants.
Subcontractors of WIOA services in the Northwest region are reviewed and approved by the Board at least annually. Quarterly progress reports are presented to the Board; those reports include performance-to-date information and expenditures. During the March meeting each year, performance data that includes program monitoring and goal attainment, fiscal accountability and cost-effectiveness, and Functional Leader performance is provided by WDB staff to the Board. The performance evaluation is based on hard data and allows the Board to assess the execution of contractual obligations.

If program and fiscal shortcomings are noted, the Board is prepared to establish performance improvement mandates. If those mandates are not met, the contract with that WIOA service provider may be terminated.

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

Partner integration has occurred via the One-Stop System Team monthly meetings. Since fall, 2015, that group has met to coordinate services among all partners who share customers. The Memorandum of Understanding developed by that group is a testament to the cooperative and collaborative nature of Northwest service providers.

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

The Memorandum of Understanding is included here as Attachment 3. The MOU signatures include all the required partners except Reintegration Programs. Another request was sent via email to the regional Department of Corrections contact on August 22, 2016.

**MIGRANT AND SEASONAL FARM WORKERS / AGRICULTURAL EMPLOYMENT SERVICES**

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

The Northwest Missouri WDB region is largely rural and includes agriculture production and services. A relationship with the MSFW/AES program is important; our region would welcome information that can be shared with customers. We will honor the statewide Memorandum of Understanding between Division of Workforce Development and United Migrant Opportunity Services. The NW WDB and Northwest Region Job Centers will effectively and efficiently utilize funds provided and will make all services available to MSFWs in the Northwest region.

**COST-SHARING AGREEMENT** - Include as Attachment 4 the negotiated cost-sharing worksheet agreement for each Missouri Job Center that includes the line items’ dollar amounts and percentage rates for DWD and the Board. (Note: Although the WIOA statutory deadline for finalized infrastructure cost-sharing agreements is

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Northwest Workforce Development Board Local Plan PY 2016 – 2020
July 1, 2016, DOL has used its administrative authority to extend that deadline to July 1, 2017. Nevertheless, an interim infrastructure cost agreement, which may be short of specificity, is still a required component of the LWDB One-Stop MOUs due to DWD on July 1, 2016.

Provided as Attachment 4 are the PY15/FY16 NW WDB’s cost-sharing agreements for Job Centers located in Chillicothe and St. Joseph. At this time, those are the only two centers in which agreements have been established between the WDB and DWD. These agreements are current as of the time of this writing; we anticipate revised cost-sharing agreements between DWD and the WDB in the next few weeks that will reflect PY16/FY17 figures. Over the next year, the LWDB will finalize cost-sharing agreements with each of the core WIOA partners to include Job Centers located in Trenton and Maryville.

Agreements are established through a negotiation process between DWD and the WDB in which line-item budgets are determined based on actual expenditures for the current year and projected expenditures for the following year. Each partner then pays their proportionate share of expenses based on the ratio of partner staff to DWD staff.

In addition, the cost-sharing agreement for St. Joseph takes into account existing tenants which pay a portion of the facility costs based on the space they occupy. Those tenants include: Experience Works, St. Joseph Youth Alliance and Adult Education and Literacy.

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

Opportunities for input into the development of this plan were abundant, and we believe have resulted in an improved final product. Stakeholders involved in the development include:

- Employer and business representatives (both WDB members and others);
- Chambers of Commerce;
- AFL-CIO representative;
- Chief-Elected Officials Coordinating Committee;
- Community-Based Organizations who participate in workforce development collaborations including; community action agencies, disabilities services providers, economic development organizations, minority-serving organizations, senior service providers, etc.;
- Representatives from partner state agencies including; Family Support Division, Vocational Rehabilitation, Rehabilitation Services for the Blind, DES, etc.; and
- Educators from K-12, community colleges, and universities

Monthly meetings were held October through December, 2015 and January through June, 2016 with all the partners mentioned above; the plan development included those partner representatives for input. The first order of business was sharing of program information; from that point, the partner Memorandum of Understanding was developed and partner participation in the WIOA One-Stop system was explained. As the preliminary Local Plan guidance was distributed by DWD, partners discussed their contribution to the system and process. When the state plan was published, our local partners were directed to their organization’s section for review and to aid in the local plan development.
When a draft NW WDB Local Plan PY2016 – 2020 was completed, the NW WDB Chief Local Elected Officials Coordinating Committee reviewed the plan and voted their approval. The draft local plan was then presented to the NW WDB Executive Committee for review and approval. With the process completed, the NW WDB Local Plan PY2016 – 2020 was posted for public comment and submitted to the Missouri Division of Workforce Development for their review.

C. IV. Administration & Oversight of the Local Workforce System

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

The agreement between the Chief Local Elected Officials (CLEO), the Northwest Workforce Development Board, and North Central Missouri College (NCMC) states that North Central Missouri College is the fiscal agent/recipient for Workforce Innovation and Opportunity Act funds. The agreement also indicates that North Central Missouri College has the right to designate the One-Stop Operators in collaboration with the CLEOs and the WDB.

The Northwest Workforce Development Board holds a competitive procurement for the selection of One Stop Operators and Program Providers. All contracts are for one year periods with up to three one year extensions if approved by the Board. Certification of One-Stop Job Centers in the Northwest Region will be done in accordance with DWD Issuance 02-2016 utilizing the Certification Review Form.

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

The Northwest WDB roster is included as Attachment 5 and contains all requested information. Northwest WDB members serve a five-year term; officers serve a two-year term.

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

The current by-laws are included as Attachment 6, as is the attestation for review of by-laws, which occurred during the March, 2016 NW WDB meeting.

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

The Chief Local Elected Officials Consortium Agreement was entered into on March 19, 2015 and expires June 30, 2017. That fully-executed document is Attachment 7A.
District Commissioners met March 19, 2015; the CLEO agreement was presented to the NW WDB Chair, NCMC President, and members of the Chief Local Elected Officials Coordinating Committee for signature. The fully-executed Letter of Agreement between CLEOs, NW WDB and NCMC is Attachment 7B.

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

The NW WDB Conflict of Interest Policy and Code of Conduct is included as Attachment 8.

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

The NW WDB sub-state monitoring plan is included as Attachment 9.

D. CORE PROGRAM ACTIVITIES

D.1. One-Stop Service Delivery Strategies

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

Staff assists customers in utilizing the resources provided on jobs.mo.gov. The resources provided on jobs.mo.gov to assist in making informed choices include: labor market information from MERIC, employer job postings from jobs.mo/Burning Glass, and links for both skills and interest assessments. The NW WDB relies on DWD’s Eligible Training Provider System (ETPS) to assess and provide a list of quality training providers. The NW WDB Local Eligible Training Provider Selection Policy is also used to ensure consumers have appropriate access to sufficient numbers and types of providers of training services (see the NW WDB policy at www.nwwdb.org). The NW WDB ITA policy requires that training must be in an occupation that leads to economic self-sufficiency or wages comparable to or higher than the wages from previous employment and directly linked to the employment opportunities in the local area (or an area the participant is willing to relocate to). A Partner Resource Inventory Directory has been developed by the One-Stop Team to assist service providers in identifying resources in the community to better serve the customer. The directory can be found at www.nwwdb.org.

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

The Next Generation Job Center Teams provide many products and services to the workforce who utilizes the system to find continuing education and “skills-for-work, forever” training to meet the employment requirements of businesses. The centers serve as conduits between businesses and the workforce; staff networks with public and private services and educational institutions to meet the region’s needs.

Northwest Workforce Development Board Local Plan PY 2016 – 2020
We have established a customer flow chart which demonstrates our plan for service delivery that enables all customers, including UI claimants, to access the opportunity to know and improve their skills to get the best job possible. Customers are engaged in an initial skills assessment – this identifies paths to a wide range of skill development and services to improve their employment opportunities through skill upgrading, skill validation, and credentialing.

Comprehensive services are offered to job seekers either at the Job Centers or by referral to partners. Staff meets individually with each customer to assess their needs; they are directed to resources either at the centers or in the community to help them meet their employment goals. Staff receives cross training on programs offered through the centers and throughout the community so they can make appropriate and meaningful referrals.

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

The Northwest Region’s Job Centers developed, continuously improve, and actively promote a wide range of skill development opportunities through multiple service delivery methods. Those training opportunities may include traditional classroom training, apprenticeships, internships and/or practicum. As our customer flow chart demonstrates, the access to our “Product Box” and the wide array of services available is integrated and easily accessed.

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

Our Job Centers are organized by staff being assigned to functional teams (WELCOME, SKILLS, and EMPLOYMENT Teams) rather than to programs. Our team descriptions and customer flow indicate implementation of the functional teams. Specific details about our products, services, and activities are provided in the Welcome, Skills, and Employment Team Procedures manuals. Those manuals are available on the NW WDB website (www.nwwdb.org).

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

D. II. Adults and Dislocated Workers

Provide a description and assessment of the type and availability of all Adult and Dislocated Worker employment and training activities in the LWDA. Please include how the Board uses products and services, such as workshops, assessment products (KeyTrain, WorkKeys/National Career Readiness Certificate [NCRC], Talify, etc.) and jobseeker skills products (such as Optimal Résumé, etc.), to engage customers and assist with their re-employment efforts.
Three career level services require full eligibility documentation equivalent to training:
   1. Supportive services
   2. Internships and work experiences
   3. Out-of-area job search assistance and relocation assistance

Services are provided to customers under the following eligibility standards:

**CAREER SERVICES** will be available to all citizens and legal aliens. There are no eligibility requirements for the job-seeking customer.

**TRAINING SERVICES** will be available to adults and dislocated workers, who:

A. After an interview, evaluation, or assessment, and career planning, have been determined by a one-stop operator or one-stop partner, as appropriate,
   1. To be unlikely or unable to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment, through the career services;
   2. To be in need of training services to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment; and
   3. To have the skills and qualifications to successfully participate in the selected program of training services;

B. Select programs of training services that are directly linked to the employment opportunities in the local area or the planning region, or in another area to which the adults or dislocated workers are willing to commute or relocate;

C. Meet the requirements and are determined to be eligible in accordance with the priority of service system.

Our comprehensive and affiliate sites provide the full array of services, including career and training level services. Each site also offers workshops such as computer skills, interviewing, pre-employment skills, budgeting, time management, job seeking and keeping skills, and internet job search skills. The NGCC model has broadened the services available to all individuals in our region. Customers are assessed regarding their interests and they may on their own (or with staff assistance) research the options for training in those areas.

If customer interest lies in a field that is not in demand, they are provided lists of opportunities that are in demand based on MERIC data. If a customer is not sure of the direction they want to pursue, a WorkKeys© skills test and/or an interest inventory can be administered and the results reviewed to discuss options available in fields which the customer scores indicate an interest or skill sets.

The WELCOME Team greets each customer as they come in the Job Center; they gather information, conduct initial assessment of skills and needs, and promote (schedule) the first service. An initial basic skills assessment, via KeyTrain, is conducted to assess math, reading, and locating information skills. From that point, individuals may also access the following Product Box services: WorkKeys©
testing/NCRC; pre-employment screening and testing; labor market information (wage comparisons, training requirements, and job grade); and training provider information that explains costs, etc.

In an attempt to immediately engage the customer in Missouri Job Center activities, the Team member will provide the customer with an immediate service consistent with the information learned in the initial interview. Examples of services that can be offered to customers on an immediate basis would include:

- Schedule the customer for a workshop or an in-house training activity consistent with their stated needs or desires.
- Connect the customer to an e-learning or tutorial-based activity.
- Provide résumé assistance to help the customer begin thinking through information that will be needed to build an effective résumé. A “pocket résumé” may be offered as well.
- Provide job leads consistent with the customer’s abilities as measured in initial assessment activities.
- Provide information about an upcoming customized recruitment event and suggestions to the customer for preparing for this event.
- Familiarize the customer with the SKILLS Team and encourage them to begin exploring internet job search sites.
- Provide information (as appropriate) on a range of topics including job search issues, job interview tips, tips for conducting an internet job search, résumé tips and suggestions, employment testing, financial aid information, job fairs, and other topics.
- Complete a structured interview to learn the detailed work history of the customer and to clarify skills, educational, and/or personal issues which could affect customer success. This interview will focus on issues that help identify a need for skills development services, employment services, support services, and/or counseling support to assist the customer in making progress towards defining and achieving their specific job/career goals.

The Team member will schedule the customer for an appointment/workshop as necessary in order to further pursue desired skill development services. A referral will be printed from the statewide management information system (and/or via the One-Stop Customer Referral process and form), which will be provided to the customer to remind them of the appointment date.

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

Individual Training Accounts (ITAs) will be the funding mechanism for classroom and occupational skills training services. Considering reasonableness of cost for a selected program of training, the Title I Operators will issue a training voucher up to a prescribed amount, but not to exceed the maximum allowance per person, per year. Such voucher may be used only for tuition and related education costs (books, fees, etc.) for the approved program of training. The voucher amount will be reduced proportionate to other financial resources available to the customer. Complaints about this policy should be made by following the NWWDB’s Nondiscrimination and Equal Opportunity WIOA Complaint and Grievance Policy.

ITA guidelines are as follows:
• $7,500 maximum per participant in healthcare related training, per program year;
• $5,000 maximum per participant in non-healthcare related training, per program year;
• Must be a WIOA Adult, Dislocated Worker, or Out-of-School Youth with a training level enrollment;
• WIOA approved training providers & programs can be found on the Eligible Training Provider System (ETPS). A printout from the ETPS system showing the approved program is required in the participant’s file;
• Training time limitation – maximum two (2) years. The two (2) year time period is designed to enable a participant to acquire an Associate’s degree or finish a Bachelor’s degree;
• Participants will only receive one (1) ITA funded training service at a time.
• Pre-requisites will be approved on a case-by-case basis by the Functional Leader; pre-requisites are included in the two (2) year time limitation;
• Participants must provide required course list to the WIOA staff. The WIOA staff member will use this list and class schedule to be sure WIOA is paying for required courses. A class schedule must be provided to the WIOA staff;
• WIOA will not pay for repeated courses;
• Participants must be unable to obtain other grant assistance or require assistance beyond the assistance made available, including Federal Pell Grants; WIOA is funding of last resort;
• Participants that already have an in-demand degree are not priority of service;
• Assessment testing must indicate that the participant has the skills and qualifications to successfully participate in the selected program of training. One of the following test scores may be used:
  o National Career Readiness Certificate (NCRC) scores must meet or exceed Missouri Economic Research & Information Center (MERIC) recommended scores for chosen training field. If a participant is unable to achieve the required scores, a waiver request must be made to WDB staff for training approval; or
  o TABE or CASAS scores must meet “High Adult Secondary Education” levels and must be administered within 12 months of training activity start date; or
  ➔ Recent college placement test accepted by the approved training provider.

• Training must be in an occupation that leads to economic self-sufficiency or wages comparable to or higher than the wages from previous employment and directly linked to the employment opportunities in the local area (or an area the participant is willing to relocate to), source documentation required;
• ITA funded amount is contingent on availability of funds and unmet financial need of the participant;

• Participant must submit passing grades from the previous semester before staff processes next semester’s ITA payment voucher;

• Document the reason the participant is not PELL eligible (“Appropriateness tab” or “Service notes”) in Toolbox 2.0;

• Participant and WIOA staff must complete an “ITA Participant Contract Form”; and

• The ITA commitment must be documented in “Service notes”. The dollar amount should not be documented in Toolbox 2.0 until the ITA is paid.

Finally, while all workforce development partners in the Northwest Region support informed choice by the customer, the Workforce Development Board allows for guidance by Title I Operators during the "consultation with the case manager" described in CFR 663.440. This guidance may include avoiding certain courses of study (based upon occupational demand, reasonable cost, or labor projections) or particular training providers (based upon reasonable cost, placement history, relevance to occupation). Complaints about this policy should be made by following the NWWDB’s Nondiscrimination and Equal Opportunity WIOA Complaint and Grievance Policy.

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

Staff will assist Worker Profilers (UI claimants) who are likely to exhaust benefits prior to reemployment. These individuals will be selected by DES and informed that they need to report to the Job Center for reemployment services. The profiled claimants will follow the NGCC service delivery model process as would any WIOA Adult or Dislocated Worker. Core services will be provided and the profiled claimants will be referred to either the SKILLS Team or EMPLOYMENT Team, depending on their needs.

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

The Northwest Business Services Outreach Team established a goal in 2013 to increase the number of On-the-Job (OJT) placements in our region. As a result of work toward that goal (between PY13 and PY15), 266 OJT placements have been made and assistance to 66 unique businesses via OJTs has been realized. Please refer to the charts below for complete analysis of placements and goal attainment.
MO-40 National Emergency Grant goals and actual performance to date are depicted below.

We will continue to promote OJTs, work-based learning opportunities and paid work experiences through internships; apprenticeships/pre-apprenticeships; job shadowing; mentorship; career pathway programs.

A newly-established Employer Services Representative position at the Chillicothe Job Center will strengthen our OJT and work-based learning services in the Green Hills sub-region, the area where the fewest placements have occurred. The Green Hills sub-region is a 9-county area; travel and placements are difficult because of the large area – the ESR will help make the necessary connections to improve performance there.

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

In order to increase credential, degree and certificate attainment for participants in our region, we have adopted the following strategy:

- Outreach to individuals within all counties of the Northwest region;
- Intake and eligibility determination for all applicants;
- Information to applicants and participants, including:
- Referral to the full array of applicable or appropriate services available through the local board or other eligible providers or One-Stop partners;
- Referral to appropriate training and educational programs that have the capacity to serve the participant or applicant either on a sequential or concurrent basis; and
- Referral of eligible applicants who do not meet enrollment requirements of particular programs or who cannot be served to further assessment, as necessary, and referral to appropriate programs for tutoring, study skills training, and instruction leading to school completion;
- Objective assessment of the academic levels, skill levels, and service needs of each participant, including a review of basic skills, occupational skills, prior work experience, employability, interests, aptitudes (including interests and aptitudes for nontraditional jobs), supportive service needs, and developmental needs.

Supportive services necessary for successful completion of a credential, degree or certificate are provided to individuals; the following are allowable support services: financial assistance for required medical examinations; special clothing or tools necessary to start or complete training; needs based payments; child care costs; transportation costs; special services and materials for individuals with disabilities; and fees for licensure.

The Northwest Region has been a leader in advocating for Career Readiness Certificates. At the inception of the Next Generation Job Center service delivery model, the following process was established to ensure every customer has the opportunity to be assessed. During the ‘WELCOME’ process, customers are given a quick assessment via Career Ready 101; the results from that assessment determine whether or not remediation is necessary. At that point, remediation or WorkKeys© testing occurs. The WorkKeys© test determines if their scores are consistent with the training/occupational demands. Remediation via Key Train is provided to help customers improve their WorkKeys© scores as needed. National Career Readiness Certificates are issued to individuals who receive a score of 3 or higher on each of the core WorkKeys© areas.

North Central Missouri College (NCMC) is the fiscal agent for WIOA funds in the NW region; our collaboration with them is a natural one. NCMC and WDB staff collaborated to develop a WorkKeys© testing and proctoring services agreement to ensure interested individuals have access to WorkKeys© testing. Again, partnership is an easy and natural fit between us.

D. III. Employment Transition Team

Describe how the Board coordinates with the LWDA’s Employment Transition Team Coordinators to ensure that information and services are delivered in a seamless fashion, including how pre-layoff services are coordinated and provided. In addition, please provide a description of the proactive measures that are taken to identify potential layoffs in the LWDA, how information is shared with LWDA’s Employment Transition Team Coordinators and how layoff aversion strategies are coordinated. See DWD Issuance 07-2015, “Statewide Employment Transition Team Policy,” Oct. 21, 2015.
The Northwest Region Workforce Development Board works closely with the regional Workforce Coordinators in order to ensure a coordinated response throughout the 18-county area (as noted in DWD Issuance 07-2015). Support to the Workforce Coordinator is provided through WIOA Title I Dislocated Worker subcontractors as appropriate to the sub-region. Information regarding plant closures or layoffs are forwarded to the Workforce Coordinator; that information is gleaned through a variety of sources, including; customer interviews, media releases, employer contacts, chambers of commerce communications, labor organizations, etc. When possible (and the company is willing) meetings shall be conducted on-site to offer a complete explanation of workforce development services available to those affected. Workforce Development partners who shall be invited to participate in, or provide information for, employee presentations will include:

- WIOA Title I program subcontractors (job search and training assistance)
- Wagner-Peyser, NAFTA/ TAA
- Veteran's services (priority of service as required by Title 38, Chapter 41 USC)
- Unemployment Insurance
- WIOA Title II program operators (Adult Ed/Literacy)
- Vocational Rehabilitation
- Division of Family Services
- Local mental health agencies
- Organized labor (if appropriate)
- Community-based organizations that can provide/ broker basic needs assistance

If an affected company is not cooperative with Employment Transition Team (ETT) efforts, marketing targeted directly to affected employees will be used. If a plant closure or layoff is of such magnitude that an ongoing team should be assembled, the Workforce Coordinator, (and the designated WIOA Title I Operator for Dislocated Workers) shall lead such a team. If the event affects 25 or more employees, staff shall immediately notify the Division of Workforce Development Workforce Coordinator.

Dislocated Workers will be made aware of services available through the Job Center Product Box. The Product Box includes a myriad of services either available on-site at the Center or by referral to a partnering organization. During (or before) ETT meetings, affected individuals are encouraged to come to the Job Centers to begin the Next Generation Job Center enrollment process. They are urged to complete the “Welcome Screen” process and to begin thinking about future plans, whether that includes looking for a different job, or perhaps considering a different vocation. WorkKeys™ assessments are provided; workshops are promoted; and career counseling is advised.

A close relationship between the NW WDB, our subcontractors, and economic developers in the NW region allows us to take a proactive approach to layoff aversion. At monthly Roundtable of Economic Developers meeting, at-risk indicators such as shortened hours of operation, difficulty making loan/utility payments, changes in production lines, etc. are discussed. These are typical indicators of potential layoffs. The relationship noted above allows us to offer a team approach to layoff aversion.
D. IV. Title I WIOA Youth Services

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

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

The partners on the NW WDB Youth Advisory Committee are a blend of regional youth service agency representatives. They act on behalf of faith-based organizations, law enforcement, education, business and industry, WIOA Title I Youth subcontractors, Vocational Rehabilitation, Job Corps, community-based organizations, and education. Services that cannot be provided by the youth subcontractor are coordinated via an MOU or paid contract.

The Northwest WDB Youth Advisory Committee is composed of 10 to 13 stakeholders in the development and operation of effective youth job training programs, both members and Ex-officio, non-voting members of the Workforce Development Board. Youth Advisory Committee members provide information and assist with planning, operational, and other issues relating to the provision of services to youth, which shall include community-based organizations as permitted by Sec. 107(b)(4)(A)(ii) of WIOA. Duties of the Youth Advisory Committee align with the WIOA goals and may include:

- Developing those portions of the local Workforce Development plan which deal with youth;
- Developing or recommitting to strong partnerships with regional schools, youth service providers, and the juvenile justice system to provide wrap-around services for youth;
- Establishing a continuum of services to help disconnected youth navigate between the educational and workforce systems;
- Identifying and promoting evidence-based strategies to assist in achieving high-levels of performance, accountability, and quality in preparing young people for the workforce; and
- Leveraging Federal, state, local and philanthropic resources to support in-school youth (ISY) and out-of-school youth (OSY).
Ultimately, the Youth Advisory Committee will develop a description and assessment of the type and availability of youth workforce investment activities in the local area, including activities for youth who are individuals with disabilities. Such description and assessment shall include an identification of successful models of such youth workforce development activities to be replicated in/throughout the region.

Youth Advisory Committee members will meet quarterly; the first Tuesday of March, June, September and December each year. The meetings will coincide with NW WDB meetings so that regular updates of Youth Advisory Committee activities may be reported. Special meetings are held occasionally to conduct strategic planning and to prepare for special projects involving youth and Youth Advisory Committee representatives.

Typical agenda items include discussion of how WIOA Youth services are to be delivered within the region to ensure the 14 elements are part of planned services. At each meeting, regional youth service provider representatives present updates of youth activities, discuss particular needs of youth, and strategize how to remove barriers youth face.

WDB staff collaborates with the NW Youth Advisory Committee and the Workforce Development Board members to discuss opportunities for youth. The Northwest Workforce Development Board votes their approval (or denial) of youth activities and hears progress updates at board meetings.

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

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

The NW WDB will release a WIOA Youth Request for Proposals (RFP) to allow bidders to tell us how they plan to provide the 14 program elements. Bidders will address each of the 14 elements and indicate how they plan to make each element available to Youth customers.

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

<table>
<thead>
<tr>
<th>Youth Program Element</th>
<th>NW Region Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its equivalent or for a recognized postsecondary credential</td>
<td>• POST-SECONDARY INSTITUTIONS (TRIO, ARC, UPWARD BOUND)</td>
</tr>
<tr>
<td></td>
<td>• AREA HIGH SCHOOLS</td>
</tr>
<tr>
<td></td>
<td>• LIBRARIES</td>
</tr>
<tr>
<td></td>
<td>• LOCAL ALTERNATIVE SCHOOLS</td>
</tr>
<tr>
<td></td>
<td>• AEL CLASSROOMS</td>
</tr>
<tr>
<td>Alternative secondary school services, or dropout recovery services</td>
<td>Paid and unpaid work experiences that have as a component academic and occupational education, which may include summer employment opportunities and other employment opportunities available throughout the school year, pre-apprenticeship programs, internships, job shadowing, and on-the-job training opportunities</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
</tr>
</tbody>
</table>
| • AREA COOPERATION FOR EDUCATIONAL SUPPORT (ACES)  
• ST. JOSEPH YOUTH ALLIANCE LITERACY NUMERACY CLASS  
• ON-LINE RESOURCES  
• VOLUNTEERS  
• VOC REHAB  
• PAID CONTRACT TUTORS | • AEL CLASSES  
• WEBSTER LEARNING CENTER  
• MISSOURI OPTIONS  
• JOB CORPS  
• AREA HIGH SCHOOLS  
• PAID WORK EXPERIENCES - LOCAL YOUTH PROVIDERS  
• TANF SUMMER JOBS  
• VOC REHAB  
• GOODWILL INDUSTRIES  
• JOB CORP  
• LOCAL BUSINESSES  
• INTERNSHIPS ex. (Legal of Western Missouri)  
• ON THE JOB TRAINING – LOCAL/OUTREACH BUSINESSES  
• JOB SHADOWING– LOCAL/OUTREACH BUSINESSES  
• PRE-APPRENTICESHIP - HILLYARD TECHNICAL SCHOOL |
<table>
<thead>
<tr>
<th>Community Projects</th>
<th>Missouri Work Assistance Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>Occupational skill training, which may include priority consideration for training programs that lead to recognized postsecondary credentials that are aligned with in-demand industry sectors or occupations in the local area</td>
<td>WIOA ETPS - Funded by WIOA Adult, Youth, or Dislocated Worker Programs</td>
</tr>
<tr>
<td></td>
<td>Voc Rehab</td>
</tr>
<tr>
<td></td>
<td>Job Corps</td>
</tr>
<tr>
<td></td>
<td>Americorp</td>
</tr>
</tbody>
</table>

| Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster | Job Readiness Classes – WIOA Youth Providers |
| | Job Corps |
| | Residential Care Facilities |
| | MO Wins Programs |

| Leadership development opportunities, which may include community service and peer centered activities encouraging responsibility and other positive social and civic behaviors | WIOA Youth Program Providers |
| | Habitat for Humanity |
| | Volunteer Projects – Noyes Home |
| | Pony Express Council Boy Scouts |
| | Leader in Me Schools Program |
| | People First Program |
| | Step Up to Leadership Program |
| | Merrill Leadership Institution |
| | Local School Districts |
| | Post-Secondary Training Providers |

<table>
<thead>
<tr>
<th>Supportive services</th>
<th>WIOA Program Providers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>St. Joseph School District (McKinney)</td>
</tr>
<tr>
<td>Services</td>
<td>Organizations</td>
</tr>
<tr>
<td>------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------</td>
</tr>
</tbody>
</table>
| Adult mentoring for the period of participation and subsequent period, for a total of not less than 12 months after the completion of participation | - BIG BROTHERS & BIG SISTERS  
- EMPLOYMENT BASE MENTORING (STAFF)  
- VOLUNTEERS  
- BUSINESS PARTNERS  
- NWMSU - HPERD DEPARTMENT |
| Follow-up services for not less than 12 months after the completion of participation | - WIOA YOUTH STAFF |
| Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral | - YOUTH PROGRAM STAFF  
- TRAUMA EDUCATION  
- OBSTACLES EDUCATION  
- FAMILY GUIDANCE CENTER  
- PREFERRED FAMILY  
- THE CENTER  
- ADDICTION AWARENESS |
| Financial literacy education | - ONE STOP CAREER CENTER WORKSHOPS  
- YOUTH ALLIANCE LIFE SKILLS & JOB READINESS CLASSES  
- AEL CLASS  
- FINANCIAL INSTITUTIONS |
| Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services | • WIOA YOUTH SERVICE PROVIDER  
• ONE-STOP CAREER CENTER OR PARTNER  
• MERIC ONLINE  
• O*NET ONLINE |
| --- | --- |
| Activities that help Youth prepare for and transition to postsecondary education and training | • WIOA YOUTH PROVIDER  
• ONE-STOP CAREER CENTER SERVICES  
• CAMPUS VISITS  
• AEL CLASSES  
• JOB CORPS  
• WEBSTER LEARNING CENTER  
• VOC REHAB  
• POST-SECONDARY TRAINING PROVIDERS  
• MERIL  
• UNIVERSITY OF MO EXTENSION PROGRAMS |

The process for identification of Youth service providers

The notice of Request for Proposals is posted and correspondence to potential bidders is sent 30 days prior to the grant submission deadline. With the announcement of solicitation for proposals, we provide potential bidders a brief background on the service delivery area; the projected amount of funds available for the WIOA program(s) we are soliciting proposals on; instructions for completing the proposal; attachments that must be included with the proposal; the application submission address.
and deadline; date/time the proposals will be opened at the WDB office; date, time and location of a pre-bidders conference; and instructions for questions regarding the Request for Proposals and/or process.

WDB staff develop an evaluation (score) sheet based on criteria required for successful performance of the WIOA program. Evaluation factors considered include completeness and timeliness of proposals (all the required elements are addressed/attached and the proposal was received prior to deadline expiration); reasonableness of costs; performance targets; probability of achieving proposed targets; compliance with WIOA; and past performance (if applicable).

For the WIOA Youth programs, the Northwest Workforce Development Board (NW WDB) Youth Advisory Committee and Executive Committee members receive the RFP guidelines, the proposals received in response to the RFP, and the proposal evaluation sheet after the submission deadline. Committee members who represent an agency which has submitted a proposal for consideration are not included in this distribution. WDB staff and committee members independently review and score each proposal. The Youth Advisory Committee members make a recommendation to the Executive Committee. A recommendation is then presented to the full board for vote.

The NW WDB has established a “Conflict of Interest and Code of Conduct Policy”, which states, in part, “Any Member that has, or believes he or she has, a conflict of interest must disclose such potential conflict in accordance with the procedures established by the NW WDB in this policy and shall do so in writing on a prescribed form. In accordance with 20 CFR Section 667.200(a)(4)(i) “...a local WDB Member or Committee Member must neither cast a vote on, nor participate in, any decision-making capacity on the provision of services by such Member (or any organization which that Member directly represents), nor on any matter which would provide any direct financial benefit to that Member or a Member of his/her immediate family.”

The Policy further states: “A written set of standards (Code of Conduct) governing the performance of the WDB and its employees, officers, or agents related to real or apparent conflicts of interest is a requirement (29 CFR 95.42). The following standards shall apply for the WDB, its employees and its Youth Advisory Committee Members:
1. Adherence to the Conflict of Interest Policies.
2. Adherence to procurement procedures that serve to minimize the appearance of conflicts, in addition to eliminating actual conflicts. Members who represent One Stop Operators, Partners or actual or potential Service Providers and who serve on committees that oversee the One Stop System or the allocation of resources that would potentially be allocated to their programs shall refrain from discussing or voting on any matter that would impact the programs they represent.
3. A Member’s employer may not participate in any way in a future bid on procurement where the Member helped to draft specifications. In order to avoid potential conflicts as circumstances change, Members whose employers may wish to participate in a future procurement will refrain from involvement in specification development or procurement processes.”

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

NW WDB members are provided performance reports of WIOA Title I service providers at quarterly board meetings; those reports include attainment of performance measures in relation to regional negotiated performance goals. Board members also review the service provider expenditure reports quarterly.
Annual sub-state monitoring is conducted by WDB staff. The NW WDB Program Operations Manager organizes thorough, comprehensive monitoring of program performance, compliance, goal attainment, management information system data entry, and customer file content. The sub-state monitoring report is provided to WDB members. The NW WDB Fiscal Operations Manager conducts annual sub-state monitoring of service provider financial practices including financial reporting, bank reconciliation, accruals/participant tracking, sampled transactions, cost allocation, agency to participant ratios, and audit reports. That fiscal sub-state monitoring report is also provided to WDB members.

Service provider contracts are written for a period of one (1) year with the opportunity for two (2) one-year extensions. As the annual contract expiration date approaches, WDB staff provides the board with detailed reports of performance, including performance goal and expenditure rate attainment; the contract renewal process is another opportunity to determine service provider performance and impact.

The providers of the Youth services in the LWDA, including the areas and elements they provide

St. Joseph Youth Alliance – ABCD sub-region: Andrew, Buchanan, Clinton, and DeKalb counties, contracted to provide all 14 program elements.

Green Hills Regional Planning Commission - Green Hills sub-region: Harrison, Daviess, Caldwell, Mercer, Grundy, Livingston, Putman, Sullivan, and Linn counties, contracted to provide all 14 program elements.

Northwest Missouri Regional Council of Government – Northwest sub-region: Atchison, Holt, Nodaway, Worth, and Gentry counties, contracted to provide all 14 program elements.

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

Youth service providers employ year-round case management staff. The case management staff ensures that monthly contact is maintained with the Youth participants throughout the year. Services are provided to participants at the Youth services office, job centers, worksites, schools, partner resource offices, and in public use spaces (rural communities).

An example of the flow of services for a Youth in the LWDA (please include all aspects, including intake, objective assessment process, assessment, coordination of services, follow-up, etc.)

The established WIOA Youth service flow chart below was developed by partner and WDB staff.
The procedures for serving Youth that are most in need (homeless, disabled, offenders, etc.)

Youth service providers form strong collaboration networks among local employers and industry, training providers and educational institutions, service and advocacy organizations, philanthropy, and other local organizations to support and deliver effective workforce services to the most in-need Youth. Youth case managers will partner with appropriate organizations to co-case manage youth with significant barriers to employment and training. The Partner Resource Inventory Directory aids Youth staff in locating appropriate resources to help the most in-need Youth. Reasonable accommodations will be provided to youth with disabilities (as applicable).
The identification of the partnerships and describe the coordination of services with other agencies within the LWDA

The One-Stop Memorandum of Understanding is meant to establish the processes, procedures, and guidelines for services to all WIOA-eligible individuals. Each of the WIOA Youth providers has a presence in the regional Job Centers and is held to the accountability defined in the Memorandum of Understanding.

The MOU is entered into in the spirit of cooperation and collaboration by the Northwest Region Workforce Development Board and the One-Stop Delivery System Signatory Partners. It describes how various funding streams and resources will be utilized to better serve mutual customers, both job seekers and businesses, through an integrated system of service delivery operated at two (2) comprehensive sites (St. Joseph and Chillicothe) and two (2) affiliate sites (Maryville and Trenton). It is understood that the development and implementation of the MOU requires mutual trust and teamwork among the One-Stop Partnering agencies, all working together to accomplish the shared goals.

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

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

The Scholars-to-Work program is for OSY who do not have a high school diploma or a high school equivalency credential. The program is operated much like a worksite, but job duties include participation in AEL classes. The youth must apply for an opportunity to participate. The applications are screen and selected applicants must interview for the position. Applicants that are chosen for the program are required to attend a job readiness class prior to their start date. The job readiness class teaches youth appropriate workplace conduct to include: dress code, punctuality, communication skills, timesheets, schedules, and worksite policies. The Youth participants are paid hourly for participation in the program and upon successful completion will have obtained their HiSet. The participant’s progress is reviewed monthly, and the goal is to raise TABE test scores within three months and complete the HiSet test within six months, this timeframe may vary depending on the youth’s EFL.

The Scholars-to-Work program began in the St. Joseph sub-region in program year 2013. In program year 2012, prior to implementing Scholars-to-Work program the Literacy/Numeracy performance rate in the St. Joseph sub-region was 39.5% and the Degree rate was 42.1%. The current PY 2015 Literacy/Numeracy performance rate in St. Joseph is 88.2% and the Degree rate is 54.5%, this significant increase is primarily due to the Scholars-to-Work program.
The Scholars-to-Work program is in the early stages of implementation in the Maryville sub-region. The Green Hills sub-region aspires to implement Scholars-to-Work in program year 2016 after the AEL class site has been established in the sub-region.

The NW WDB supports this effort and has assisted the Youth sub-contractors in understanding how the performance measures work, tracking and reporting Youth outcomes, and has helped establish AEL class sites.

**D. V. Business Services**

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

The Northwest Missouri Next Generation Job Centers primary objective is to supply businesses with skilled, qualified employees to increase their success in today’s economy. We do this by listening to what businesses need and working together to identify resources to meet their needs. Although many services appear to primarily benefit the job seeker, by giving the seeker the opportunity to enhance their skills through training, the centers are providing businesses a stronger and better-prepared workforce. This is reflected in our vision and mission, which have been established for many years and reflect the connection between skills and quality employment.

Services offered to businesses occur mostly through staff visits to the businesses. We have comprehensive packets prepared that each business receives which describe the range of services offered through the centers and partners. Included in the packets is information on Work Opportunity Tax Credits, Federal Bonding, WorkReady Missouri, Show-Me Heroes, On-the-Job Training, and employer services such as listing job orders, taking applications, providing interview space, and WorkKeys© testing/National Career Readiness Certificates.

When an employer calls or comes in to the Job Center requesting information, the greeter directs the business customer to the Functional Leader, who offers service or refers them to a resource where they can be served. The Job Center Functional Leaders, DWD Workforce Coordinators, and Veteran’s Representatives take new job orders and alert NGCC team leaders. Team leaders notify Employment Team members so that customers who are qualified for the position are aware of the opportunity. However, using the NGCC Model, all Job Center staff members are cross trained to take and enter job orders.

Missouri Job Centers utilize staff differently depending on their organizational structure and size. The Missouri Job Center in St. Joseph has a sizeable staff allowing them to have a Welcome Team, an Employment Team, and a Skills Team. In this format the Employment Team is primarily responsible for taking, entering, and managing job orders. These responsibilities may be distributed to other staff depending on individual workload. Job Centers with less staff (Chillicothe, Maryville, and Trenton) have multiple responsibilities and duties. All staff members take, enter, and manage job orders.
In the Northwest Region job orders are solicited by DWD Regional Workforce Coordinators, Functional Leaders, or Veteran representatives. This is done through business outreach including in person meetings, phone calls, or email.

The Northwest Roundtable of Economic Developers’ Chairperson is a member of the Northwest Workforce Development Board and acts as the link between economic development and workforce development. Several subcontractor executive directors are also members of the Roundtable; they provide updates and share information related to the economic and workforce needs of business and industry to the NW WDB.

The NW Business Services Team includes chamber of commerce, small business development center, and economic development professionals. This is another venue for workforce and economic development coordination in the region.

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

NORTHWEST REGION Sector Strategies Summary
The purpose of the statewide sector strategies launch meeting was to begin the work of developing and elevating sector strategies that address the needs of multiple employers within an industry. Sector strategies begin with focused, active partnerships among businesses in a target industry sector and workforce development organizations, educators, training providers, labor unions, community organizations, and other key stakeholders.

Working together we will identify industry needs for workers with specific skills, education, and credentials, and then make sure that educational and training opportunities are available to help people gain those skills and meet employer needs. Workforce Development Boards often act as the convener, bringing together these stakeholders and facilitating the process of industry leaders articulating their workforce needs. Sector strategies consist of goals, plans of action, policies, and service delivery strategies developed and continuously re-examined by sector partnerships to meet the ongoing and changing needs of employers within that sector. Sector strategies are regional in scope and industry specific.

Each regional team will work with consultant Rick Maher (and his staff from Maher & Maher) to build a framework around sector strategies using the world class sector strategies model below.

Our team members are:
Laurie Findling, Program Development Specialist at Family Support Division & NWWDB Member
Becky Cleveland, Economic Development Coordinator at City of Brookfield & NW WDB Member
Betty Wymore, Adult Education Director at St. Joseph School District & NW WDB Member
Steve Reznicek, Quality Assurance Manager at DWD & NW WDB Member
Jackie Spainhower, Executive Director at Northwest Missouri Regional Council of Governments
Rob Zirfas, District Supervisor at Vocational Rehabilitation & NW WDB Member
Shari Schenewerk, Regional Workforce Coordinator at Division of Workforce Development (DWD)
Jason Helton, Director of Federal Programs at North Central Missouri College (NCMC)
Brent Stevens, Equal Opportunity Officer at NCMC / NW WDB
Lisa Hostetler, Executive Director at NCMC / NW WDB
We may add more members as the need and benefits thereof present themselves

World Class Sector Strategies Success Factors: 1) Are driven by great data; 2) Are founded on a shared regional vision; 3) Are guided by industry; 4) Lead to strategic alignment; 5) Transform how services (for jobseekers and employers) are delivered; and 6) Are measured, improved and sustained.

Sector Strategy Process Framework: 1) Gather workforce data/intelligence; 2) Form sector partnerships and convene partner vision; 3) Assess talent needs; 4) Develop strategies and align resources; 5) Operationalize; and 6) Assess, adjust, improve and sustain.
A self-assessment was distributed to each of the Northwest Sector Strategy Team members prior to the launch meeting; the purpose was to evaluate our region’s current state relative to the 6 critical success factors noted above. The NW Sector Strategies Team will use this data to answer the following questions:

What areas represent our strengths as a region?
What areas represent learning opportunities or potential focus points?
Do we have different points of view within our team about our self-assessment scoring?
What can we learn from different perspectives?
What do self-assessment results suggest about our potential priorities for regional sector strategy planning?

Launch Meeting Activities and Results

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>OUTPUT</th>
<th>RESULT</th>
</tr>
</thead>
<tbody>
<tr>
<td>PROCESS FRAMEWORK/FACTOR 1) Review and discuss “Northwest Data Package” from Scott Sheely on behalf of Maher &amp; Maher</td>
<td>Summary of key data and cluster targeting; 3-5 regional target industry clusters validated</td>
<td>Discussion included top 5 industry clusters in the NW region: Health care; agriculture production; food processing; metals and metal fabricating (manufacturing); and biotechnology</td>
</tr>
<tr>
<td>SWOT analysis (strengths, weaknesses, opportunities and threats)</td>
<td>Regional strengths, weaknesses, opportunities and threats identified</td>
<td>SWOT analysis completed (see below)</td>
</tr>
<tr>
<td>Determine priorities for action: industry cluster focus and key strategic priorities based on SWOT analysis</td>
<td>Industry cluster focus identified (primary and back-up industries); begin major strategic priorities list</td>
<td>Manufacturing industry will be the primary focus; construction trades will be the back-up industry cluster</td>
</tr>
<tr>
<td>ACTIVITY</td>
<td>OUTPUT</td>
<td>RESULT</td>
</tr>
<tr>
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</tr>
<tr>
<td>Develop initial plan framework for target cluster strategies; establish priority goals, strategies, and potential action steps to support targeted regional industry cluster</td>
<td>Public sector players named; industry sector partnerships to be formed; process for engaging businesses discussed; convening party identified</td>
<td>Public sector partners include workforce development; Vocational Rehabilitation; Adult Education and Literacy; Family Support Division; economic development; post-secondary staff; and Community Foundation Board Members.</td>
</tr>
<tr>
<td>Build an asset map to identify manufacturing partnerships that may already exist (consider a county-by-county approach to asset mapping). Develop a 1 (or 2) page marketing piece to explain the regional sector purpose and goals.</td>
<td>Initial business engagement via prototype ‘soft launch’ to NW WDB manufacturing members; NCMC Industrial Maintenance Advisory Committee members; Community Foundation/Regional Vitality group; and NW Roundtable of Economic Developers</td>
<td></td>
</tr>
</tbody>
</table>

**NEXT STEPS**

<table>
<thead>
<tr>
<th>PROCESS FRAMEWORK/FACTOR 2</th>
<th>Establish ‘subject matter expert’ approach to employer engagement (what would the above groups suggest [1-on-1 and/or group conversations?])</th>
</tr>
</thead>
<tbody>
<tr>
<td>Form sector partnerships (convene, partner, and articulate vision)</td>
<td>Convener of manufacturing sector strategy work will be the NW WDB with “Mr. or Mrs. Manufacturing” (individual or entity champion) out front. That individual or entity must have the respect and support of fellow manufacturers.</td>
</tr>
<tr>
<td></td>
<td>A Northwest Missouri Manufacturing Sector Charter will be developed by the industry leaders and public sector partners to establish the regional players,</td>
</tr>
<tr>
<td>ACTIVITY</td>
<td>OUTPUT</td>
</tr>
<tr>
<td>----------</td>
<td>--------</td>
</tr>
<tr>
<td>PROCESS FRAMEWORK/FACTOR 3)</td>
<td>Assess employer-defined talent needs</td>
</tr>
<tr>
<td>PROCESS FRAMEWORK/FACTOR 4)</td>
<td>Develop strategies and align resources</td>
</tr>
<tr>
<td>PROCESS FRAMEWORK/FACTOR 5)</td>
<td>Operationalize in job seeker/student and business service delivery</td>
</tr>
<tr>
<td>PROCESS FRAMEWORK/FACTOR 6)</td>
<td>Assess, adjust, improve, and sustain</td>
</tr>
</tbody>
</table>

Sector Strategies SWOT Analysis

**REGIONAL STRENGTHS**

- Diversity of employers
- Strong work ethic
- Relative low unemployment
- Agriculture and manufacturing clusters are strong
- Excellent worker productivity
- Availability of training opportunities and ability to respond to business needs
- Existing regional networks (networks of stakeholders who think regionally – i.e. Heartland Foundation; Community Foundation; education emPowers (e²); Roundtable of Economic Developers; Regional Planning Commissions; Leadership Northwest Missouri; Workforce Development Board; Partners in Education)

**REGIONAL WEAKNESSES**

- Aging population and workforce
- Education/skills attainment
- Lack of business leadership & succession planning (no homegrown talent)
- Brain drain – exodus of young talent
- Blue collar stigma (cultural and generational)
- Lack of recognition by K-12 that blue collar jobs are viable
- Technical school stigma
- Many manufacturing jobs are filled via temporary employment agencies

**REGIONAL OPPORTUNITIES**

- Blue collar stigma can be changed
- Lack of recognition by K-12 that blue collar jobs are viable (provide information to the contrary)
✓ Tech school stigma (relates to blue collar stigma – both can be changed by sharing accurate data)
✓ Apprenticeships/Internships in local manufacturer settings
✓ Talent attraction (i.e. Hometown Competitiveness)
✓ Offer educational scholarships with ‘strings’ to bring local talent back home after educational attainment
✓ Sector alignment to create talent pipeline for skilled jobs in demand occupations (Brookfield Tech School example)
✓ Manufacturers could be hiring from the ex-offender labor pool to find skilled workers

REGIONAL THREATS

✓ Urban centers are taking our talent
✓ Generational poverty
✓ Substance abuse (potential workers can’t pass drug test)
✓ Criminal record
✓ Entitlement mentality of young workers
✓ Lack of soft skills
✓ Inability to connect education and business
✓ Crumbling infrastructure
✓ Region needs to be more proactive (we are not visionary because we are busy putting out fires)
✓ Silos and lack of desire/flexibility to break them down
✓ Broadband access limited in rural areas
✓ Massive geographic region

In order to create meaningful career pathways, results from the employer surveys and employer forum will be presented to secondary and post-secondary institutions in our region. Components of the career pathway work include: Increased long-term partnerships among higher education, business, industry, and local leadership; increased academic and skill achievement at secondary and post-secondary levels; pipelines for students to combine school and work and advance over time to better jobs and higher levels of education and training; career focused curriculum and related experiences that support individuals as they transition to post-secondary education and enhanced training opportunities; integration of regional labor market research and engagement of business and industry, creating opportunities for work based learning; and integration of programs and resources of community colleges and other education institutions, workforce agencies, and social service providers.

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

Apprenticeships are recognized as a successful model for providing skilled workers, first in the construction trades and now biotechnology, health care, information technology, retail and numerous occupational areas. Further, our analysis of training provided to WIOA customers demonstrated there are opportunities for non-traditional workers and occupations on which we may focus.

Our local community college is interested in pursuing a collaboration with relevant organizations and entities who might be interested in joint apprenticeship sponsorship to provide quality training and
certification of individuals. Every effort will be made to encourage outreach to business and academic institutions to advance apprenticeship opportunities and programs.

To connect with the Registered Apprenticeship representative serving the Northwest Missouri region, the community college and WDB leads met with Roy Konkey, Apprenticeship and Training Representative from Kansas City. Unfortunately, that meeting in June, 2014 did not produce any action toward developing a presence in the NW region. Further attempts will be made to connect WIOA and the Registered Apprenticeship programs in our region in the future.

The NW WDB will research apprenticeship and pre-apprenticeship programs being conducted in the state; those related to demand occupations will be replicated in the region as appropriate. The Board will also promote apprenticeship opportunities by participating in National Apprenticeship Week activities in November.

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

The Northwest Workforce Development Board region has developed a Business Services Outreach Plan to ensure seamless delivery of services, avoid duplication, and ensure business services feedback to the One-Stop partners in our region. The Business Services Outreach Teams will coordinate and provide comprehensive and integrated workforce system services to businesses, including services and strategies to meet the workforce needs of area employers. Collaboration with Missouri Job Center and One-Stop partner staff to facilitate recruitment and meet business demand is an integral and critical function of the Outreach Plan. To effectively serve businesses in the region, a core business services team and a regional business services team have been established.

Members of the Core Business Services Outreach Team
The Core Business Services Outreach Team is a representative group from each of the three (3) distinct sub-regions in the Northwest 18-county workforce development region and regional representatives for diverse, priority of service populations. The Core Business Services Outreach Team will meet every other month; the Members will serve as primary points of contact for their sub-region and their distinct customer (job-seeker) focus. Those Members are:

- **Kim Mildward** – Functional Leader at the Maryville Job Center and TANF Program Director
- **Shari Schenewerk** – Workforce Coordinator for the majority of the region
- **David Scholz** – DWD Supervisor, St. Joe Job Center
- **Janice Spearman** – Functional Leader at the St. Joseph Job Center
- **DeLinda Kelley** – MERIL Director of Communications and Transition Services
- **Don Bonjour** – Job Corps Career Transition Specialist
- **Becky McAtee** – Functional Leader and WIOA Youth Program Director
- **Sherry Hecker** – Employer Services Representative for the Green Hills sub-region
- **Rob Zirfas** – Vocational Rehabilitation District Supervisor for the Green Hills sub-region

Members of the Regional Business Services Outreach Team
The Regional Business Services Outreach Team includes broad and comprehensive membership to meet the needs of regional businesses. It will include representatives from the Workforce Innovation
and Opportunity Act (WIOA) Titles I, II, III, and IV programs; economic development; chambers of commerce; Small Business Technology and Development Center (SBTDC); Carl Perkins/post-secondary; Job Corps; Missouri Enterprise Facilitation; Senior Community Service Employment Program (SCSEP); and Workforce Development Board staff. The Regional Business Services Outreach Team will meet at least three (3) times per year and will be provided updates from their sub-regional primary points of contact between meetings. The Regional Business Services Outreach Team Members include the Core Team Members plus:

Nshan Erganian – Goodwill / Good Works
Debb Trautloff – Experience Works / Senior Community Service Employment Program
Keli Morris – NW Missouri Enterprise Facilitation
Becky Cleveland* – Economic Developer / Chair, Roundtable of Economic Developers
Connie Epperson – DWD Supervisor, Chillicothe Job Center
Jackie Spainhower – Executive Director, NW Regional Council of Governments
Kristie Arthur* – St. Joseph Area Chamber of Commerce
Harry Gray – Local Veteran’s Employment Representative
Brent Stevens – NW WDB Equal Opportunity Officer
Steve Reznicek – Division of Workforce Development Quality Assurance Manager
Betty Wymore – Adult Education and Literacy Program Director, St. Joe and GH sub-regions
Rebecca Lobina – Small Business Technology and Development Center
Jason Helton – Director of Federal Programs, North Central Missouri College
Rekha Nanchal – Rehabilitation Services for the Blind
Michelle McAfee – Probation and Parole Representative
Sherry Hecker – Employer Services Representative for the Green Hills sub-region
*Or appointee

Mission of the Northwest Business Services Outreach Team
The Business Services Outreach Team will promote services available to businesses that benefit the business and our job-seeker customers alike.

Goals of the Northwest Business Services Outreach Team

GOAL #1: Determine needs of businesses (by industry) and serve them in a way they perceive valuable
GOAL #2: Enhance employer awareness of the services available through the One-Stop System Partners
GOAL #3: Connect businesses with a skilled workforce
GOAL #4: Develop a primary point of contact process to reduce redundancy and serve employers effectively

The Business Services Outreach Plan is a functional guideline for service implementation by all partners; it is a roadmap of connectivity for services focused on business customer needs. The Business Services Outreach Plan is included as Attachment 10.

D. VI. Innovative Service Delivery Strategies

Describe how the Board will support the Missouri Re-entry Process ex-offender initiative. Include the services to be provided for ex-offenders and the process to be used to identify employers willing to hire ex-offenders.
The Missouri Re-entry Process (MRP) objective of improving the overall transition process of offenders and reducing recidivism is a necessary service in the Northwest region. With four (4) correctional facilities in our region, we are keenly aware that employment is a significant barrier for ex-offenders. Community Action Agencies, Catholic Charities, Probation and Parole, Experience Works, and Goodwill Industries work closely with Job Center staff to assist ex-offenders receive training and education for re-entry.

Our One-Stop partners provide a variety of services to ex-offenders in the region; these partners are represented on the Northwest One-Stop System Team and discuss opportunities to foster reintegration. Job Center staff visit the correctional facilities to present orientation to Center services. Prior to release, individuals are provided assistance acquiring necessary employment documents such as driver’s license and social security cards. Upon release, offenders make a scheduled appointment to meet with Job Center staff that assists them with jobs.mo.gov registration and referrals to appropriate workforce development programs. The regional Disabled Veterans Outreach Program (DVOP) staff provides case management services to eligible participants, as well as other services related to employment preparation. The DVOP will also market the offender to potential employers.

Catholic Charities of Kansas City – St. Joseph operates the TurnAround program to assist returning offenders to become employed, self-sufficient, and a positive member of the community. Catholic Charities also operates the Basic Essentials program, a service that provides direct financial support for returning offenders addressing their needs regarding housing; transportation; individualized needs (e.g., work clothes, education costs); and daily living needs such as food, clothing, medication, and hygiene items. Probation and Parole uses space in the St. Joseph Job center to meet with recently-released individuals. Access to these services is a key stabilizing factor for reducing recidivism and increasing successful reentry outcomes.

In discussions with NW WDB members, we reached the conclusion that identifying employers who hire ex-offenders is problematic. While a list of employers willing to hire ex-offenders is ideal, we are aware that not all employers announce their willingness, and not all occupations are appropriate for ex-offenders. Since our goal is to provide suitable job referrals, we rely on our One-Stop Partners to identify employment opportunities to ex-offenders. Educating employers and changing perspectives about employing ex-offenders is seen as a Business Services Outreach Team opportunity to be pursued. The Business Services Outreach Team could continue to educate employers on the benefits of utilizing the Federal Bonding Program and Work Opportunity Tax Credit Program as a benefit and incentive to hire ex-felons.

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

Northwest region enrollments in work-based learning programs has been a priority since the WorkReadyMissouri program began. Finding a match between eligible job seekers and eager employers has resulted in 21 WRM placements to date (see the MO-40 chart below). The NW WDB Business Services Outreach Team, including DWD Workforce Coordinators, Veterans Representatives, Functional Leaders and WDB staff, include this program in their marketing strategy. The WDB will encourage Job Center staff to present WorkReadyMissouri to UI claimants while the MO-40 OJT Business Services Outreach Team and Employment Team members promote the program.
to employers. A concerted effort at marketing and promotion to eligible job-seekers and willing employers has increased our enrollments.

**MO-40 OJT and WRM Goals and Actual Performance to Date**

<table>
<thead>
<tr>
<th>Northwest</th>
<th>OJT Goal</th>
<th>OJT Actual</th>
<th>WRM Goal</th>
<th>WRM Actual</th>
<th>Total Goal</th>
<th>Total Actual</th>
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<td>2</td>
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<td>1</td>
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<tr>
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<td>13</td>
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<tr>
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<td>19</td>
<td>3</td>
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<td>6</td>
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<tr>
<td>6/30/2015</td>
<td>7</td>
<td>28</td>
<td>6</td>
<td>8</td>
<td>13</td>
<td>36</td>
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<tr>
<td>9/30/2015</td>
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<td>40</td>
<td>9</td>
<td>17</td>
<td>19</td>
<td>57</td>
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<tr>
<td>9/30/2016</td>
<td>22</td>
<td>19</td>
<td></td>
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</tbody>
</table>

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

The DWD Workforce Coordinators and Veterans’ Representatives have participated in numerous trainings and conference calls to discuss Show-me Heroes (SMH). The relationship between those staff is collaborative - their visits to businesses are designed to promote all business services, including SMH.

The NW WDB is leading by example; we signed the SMH pledge and hired a veteran (NW WDB Business Services Specialist/Job Developer). To draw attention to the initiative, we invited media to Flag of Freedom Award presentations in our region; our goal is that employers become initiative champions. That sort of outreach, in conjunction with informational presentations to community groups and employers, sparks awareness of, and interest in, Show-me-Heroes and related on-the-job training opportunities.

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

The CWRC initiative was presented to NW WDB board members at the December 4, 2012 meeting. The NW WDB Director and North Central Missouri College (NCMC) President explained the initiative and the connection to the National Career Readiness Certificate program; we understand we are required partners and are prepared to support any of our county planning groups in their efforts to become certified. The NW WDB Executive Director is leading the WDB effort. Since the introduction of Certified Work Ready Communities, four (4) Northwest region counties are certified – Linn, Livingston, Grundy (and just recently) Buchanan County.
The NW WDB Director and NCMC President attended an Education Empowers (formerly P-20 Council) meeting in early November, 2015 to discuss the relationship between CWRC and the Education Empowers Workforce Development Group. That group voted to adopt the CWRC project as its newest strategic initiative, which will enhance awareness and supply another driver of NCRCs and CWRCs in Northwest Missouri.

The CWRC applications for five (5) additional Northwest region counties have been accepted – those are Atchison, Gentry, Holt, Nodaway, and Worth (making them CWRC In-Progress counties). The WIOA subcontractors are actively involved in marketing the Certified Work Ready Communities initiative.

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

Given the relationship between North Central Missouri College and the NW WDB, each entity has a vested interest in the successful implementation of the TAACCCT initiatives. As the grants are being developed, the NCMC Dean of Allied Health, NCMC VP of Instruction/Student Services, NCMC Dean of Instruction, NCMC Director of Federal Programs and NW WDB Director worked cooperatively to identify Trade Act participants; establish curricula; and determine curricula delivery methods. When funded, the same group developed a process flow to illustrate the ‘no wrong door’ philosophy and to establish service delivery responsibilities.

As with MoHealthWINs, NCMC and the WDB have co-developed service delivery strategies for the MoManufacturingWINs project. A distinct component of the manufacturing grant is availability of the NCRC+. As mentioned earlier in this plan, the soft-skills component of NCRC+ is an attractive product we will market to employers through the MoManufacturingWINs project.

The same collaboration and development process is true of the recently-funded MoSTEMWINs initiative. The Workforce Development Board staff and NCMC administrators identified needs and discussed delivery methods.

The NCMC Grant Administrator has given MoHealthWINs, MoManufacturingWINs, and MoSTEMWINs presentations at our regional Missouri Job Center System Team meetings and has provided hand-outs to Job Center staff. As curricula are developed, Job Center staff is prepared to make timely referrals. The collaboration means that any person interested in participating in the MoWINs programs at NCMC (or other community colleges) will automatically be funneled through the Job Center for enrollment and assessment.

NCMC and the NW WDB understand the relationship between the NCRC, CWRC, MoHealthWINs, MoManufacturingWINs and MoSTEMWINs projects and will collaborate with key stakeholders to map the connection to workforce development. A fully executed MOU with NCMC is included as Attachment 11.
D. VII. Strategies for Faith-based and Community-based Organizations

Describe those activities to be undertaken to: (1) increase the opportunities for participation of faith-based and community organizations as committed and active partners in the One-Stop Delivery System; and (2) expand the access of faith-based and community-based organizations’ customers to the services offered by the One-Stops in the LWDA. Outline efforts for conducting outreach campaigns to educate faith-based and community organizations about the attributes and objectives of the demand-driven workforce development system. Indicate how these resources can be strategically and effectively leveraged in the LWDA to help meet the objectives of WIOA. (For more information, reference DOL’s tool, Making It Real: Strategies for State Agencies and Local Workforce Boards to Increase Partnerships with Faith-Based and Community Organizations.)

The Northwest region currently has two (2) community-based organizations as successful subcontractors of WIOA Title I programs. All have representatives from various faith-based congregations on their Boards of Directors. The very rural nature of our region creates both a need to rely on all community leadership available and a related willingness for religious and community leaders to serve. These community and faith-based leaders provide us with a unique perspective about what job-seekers need to help them acquire and retain employment, and also how to conduct outreach and recruitment that will speak to them.

The most exciting initiative that connects us directly to the faith-based community is Sirolli Institute, Entrepreneurial Development Support. The Sirolli Institute is affiliated with the Catholic Church and bases its approach on the concept that human development is paramount. This model establishes a community-based Board to provide free, confidential business management and networking advice to aspiring entrepreneurs and existing businesses. It is specifically tailored to economic development in rural areas, and is based on the assumption that development is indigenous; it is based upon human capital elements that are already present within the community.

The Northwest Region, in a policy statement approved by the NW WDB in October 2006, adopts the principle of inclusion for Faith-Based Organizations (FBOs) and Community-Based Organizations (CBOs). That policy statement requires that all of their subcontractors adhere to the practice described therein.

E. PERFORMANCE MANAGEMENT / CONTRACTS / BUDGET

E. I. Local Administration

Identify the local levels of performance negotiated with the Governor and CEO to be used to measure the performance of the Board and to be used by the Board for measuring the performance of the Local Fiscal Agent (where appropriate), eligible providers, and the One-Stop Delivery System in the LWDA. (Instructions for this planning item will be sent after the PY 2016 locally negotiated performance goals are finalized.)

Northwest Region Workforce Development Board negotiated performance rate for Program Year (PY) 2016 is below; we will, however, work with Division of Workforce Development to renegotiate based on approved state performance levels.
## Program

<table>
<thead>
<tr>
<th>Program</th>
<th>Negotiated Performance Rate</th>
</tr>
</thead>
<tbody>
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<td><strong>WIOA ADULT</strong></td>
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</tr>
<tr>
<td>Adult Entered Employment Rate</td>
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<tr>
<td>Adult Employment Retention</td>
<td>85%</td>
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<tr>
<td>Adult Average Earnings</td>
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<tr>
<td><strong>WIOA DISLOCATED WORKER</strong></td>
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<tr>
<td>Dislocated Worker Entered Employment Rate</td>
<td>70%</td>
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<tr>
<td>Dislocated Worker Employment Retention</td>
<td>90%</td>
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<tr>
<td>Dislocated Worker Average Earnings</td>
<td>$12,800</td>
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<tr>
<td><strong>WIOA YOUTH</strong></td>
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<tr>
<td>Youth Placement</td>
<td>63%</td>
</tr>
<tr>
<td>Youth Attainment</td>
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<tr>
<td>Youth Literacy/Numeracy</td>
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</tr>
<tr>
<td>Wagner-Peyser Entered Employment Rate</td>
<td>68%</td>
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<td>85%</td>
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<tr>
<td>Wagner-Peyser Average Earnings</td>
<td>$10,240</td>
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</table>

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

The 18 Chief-Elected Officials in the Northwest Region have developed two (2) documents:

- Agreement of the Chief-Elected Officials in the Northwest Region - details their major responsibilities under the Workforce Investment Act, including the composition and appointment process for the WIB.
- Letter of Agreement between the CLEO, the Northwest Region Workforce Investment Board, and North Central Missouri College (NCMC) - designates NCMC as the local grant recipient, responsible for the disbursement of grant funds. Further, this agreement stipulates that NCMC shall hire staff for the Workforce Investment Board.

Both documents are fully executed and have been attached (Attachments 7A and 7B)

Describe the competitive (procurement) process used to award the grants and contracts in the LWDA for activities carried out under subtitle I of WIOA, including the process to procure training services for Youth and any that are made as exceptions to the ITA process. Include as Attachment 12, the information on the following processes: advertisement/notification to prospective bidders, time period bidders have to respond to the solicitation, evaluation, and award/non-award notification. This may include those pages from the Board’s procurement guidelines that describe the competitive-procurement process and the process to procure Youth training providers.
To ensure full and open competition for provision of services under the Workforce Innovation and Opportunity Act (WIOA), the Northwest Workforce Development Board (NW WDB) has established the processes outlined in Attachment 12.

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

While the United States Department of Labor has determined that all funds contracted to a service provider are program costs, we believe in order to reduce duplicative administrative costs we must ensure that, whenever possible, our selected contractors are coordinating and collaborating on the administrative costs of their contracts. Through the NW WDB’s contract negotiation process, we strive to ensure that an adequate agency-to-participant cost ratio is met. This process will result in more funding available to customers with less expenses for overhead.

Since the inception of the NGCC service delivery model, the NW WDB has taken over the accounts payable functions for our adult/dislocated worker sub-contractors. With this change, we have been able to manage and control funds more efficiently. This process has proven to be successful to ensure fewer funds are spent on duplicative administrative costs and more accountability in program spending. The difference provides more funds available for training activities.

In addition, the NW WDB will convene with all required partners in the One-Stop Job Centers to negotiate shared costs in an effort to eliminate all duplicative center costs.

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

The NGCC initiative has fortified our efforts to coordinate rather than duplicate services. With Functional Leaders responsible for coordinating all Job Center services under WIOA, Wagner-Peyser, Trade Act and METP, we are assured that services are provided responsibly. Each staff member in the Job Centers uses Toolbox 2.0; data entry in Toolbox 2.0 allows staff to access the customer record to determine services provided, thus eliminating duplicative service.

The data management system is shared between Title I and Title III funding sources, which alleviates duplication of services between those programs. However, the other WIOA core partners do not share in the data management system which can create a problem, but staff attempt to communicate with these partners via email, phone, or are co-located at the One Stop Job Center. Prior to WIOA Title I obligating funds to a customer, WIOA NGCC staff require customers to sign a release of information allowing NGCC staff to access the customer’s service records with the core WIOA partners. The One Stop System Team meetings and NGCC model has helped us streamline our service delivery system and avoid duplication with better communication and partnering.

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

Provided as Attachment 13 are: Planning Budget Summaries for PY 2016 Adult, Dislocated Worker and Youth, as well as FY 2017 Adult and Dislocated Worker Programs.
Complete and sign the “Statement of Assurances Certification” form located in this guidance and include this as Attachment 14 to the Plan.

The Statement of Assurances Certification, signed by the Chief Local Elected Officials Coordinating Committee Chair, the Northwest Workforce Development Board Chair, and the Executive Director of the Northwest Workforce Development Board. It is Attachment 14.

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

COMPLAINT and GRIEVANCE POLICY

The NW WDB will adopt DWD Issuance 09-2012, and DWD Issuance 01-2014 which defines the procedures the Division of Workforce Development and local program operators will use when individuals file complaints or grievances. It is Attachment 15.