



Workforce Innovation and Opportunity Act

**Local Plan
PY2016 through PY2020**

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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.

Northwest Region Performance History PY12 - PY14									
	PY12			PY13			PY14		
	Planned	Actual	%	Planned	Actual	%	Planned	Actual	%
WIA									
AD EER	65%	56.76%	87.3%	65%	56.88%	87.5%	65%	59.93%	92.2%
AD Retention	85%	77.38%	91.0%	85%	76.18%	89.6%	85%	79.55%	93.6%
AD Average Earnings	\$12,221	\$10,860	88.9%	\$11,750	\$10,804	91.9%	\$11,750	\$11,047	94.0%
DW									
DW EER	72%	63.39%	88.0%	70%	61.68%	88.1%	70%	61.56%	87.9%
DW Retention	90%	81.32%	90.4%	90%	80.37%	89.3%	90%	83.14%	92.4%
DW Average Earnings	\$12,800	\$11,694	91.4%	\$12,800	\$11,569	90.4%	\$12,800	\$12,022	93.9%
YTH									
YTH Placement	63%	55.36%	87.9%	63%	63.86%	101.4%	63%	70.59%	112.0%
YTH Attainment	47%	50.00%	106.4%	47%	53.75%	114.4%	47%	57.81%	123.0%
YTH Lit/Numeracy	35%	33.33%	95.2%	35%	73.33%	209.5%	35%	58.33%	166.7%
WP									
WP EER	68%	57.58%	84.7%	68%	58.95%	86.7%	68%	63.37%	93.2%
WP Retention	85%	78.65%	92.5%	85%	78.15%	91.9%	85%	81.03%	95.3%
WP Average Earnings	\$10,240	\$11,104	108.4%	\$10,240	\$11,116	108.6%	\$10,240	\$11,416	111.5%

Prepared by the Missouri Division of Workforce Development Performance and Research Unit on 10/5/2015.

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.

Counties	Average Personal Income	Population 16+ Below Poverty	Percent Below Poverty	Unemployment 2011	Unemployment 2012	Unemployment 2013	Unemployment 2014	Unemployment 2015
Andrew, MO	\$49,320	1,350	10%	6.9%	5.3%	5.3%	5.0%	4.2%
Atchison, MO	\$46,601	478	11%	8.2%	6.3%	5.8%	5.5%	4.5%
Buchanan, MO	\$36,259	10,208	15%	8.1%	6.3%	6.2%	5.5%	4.6%
Caldwell, MO	\$39,553	971	14%	8.7%	7.0%	6.7%	5.5%	4.5%
Clinton, MO	\$39,051	1,426	9%	9.0%	7.1%	6.7%	5.8%	4.9%
Daviess, MO	\$33,640	875	14%	8.9%	6.9%	6.2%	5.8%	4.6%
DeKalb, MO	\$26,528	754	10%	8.0%	6.0%	6.0%	5.3%	4.7%
Gentry, MO	\$39,078	769	15%	7.0%	5.3%	5.2%	5.7%	4.2%
Grundy, MO	\$33,900	1,213	16%	7.1%	6.5%	5.8%	5.4%	4.1%
Harrison, MO	\$35,815	882	13%	8.5%	7.3%	7.3%	6.5%	5.1%
Holt, MO	\$48,852	443	12%	7.1%	5.3%	5.4%	4.9%	3.7%
Linn, MO	\$35,167	1,574	16%	11.9%	9.3%	8.6%	8.1%	6.9%
Livingston, MO	\$36,550	1,540	14%	7.6%	6.2%	5.6%	5.0%	4.3%
Mercer, MO	\$31,401	472	16%	6.7%	5.1%	5.4%	5.1%	4.4%
Nodaway, MO	\$30,674	4,607	28%	6.6%	5.4%	6.2%	6.5%	4.9%
Putnam, MO	\$32,458	720	19%	6.8%	6.0%	5.9%	5.0%	4.0%
Sullivan, MO	\$35,893	771	15%	8.3%	6.8%	6.5%	6.6%	5.9%
Worth, MO	\$36,072	217	13%	5.7%	4.2%	4.1%	4.0%	3.2%

**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.

Name of Business	# of Employees	Date of Layoff /Closure
LaMesa /Last Drop	20	1/1/14
Body Central	5	1/11/14
ShopKo, Plattsburg	14	4/15/14
S-Belt K-Mart	34	9/23/14
Sonic, Savannah	?	12/15/14
Apria Healthcare, Cameron	4	12/19/14
Department of Mental Health	9	12/20/14
Deb's Clothing Store	6	1/13/15
WireCo World Group	36	2/24/15
NCO Financial Systems	96	3/3/15
Bayer	121	4/21/15
Bob Evans	41	5/18/15
Famous Daves	35	6/29/15
Covenant Care	9	7/9/15
Blue Sun Oil Refinery	45	8/6/15
Hardees	10	8/22/15
Hertz	6	8/31/15
Long Lighting	3	8/31/15
Ryan's	26	2/24/16
Bradken, St Joe/ Atchsion, KS	33-MO residents	3/20/16
NW Pipeline, Atchison, KS	23-MO residents	3/20/16
Energizer	290	5/1/13
SSM Private Duty	9	9/25/15
ShopKo, Tarkio	17	4/15/15
Focus Workforce Management	75	12/1/15

Dynamic Research Technologies	21	11/15/14
Aberdeen Steakhouse	6	10/5/14
Community Action Partnership	26	6/12/13
Piggly Wiggly, Chillicothe	8FT; 17 PT	6/23/14
Walgreen's, Chillicothe	13	7/31/15
WireCo World Group, Chillicothe	20	3/4/15
Putnam County Hospital	22	12/24/15
Danford Pet Food	12	8/13/15
WireCo World Group, St. Joseph	21	*Summer 2016
WireCo World Group, St. Joseph	29	*Fall 2016
ConAgra Foods, Trenton	395	*Summer 2017/Fall 2018

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

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

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

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

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

Industry

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.

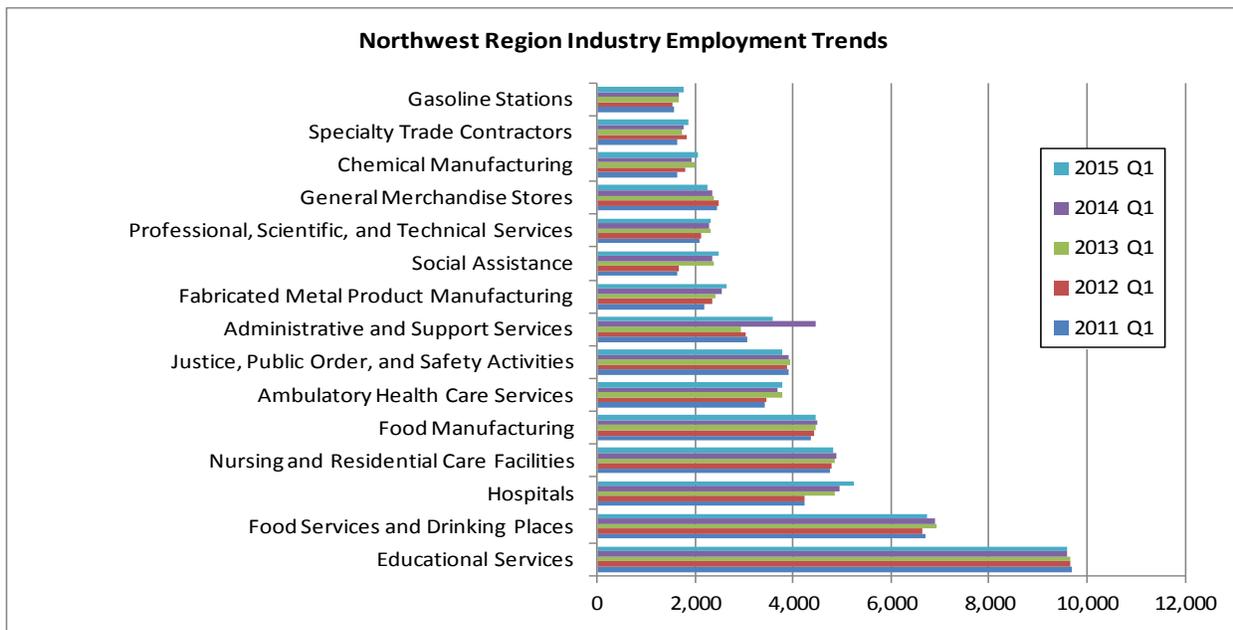
For the 2012-2022 time period, the top net change for industry employment in the Northwest Region are projected to be Administrative and Support Services (1,103); Food Services and Drinking Places (684); Ambulatory Health Care Services (683); and Educational Services (668).

Northwest Region 2012-2022 Industry Projections

Title	Employment		Change	
	2012	2022	2012-2022	
	Estimated	Projected	Numeric	Percent
Administrative and Support Services	3,080	4,183	1,103	35.81%
Food Services and Drinking Places	6,896	7,580	684	9.92%
Ambulatory Health Care Services	3,179	3,862	683	21.48%
Educational Services	9,269	9,937	668	7.21%
Nursing and Residential Care Facilities	4,044	4,513	469	11.60%
Professional, Scientific, and Technical Services	2,042	2,501	459	22.48%
Hospitals	4,581	5,033	452	9.87%
Social Assistance	2,071	2,501	430	20.76%
General Merchandise Stores	3,256	3,519	263	8.08%
Food Manufacturing	5,766	6,024	258	4.47%

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.



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

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.

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

Occupation	2012 Estimated Employment	2022 Projected Employment	Growth Openings	Replacement Openings	Total Openings
Combined Food Preparation and Serving Workers	3,144	3,587	443	1,200	1,643
Cashiers	2,942	3,031	89	1,272	1,361
Retail Salespersons	2,659	2,847	188	909	1,097
Waiters and Waitresses	1,683	1,751	68	810	878
Laborers and Freight, Stock, and Material Movers	1,568	1,758	190	486	676
Customer Service Representatives	1,337	1,630	293	364	657
Registered Nurses	1,940	2,183	243	376	619
Nursing Assistants	1,989	2,174	185	378	563
Office Clerks, General	2,124	2,194	70	446	516
Secretaries and Administrative Assistants	2,230	2,475	245	268	513

Source: MERIC Employment Projections

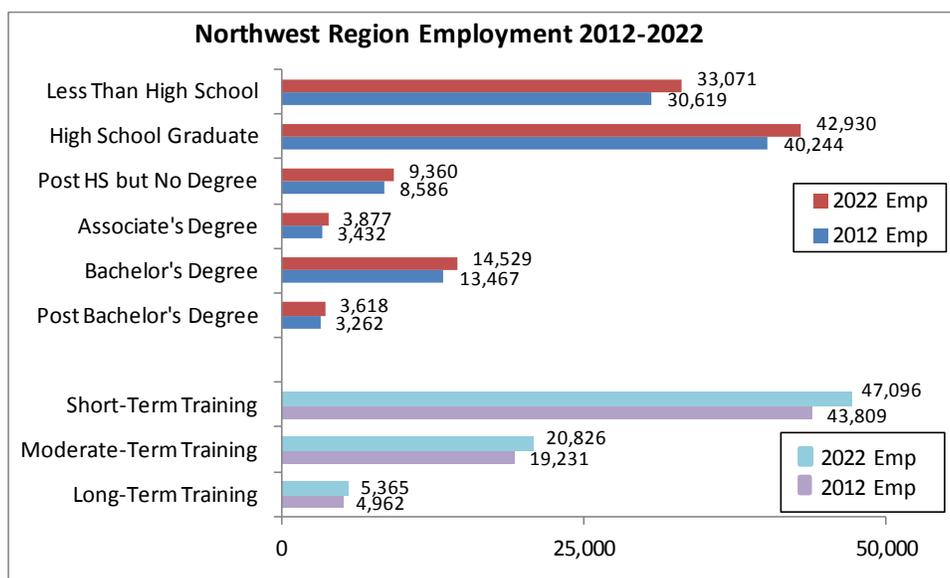
Employers' Employment Needs - Identify the job skills necessary to obtain current and projected employment opportunities. With regard to the industry sectors and occupations, provide an analysis of the employment needs of employers. Describe the knowledge, skills, and abilities required, including credentials 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.



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.

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

Occupation	2012 Estimated Employment	2022 Projected Employment	Growth Openings	Replacement Openings	Total
Now - Typically requires short-term on-the-job training					
Combined Food Preparation and Serving Workers, Including Fast Food	3,144	3,587	443	1,200	1,643
Cashiers	2,942	3,031	89	1,272	1,361
Retail Salespersons	2,659	2,847	188	909	1,097
Waiters and Waitresses	1,683	1,751	68	810	878
Laborers and Freight, Stock, and Material Movers, Hand	1,568	1,758	190	486	676
Customer Service Representatives	1,337	1,630	293	364	657
Office Clerks, General	2,124	2,194	70	446	516
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	2,230	2,475	245	268	513
Personal Care Aides	1,474	1,874	400	106	506
Meat, Poultry, and Fish Cutters and Trimmers	1,194	1,327	133	294	427
Next - Typically requires an associate's degree or long-term training					
Registered Nurses	1,940	2,183	243	376	619
Nursing Assistants	1,989	2,174	185	378	563
Heavy and Tractor-Trailer Truck Drivers	1,339	1,535	196	214	410
Licensed Practical and Licensed Vocational Nurses	872	992	120	213	333
First-Line Supervisors of Food Preparation and Serving Workers	828	916	88	234	322
First-Line Supervisors of Retail Sales Workers	1,184	1,227	43	258	301
Maintenance and Repair Workers, General	1,125	1,190	65	216	281
First-Line Supervisors of Office and Administrative Support Workers	642	720	78	152	230
Cooks, Restaurant	691	780	89	136	225
Automotive Service Technicians and Mechanics	650	701	51	164	215
Later - Typically requires bachelor's degree or beyond					
General and Operations Managers	1,750	1,907	157	327	484
Elementary School Teachers, Except Special Education	1,148	1,271	123	253	376
Secondary School Teachers, Except Special and Career/Technical Education	1,092	1,133	41	297	338
Accountants and Auditors	562	661	99	166	265
Middle School Teachers, Except Special and Career/Technical Education	799	885	86	176	262
Farmers, Ranchers, and Other Agricultural Managers	1,485	1,286	0	240	240
Substitute Teachers	638	672	34	109	143
Mental Health and Substance Abuse Social Workers	248	293	45	53	98
Medical and Health Services Managers	214	243	29	52	81
Educational, Guidance, School, and Vocational Counselors	281	301	20	60	80

Source: MERIC Employment Projections

WORKFORCE ANALYSIS - Describe the current workforce, including individuals with barriers to employment, as defined in section 3 of WIOA¹. This population must include individuals with disabilities among other groups² in the economic region and across the LWDA.

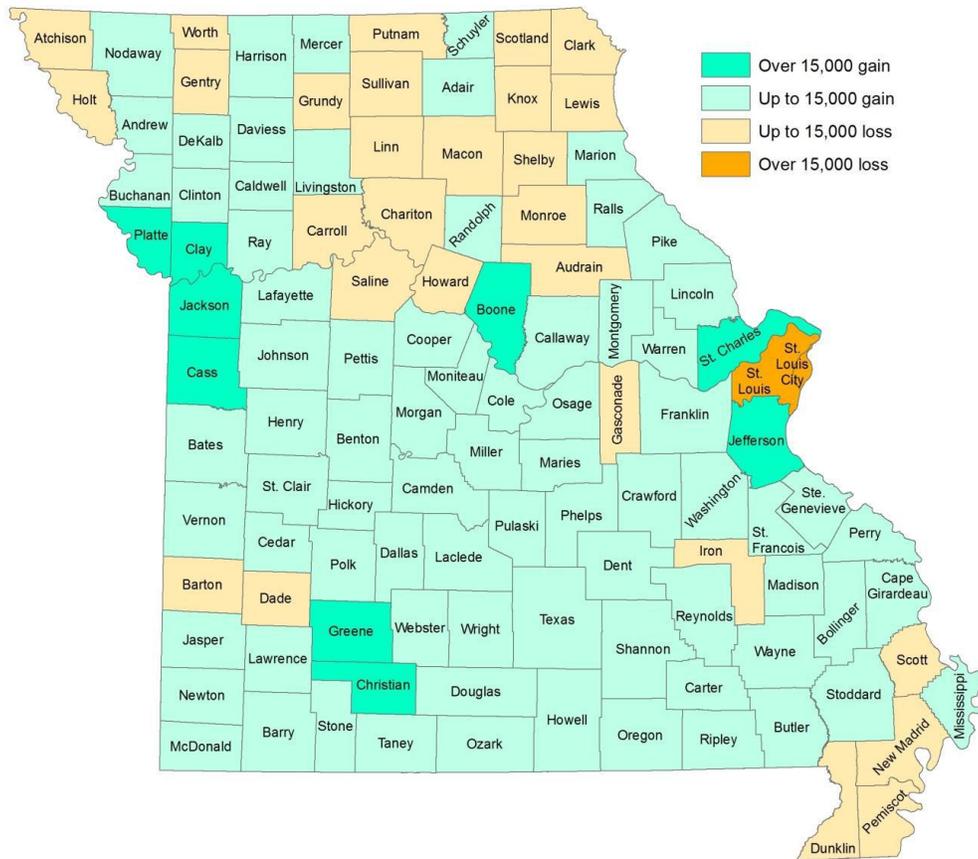
Geographic Change

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(i) of WIOA and Training and Employment Guidance Letter No. 35-14); individuals within two years of exhausting lifetime eligibility under the Temporary Assistance for Needy Families (TANF) program; single parents (including single pregnant women); and long-term unemployed individuals.

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

Missouri Population Change, 2000-2010

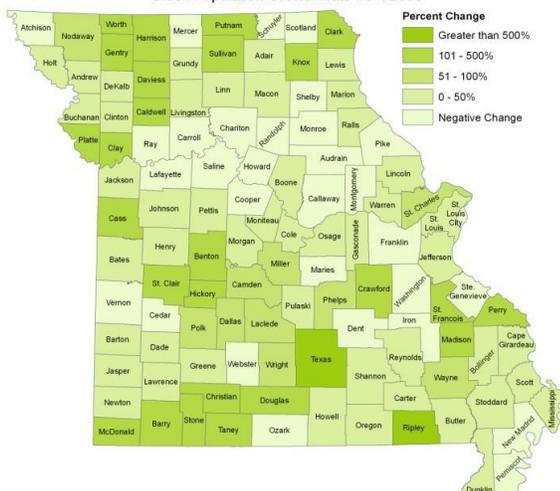


Minority Population Growth

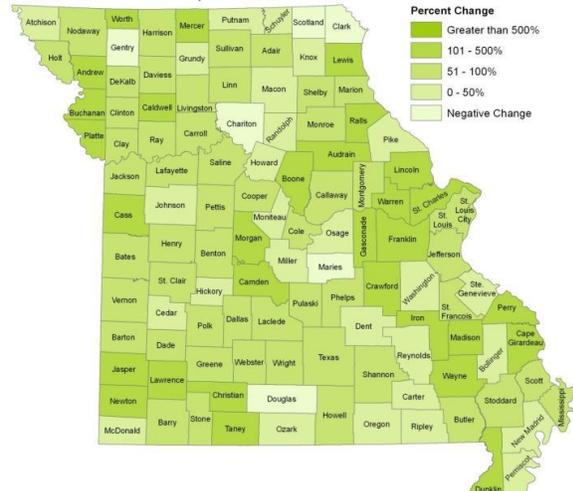
Missouri experienced population increases in the Black and Hispanic or Latino minority groups during the 2000's. The Northwest Region experienced similar increases. In 2010, the Black population is just over 7,700 in Northeast Region, and accounts for 3 percent of the region's population. By comparison, 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.

Black Population Growth Rate from 2000



Hispanic or Latino Population Growth Rate from 2000

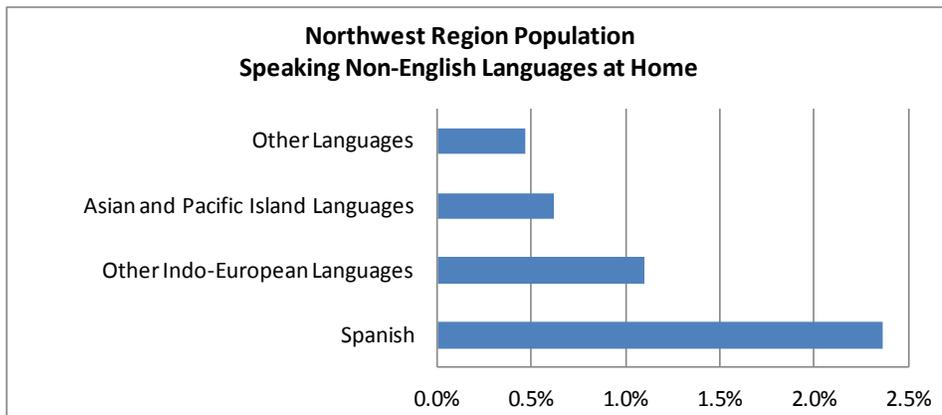


Limited English Proficiency

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.



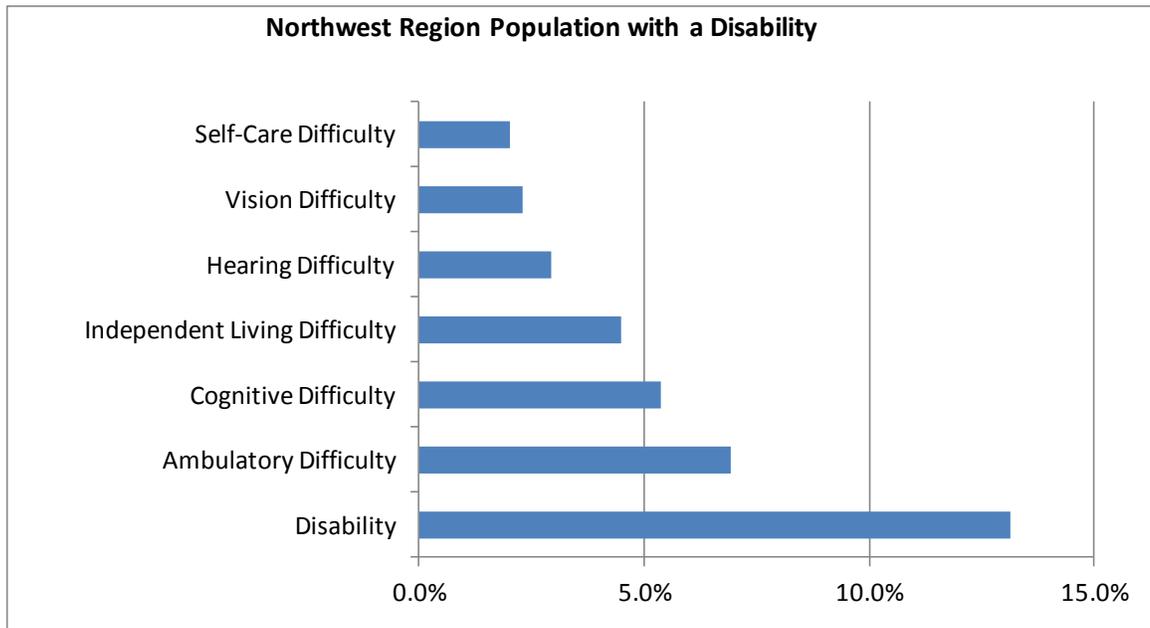
Source: U.S. Census Bureau, 2010-2014 American Community Survey 5-Year Estimates

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.

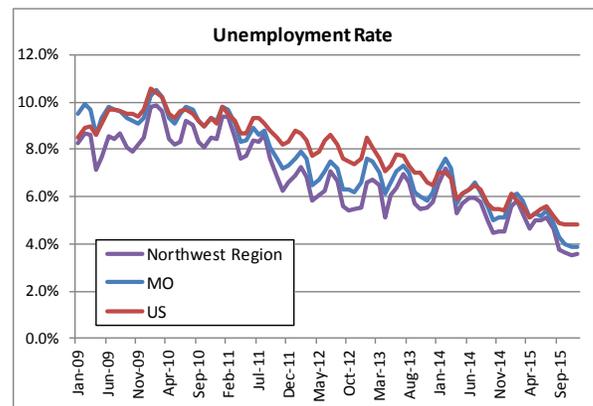


Source: U.S. Census Bureau, 2010-2014 American Community Survey 5-Year Estimates

Employment and Unemployment

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

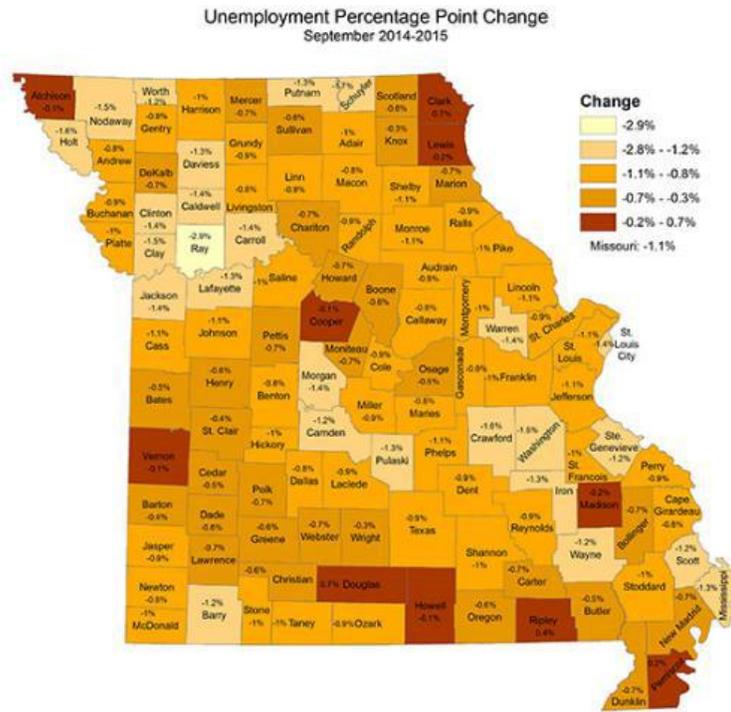
During the recession, the number of Missourians employed in the Northwest Region decreased, while the number of unemployed increased to a high of 9.85 percent. Over time, Northwest Region employers have become more confident in hiring workers, increasing total employment to 128,394 at the end of 2015. 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.



Source: U.S. Department of Labor, Bureau of Labor Statistics

Even with the low unemployment rate statewide, Missouri still has pockets where the unemployment rate is high. The brighter news is that unemployment has decreased in every county during the past year. However, in adjoining Sullivan and Linn counties in the Northwest Region the September 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.

COUNTY	Unemployment Rate Sept 2015	Change in Unemployment Rate Sept 2014-Sept 2015	COUNTY	Unemployment Rate Sept 2015	Change in Unemployment Rate Sept 2014-Sept 2015	COUNTY	Unemployment Rate Sept 2015	Change in Unemployment Rate Sept 2014-Sept 2015
ADAIR	4.4	-1.0	GRUNDY	3.8	-0.9	PERRY	3.8	-0.9
ANDREW	3.7	-0.8	HARRISON	4.3	-1.0	PETTIS	4.6	-0.7
ATCHISON	4.3	-0.1	HENRY	5.1	-0.6	PHELPS	4.4	-1.1
AUDRAIN	4.1	-0.9	HICKORY	6.2	-1.0	PIKE	4.0	-1.0
BARRY	4.4	-1.2	HOLT	2.8	-1.6	PLATTE	3.8	-1.0
BARTON	5.2	-0.4	HOWARD	4.1	-0.7	POLK	5.0	-0.7
BATES	5.6	-0.5	HOWELL	6.0	-0.1	PULASKI	5.4	-1.3
BENTON	5.9	-0.8	IRON	6.9	-1.3	PUTNAM	3.4	-1.3
BOLLINGER	5.0	-0.7	JACKSON	5.5	-1.4	RALLS	3.6	-0.9
BOONE	3.1	-0.6	JASPER	3.9	-0.9	RANDOLPH	5.1	-0.9
BUCHANAN	4.3	-0.9	JEFFERSON	4.3	-1.1	RAY	4.4	-2.9
BUTLER	5.6	-0.5	JOHNSON	4.6	-1.1	REYNOLDS	6.1	-0.9
CALDWELL	3.6	-1.4	KNOX	3.3	-0.3	RIPLEY	7.2	0.4
CALLAWAY	4.2	-0.8	LACLEDE	6.1	-0.9	ST. CHARLES	3.5	-0.9
CAMDEN	5.0	-1.2	LAFAYETTE	4.0	-1.3	ST. CLAIR	6.2	-0.4
CAPE GIRARDEAU	4.1	-0.8	LAWRENCE	4.3	-0.7	STE. GENEVIEVE	4.6	-1.2
CARROLL	5.1	-1.4	LEWIS	4.4	-0.2	ST. FRANCOIS	5.5	-1.0
CARTER	6.3	-0.7	LINCOLN	4.4	-1.1	ST. LOUIS COUNTY	4.3	-1.1
CASS	4.3	-1.1	LINN	6.5	-0.9	ST. LOUIS CITY	5.7	-1.4
CEDAR	4.9	-0.5	LIVINGSTON	3.9	-0.8	SALINE	4.0	-1.0
CHARITON	4.3	-0.7	MCDONALD	4.0	-1.0	SCHUYLER	4.4	-1.7
CHRISTIAN	3.8	-0.6	MACON	4.5	-0.8	SCOTLAND	3.8	-0.6
CLARK	6.6	0.7	MADISON	5.4	-0.2	SCOTT	4.9	-1.2
CLAY	4.0	-1.5	MARIES	4.7	-0.8	SHANNON	6.8	-1.0
CLINTON	3.9	-1.4	MARION	4.0	-0.7	SHELBY	4.2	-1.1
COLE	3.6	-0.9	MERCER	3.8	-0.7	STODDARD	5.6	-1.0
COOPER	5.2	-0.1	MILLER	4.8	-0.9	STONE	5.6	-1.0
CRAWFORD	5.0	-1.6	MISSISSIPPI	5.2	-1.3	SULLIVAN	5.4	-0.6
DADE	4.7	-0.6	MONITEAU	4.4	-0.7	TANEY	5.4	-1.0
DALLAS	5.6	-0.8	MONROE	4.5	-1.1	TEXAS	6.0	-0.9
DAVIES	4.0	-1.3	MONTGOMERY	4.5	-1.0	VERNON	4.9	-0.1
DEKALB	3.9	-0.7	MORGAN	5.6	-1.4	WARREN	4.2	-1.4
DENT	5.2	-0.9	NEW MADRID	5.8	-0.7	WASHINGTON	5.7	-1.5
DOUGLAS	7.8	0.7	NEWTON	4.0	-0.8	WAYNE	4.9	-1.2
DUNKLIN	6.9	-0.7	NODAWAY	3.8	-1.5	WEBSTER	4.6	-0.7
FRANKLIN	4.4	-1.0	OREGON	5.8	-0.6	WORTH	2.5	-1.2
GASCONADE	3.7	-0.8	OSAGE	3.5	-0.5	WRIGHT	5.9	-0.3
GENTRY	3.9	-0.8	OZARK	6.9	-0.9			
GREENE	3.9	-0.6	PEMISCOT	8.4	0.2			

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.

NAICS Sector	2009 Employment	2014 Employment	Change	Percent Change
Total Region Employment	93,671	92,623	-1,048	-1.1%
Educational Services	10,136	9,195	-941	-9.3%
Food Service and Drinking Places	6,724	7,022	298	4.4%
Hospitals	4,167	5,034	867	20.8%
Nursing and Residential Care Facilities	4,762	5,006	244	5.1%
Food Manufacturing	6,789	4,660	-2,129	-31.4%
Justice, Public Order, and Safety Activities	3,799	3,799	0	0%
Ambulatory Health Care Services	3,427	3,701	274	8%
Administrative and Support Services	3,034	3,657	623	20.5%
Petroleum and Coal Products Manufacturing	2,613	2,606	-7	-0.3%
Professional, Scientific, and Technical Services	2,116	2,449	333	15.7%

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).

NAICS Sector	2009 Wages	2014 Wages	Change	Percent Change
Overall Region Average Wage	\$30,420	\$35,160	\$4,740	15.6%
Heavy and Civil Engineering Construction	\$52,344	\$62,784	\$10,440	20%
Hospitals	\$44,952	\$54,456	\$9,504	21.1%
Professional, Scientific, and Technical Services	\$37,692	\$47,280	\$9,588	25.4%
Insurance Carriers and Related Activities	\$43,164	\$45,420	\$2,256	5.2%
Ambulatory Health Care Services	\$41,796	\$45,408	\$3,612	8.7%
Specialty Trade Contractors	\$34,236	\$42,804	\$8,568	25%
Merchant Wholesalers, Nondurable Goods	\$35,112	\$39,504	\$4,392	12.5%
Educational Services	\$35,784	\$37,236	\$1,452	4.1%
Truck Transportation	\$33,084	\$36,720	\$3,636	11%
Petroleum and Coal Products Manufacturing	\$31,968	\$35,968	\$3,900	12.2%

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.

NAICS Sector	2009 Location Quotient	2013 Location Quotient
Food Manufacturing	7.46	5.90
Chemical Manufacturing	2.51	3.34
Nursing and Residential Care Facilities	1.83	1.94
Building Material and Garden Equipment and Supplies Dealers	1.77	1.76
General Merchandise Stores	1.57	1.54
Hospitals	1.22	1.23
Merchant Wholesalers, Nondurable Goods	1.30	1.18
Social Assistance	0.95	1.15
Repair and Maintenance	1.22	1.11
Motor Vehicle and Parts Dealers	1.10	1.09

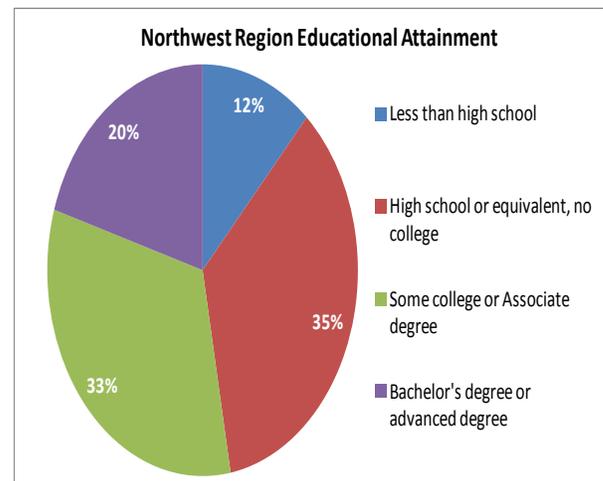
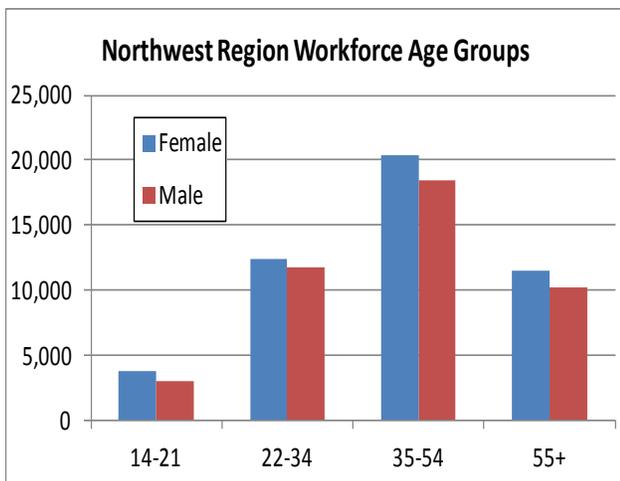
The industry demand is consistent with occupational job postings seen in the Top Ten Real-Time Labor Demand Occupations by Job Ads data found in Section IV.B.1. In this table, one of the highest numbers of job ads is for Registered Nurses. Other health care positions such as Speech-Language Pathologists and Medical and Health Services Managers are also in demand and would be employed in Hospitals and Nursing Homes. With a concentration of manufacturers, occupations such as Sales Representatives, Wholesale and Manufacturing; Customer Service; Maintenance; Laborers; and Truck Drivers are also heavily advertised.

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 hire³. 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

³ The skills gap in U.S. manufacturing 2015 and beyond. Deloitte Consulting and the Manufacturing Institute, 2015. Complete report at

www.themanufacturinginstitute.org

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 issues⁴. 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 results⁵. 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

Top Northwest Region Real-Time Labor Demand Skills

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

HEALTHCARE	
Top Specific Skills Needed	Rank
Treatment Planning	1
Patient Care	2
Therapy	3
Critical Care	4
Pathology	5

INFORMATION TECHNOLOGY	
Top Specific Skills Needed	Rank
Physical Demand	1
Technical Support	2
SQL	3
Repair	4
Mathematics	5

FINANCE	
Top Specific Skills Needed	Rank
Accounting	1
Marketing	2
Spreadsheets	3
Sales	4
Purchasing	5

ENGINEERING	
Top Specific Skills Needed	Rank
Repair	1
Packaging	2
Good Manufacturing Practices (GMP)	3
Process Improvement	4
Labeling	5

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

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

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/>

⁵ Missouri Labor Supply & Demand Analysis. Missouri Economic Research and Information Center, February 2015. Available at: https://www.missourieconomy.org/pdfs/statewide_labor_supply_n_demand_analysis.pdf

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 [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,

to address the education and skill needs of the workforce. Include education and training activities of the core programs and mandatory and optional One-Stop Delivery System partners.⁶

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

⁶ Mandatory One-Stop partners: Each LWDA must have one comprehensive One-Stop Center that provides access to physical services of the core programs and other required partners. In addition to the core programs, for individuals with multiple needs to access the services, the following partner programs are required to provide access through the One-Stops: Career and Technical Education (Perkins Act), Community Services Block Grant, Indian and Native American programs, HUD Employment and Training programs, Job Corps, Local Veterans' Employment Representatives and Disabled Veterans' Outreach Program, National Farmworker Jobs Program, Senior Community Service Employment Program, Trade Adjustment Assistance programs, Unemployment Insurance, Re-entry Programs, and Youth Build.

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.

Major employers in this region include: Altec Industries Inc., American Family Insurance, Cameron Mutual Insurance, Exide Corporation, Heartland Health Systems, Hedrick Medical Center, Hy-Vee, Johnson Controls, Kawasaki Motor Manufacturing, Landmark Manufacturing, Modine, Premium Standard Farms and Foods, St. Joseph School District, Trenton Home Foods, Wal-Mart, Walsworth Publishing, and Missouri Correctional Centers in Maryville, St. Joseph, Cameron, and Chillicothe.

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

INSTITUTION	COUNTY
NORTHWEST MISSOURI STATE UNIVERSITY	NODAWAY COUNTY
MISSOURI WESTERN STATE UNIVERSITY	BUCHANAN COUNTY
NORTH CENTRAL MISSOURI COLLEGE	GRUNDY COUNTY
VATTEROTT COLLEGE	BUCHANAN COUNTY
HILLYARD TECHNICAL CENTER	BUCHANAN COUNTY
GRAND RIVER TECHNICAL CENTER	LIVINGSTON COUNTY
LINN COUNTY TECHNICAL CENTER	LINN COUNTY
NORTH CENTRAL TECHNICAL CENTER	HARRISON COUNTY
NORTHWEST TECHNICAL CENTER	NODAWAY COUNTY

Northwest Region Area Population 2015*

Andrew County	17,296
Atchison County	5,306
Buchanan County	89,100
Caldwell County	9,014
Clinton County	20,609
Daviess County	8,253
DeKalb County	12,687
Gentry County	6,692
Grundy County	10,097
Harrison County	8,615
Holt County	4,484
Linn County	12,308
Livingston County	15,028
Mercer County	3,694
Nodaway County	22,810
Putnam County	4,858
Sullivan County	6,353
Worth County	2,057
Northwest Region	260,224

*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.

Location		Race							Ethnicity		
		LEHD, First Quarter 2014							LEHD, First Quarter 2014		
Counties	Workforce Investment Area	American Indian or Alaska Native Alone	Asian Alone	Black or African American Alone	Native Hawaiian or Other Pacific Islander Alone	Two or More Race Groups	White Alone	Total	Hispanic or Latino	Not Hispanic or Latino	Total
Andrew, MO	Northwest	7	12	29	0	13	2,236	2,297	48	2,251	2,299
Atchison, MO	Northwest	9	10	10	0	8	1,583	1,620	22	1,599	1,621
Buchanan, MO	Northwest	285	614	2,537	66	561	41,378	45,441	2,235	43,205	45,440
Caldwell, MO	Northwest	6	4	19	0	9	1,510	1,548	22	1,527	1,549
Clinton, MO	Northwest	17	36	93	5	28	3,588	3,767	111	3,656	3,767
Daviess, MO	Northwest	6	5	14	0	12	1,456	1,493	36	1,457	1,493
DeKalb, MO	Northwest	17	24	85	0	28	3,327	3,481	58	3,425	3,483
Gentry, MO	Northwest	7	10	17	0	12	2,249	2,295	27	2,269	2,296
Grundy, MO	Northwest	17	23	48	0	26	3,132	3,246	82	3,164	3,246
Harrison, MO	Northwest	14	14	27	0	22	2,247	2,324	39	2,286	2,325
Holt, MO	Northwest	13	4	10	0	13	1,224	1,264	15	1,249	1,264
Linn, MO	Northwest	15	15	44	0	19	3,735	3,828	54	3,776	3,830
Livingston, MO	Northwest	30	45	214	4	64	6,325	6,682	119	6,562	6,681
Mercer, MO	Northwest	3	0	7	0	5	650	665	6	660	666
Nodaway, MO	Northwest	32	69	195	7	61	6,700	7,064	109	6,955	7,064
Putnam, MO	Northwest	4	5	6	0	4	942	961	10	951	961
Sullivan, MO	Northwest	4	6	9	0	6	1,124	1,149	56	1,094	1,150
Worth, MO	Northwest	0	0	6	0	0	455	461	6	460	466

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 disabilities, 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.

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

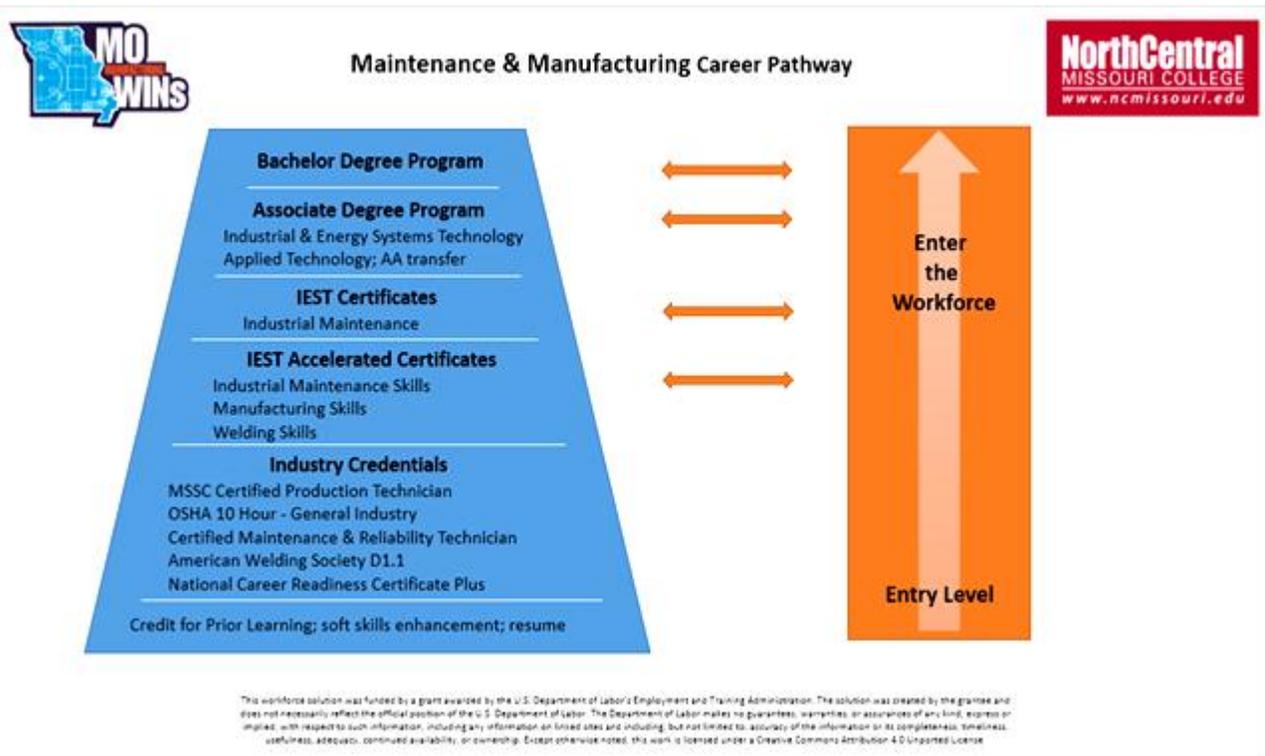
Describe the Board's goals and strategies for operation, innovation, and improvement under WIOA (20 CFR §679.560).

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*
- 8. Support Services.*

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. 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)(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: has been employed and was fired/terminated
Documentation: Work history reported on jobs.mo.gov accompanied by an applicant statement;
- No employment history: has never been employed
Documentation: Work history reported on jobs.mo.gov and accompanied with an applicant statement or UI wage data;
- Substance Abuse: current or previous drug abuse
Documentation: Documentation from one of the following sources: school, hospital, treatment facility, or legal;
- Lacks occupational goals/skills: poor work history, plus lack of industry recognized credentials beyond high school diploma or equivalent
Documentation: jobs.mo.gov profile (work history & education) supported by an applicant statement;
- 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. 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), and has one 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.
- 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 DISABILITIES—Describe how the Board will ensure that the full array of One-Stop services is available and fully accessible to all individuals with disabilities. In particular, identify those resources that are available in the Board’s Products & Services Box to assist in the provision of these services.

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 sign 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.

Trade 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 than 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 LWDA. See DWD Issuance 12-2015 https://jobs.mo.gov/sites/jobs/files/dwdissuance12-2015_12232015.pdf. (See Infrastructure Cost Sharing note in section 3 on page 9.)

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 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. I. 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 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.nwwib.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.

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.nwwib.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. 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. (Exceptions to this ceiling would require approval by the Workforce Development Board Staff.) 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.

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);
- 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;

- 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 ensure WIOA is paying for required courses. Each term a class schedule must be provided to the WIOA staff;
- WIOA will not pay for repeated courses;
- Online training programs will be approved by the WDB on a case by case basis. Team member must submit “*Online Training Program Request Form*”;
- 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:
 - 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
 - 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; or
 - Other test approved by WDB staff.
- 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 or requires assistance in addition to the Pell grant (“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). Interested parties to such decisions have a right to appeal if they feel they can demonstrate that all facts were not fairly considered. Appeals of such decisions shall be in writing to the Executive Committee of the WDB within 30 days of notification of such decision. The final determination shall be made by the full Workforce Development Board. On-the-job, customized, and employer-based training will be accomplished through standard contracts and agreements, and will therefore be excluded from ITA funds. Employers engaged in customized training agreements must commit to hiring/retaining successful trainees.

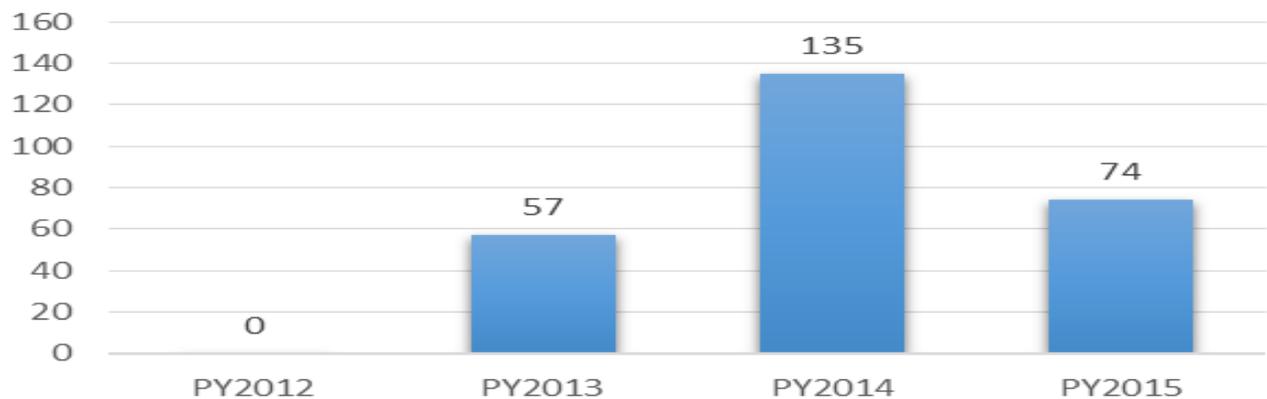
Provide a description of how Unemployment Insurance claimants will be provided reemployment services, including how Worker Profiling and Re-employment Services (WPRS) will be delivered on a weekly basis between the DWD and partner staff.

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.

NW Total OJT Placements Local and DWG Funded



MO-40 National Emergency Grant goals and actual performance to date are depicted below.

Northwest	OJT Goal	OJT Actual	WRM Goal	WRM Actual	Total Goal	Total Actual
9/30/2014	0	2	0	1	0	3
12/31/2014	1	13	1	4	2	17
3/31/2015	3	19	3	4	6	23
6/30/2015	7	28	6	8	13	36
9/30/2015	10	40	9	17	19	57
12/31/2015	14	47	12	21	26	68
3/31/2016	17	54	15	21	32	75
6/30/2016	20		17		37	
9/30/2016	22		19		41	

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 1 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*TM 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 Committee 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;

Youth Program Element	NW Region Resources
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	<ul style="list-style-type: none"> • POST-SECONDARY INSTITUTIONS (TRIO, ARC, UPWARD BOUND) • AREA HIGH SCHOOLS • LIBRARIES • LOCAL ALTERNATIVE SCHOOLS • AEL CLASSROOMS

	<ul style="list-style-type: none"> • AREA COOPERATION FOR EDUCATIONAL SUPPORT (ACES) • ST. JOSEPH YOUTH ALLIANCE LITERACY NUMERACY CLASS • ON-LINE RESOURCES • VOLUNTEERS • VOC REHAB • PAID CONTRACT TUTORS
<p>Alternative secondary school services, or dropout recovery services</p>	<ul style="list-style-type: none"> • AEL CLASSES • WEBSTER LEARNING CENTER • MISSOURI OPTIONS • JOB CORPS • AREA HIGH SCHOOLS
<p>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</p>	<ul style="list-style-type: none"> • 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

	<ul style="list-style-type: none"> • COMMUNITY PROJECTS • MISSOURI WORK ASSISTANCE PROGRAM
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	<ul style="list-style-type: none"> • WIOA ETPS - FUNDED BY WIOA ADULT, YOUTH, OR DISLOCATED WORKER PROGRAMS • VOC REHAB • JOB CORPS • AMERICORP
Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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
Supportive services	<ul style="list-style-type: none"> • WIOA PROGRAM PROVIDERS • ST. JOSEPH SCHOOL DISTRICT (MCKINNEY

	<p>VENTO HOMELESS PROGRAM)</p> <ul style="list-style-type: none"> • SALVATION ARMY • COMMUNITY ACTION AGENCIES • AFL-CIO COMMUNITY SERVICES/CLOSET • FAITH-BASED ORGANIZATIONS • PARTNER RESOURCE INVENTORY DIRECTORY
Adult mentoring for the period of participation and subsequent period, for a total of not less than 12 months after the completion of participation	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • WIOA YOUTH STAFF
Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral	<ul style="list-style-type: none"> • YOUTH PROGRAM STAFF • TRAUMA EDUCATION • OBSTACLES EDUCATION • FAMILY GUIDANCE CENTER • PREFERRED FAMILY • THE CENTER • ADDICTION AWARENESS
Financial literacy education	<ul style="list-style-type: none"> • ONE STOP CAREER CENTER WORKSHOPS • YOUTH ALLIANCE LIFE SKILLS & JOB READINESS CLASSES • AEL CLASS • FINANCIAL INSTITUTIONS

	<ul style="list-style-type: none"> • MONEY SMART FINANCIAL LITERACY • MEALS WITH CLASS/STEP UP TO LEADERSHIP - COMMUNITY SERVICES INC. • TAKE CONTROL OF YOUR FINANCES - UNIVERSITY OF MISSOURI EXTENSION
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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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.

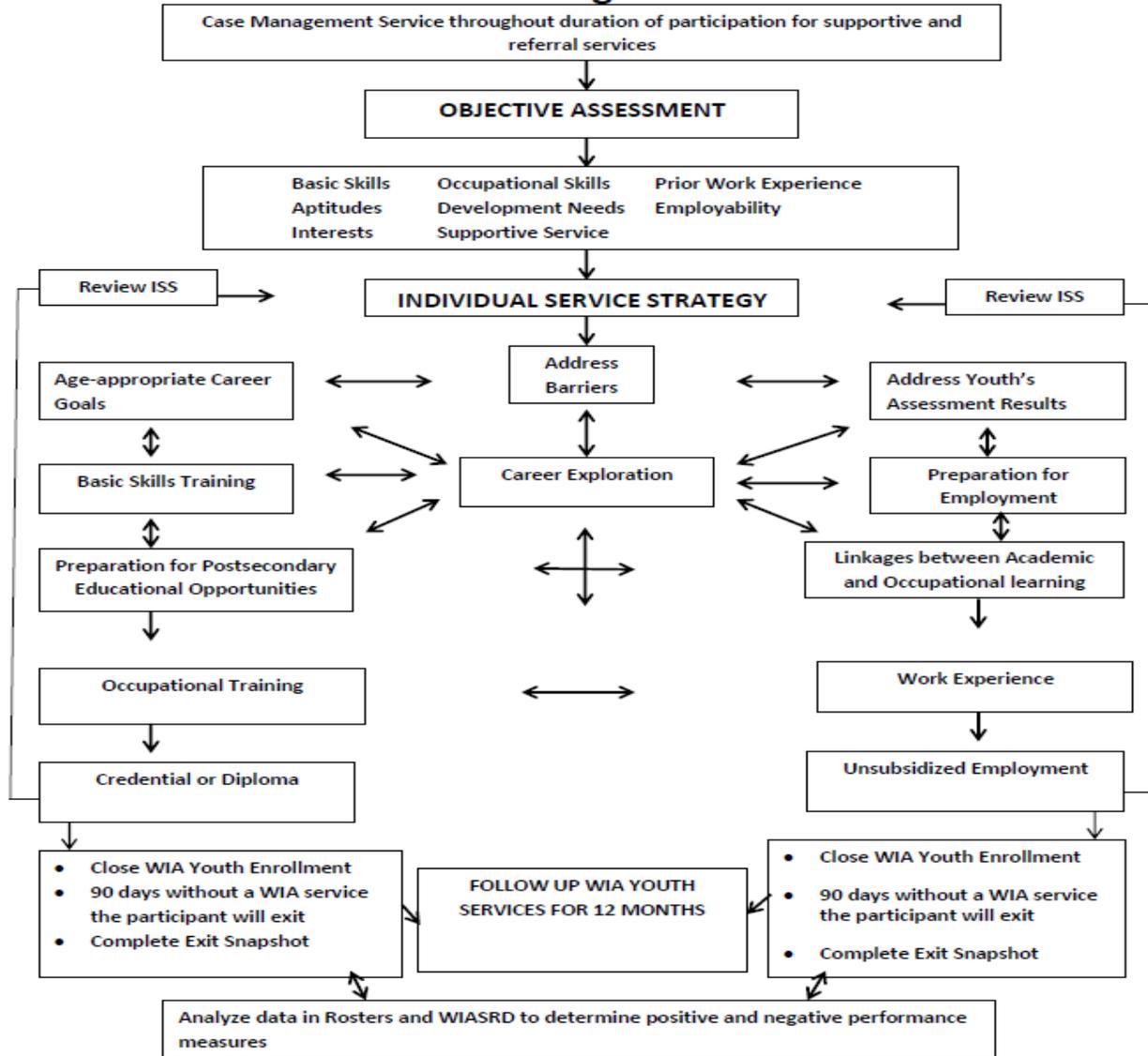
How year-round services are provided to Youth 14–24 years of age that are still in high school or out of school

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.

WIOA Youth Program Flowchart



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 aides 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

ACTIVITY	OUTPUT	RESULT
PROCESS FRAMEWORK/FACTOR 1) Review and discuss “Northwest Data Package” from Scott Sheely on behalf of Maher & Maher	Summary of key data and cluster targeting; 3- 5 regional target industry clusters validated	Discussion included top 5 industry clusters in the NW region: Health care; agriculture production; food processing; metals and metal fabricating (manufacturing); and biotechnology
SWOT analysis (strengths, weaknesses, opportunities and threats)	Regional strengths, weaknesses, opportunities and threats identified	SWOT analysis completed (see below)
Determine priorities for action: industry cluster focus and key strategic priorities based on SWOT analysis	Industry cluster focus identified (primary and back-up industries); begin major strategic priorities list	Manufacturing industry will be the primary focus; construction trades will be the back-up industry cluster

ACTIVITY	OUTPUT	RESULT
<p>Develop initial plan framework for target cluster strategies; establish priority goals, strategies, and potential action steps to support targeted regional industry cluster</p>	<p>Public sector players named; industry sector partnerships to be formed; process for engaging businesses discussed; convening party identified</p>	<p>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.</p> <p>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.</p> <p>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</p>
<h3>NEXT STEPS</h3>		
<p>PROCESS FRAMEWORK/FACTOR 2)</p>	<p>Form sector partnerships (convene, partner, and articulate vision)</p>	<p>Establish ‘subject matter expert’ approach to employer engagement (what would the above groups suggest [1-on-1 and/or group conversations?])</p> <p>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.</p> <p>A Northwest Missouri Manufacturing Sector Charter will be developed by the industry leaders and public sector partners to establish the regional players,</p>

ACTIVITY	OUTPUT	RESULT
		processes and vision.
PROCESS FRAMEWORK/FACTOR 3)	Assess employer-defined talent needs	
PROCESS FRAMEWORK/FACTOR 4)	Develop strategies and align resources	
PROCESS FRAMEWORK/FACTOR 5)	Operationalize in job seeker/student and business service delivery	
PROCESS FRAMEWORK/FACTOR 6)	Assess, adjust, improve, and sustain	

Sector Strategies SWOT Analysis

REGIONAL STRENGTHS

- ✓ Diversity of employers
- ✓ Strong work ethic
- ✓ Relative low unemployment
- ✓ Agriculture and manufacturing clusters are strong
- ✓ Excellent worker productivity
- ✓ Hwy 36 corridor, I29, I35, US65
- ✓ 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

Northwest	OJT Goal	OJT Actual	WRM Goal	WRM Actual	Total Goal	Total Actual
9/30/2014	0	2	0	1	0	3
12/31/2014	1	13	1	4	2	17
3/31/2015	3	19	3	4	6	23
6/30/2015	7	28	6	8	13	36
9/30/2015	10	40	9	17	19	57
12/31/2015	14	47	12	21	26	68
3/31/2016	17	54	15	21	32	75
6/30/2016	20		17		37	
9/30/2016	22		19		41	

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 1 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	Negotiated Performance Rate
WIOA ADULT	
<i>Adult Entered Employment Rate</i>	65%
<i>Adult Employment Retention</i>	85%
<i>Adult Average Earnings</i>	\$11,750
WIOA DISLOCATED WORKER	
<i>Dislocated Worker Entered Employment Rate</i>	70%
<i>Dislocated Worker Employment Retention</i>	90%
<i>Dislocated Worker Average Earnings</i>	\$12,800
WIOA YOUTH	
<i>Youth Placement</i>	63%
<i>Youth Attainment</i>	47%
<i>Youth Literacy/Numeracy</i>	35%
WAGNER-PEYSER	
<i>Wagner-Peyser Entered Employment Rate</i>	68%
<i>Wagner-Peyser Employment Retention</i>	85%
<i>Wagner-Peyser Average Earnings</i>	\$10,240

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**.

Northwest Region Missouri Job Centers

St. Joseph Missouri Job Center (*Comprehensive One-Stop Center*)

Center hours are: Monday-Thursday 8:30-4:30p.m.; Friday 9-4:30 p.m.

301 South 7th Street

St. Joseph MO 64503

800-554-5807 816-387-9675 816-387-8799 Fax

Janice Spearman, Functional Leader (janice@mo-kan.org)

David Scholz, DWD Supervisor (david.scholz@ded.mo.gov)

One-Stop Partners located at the St. Joseph Job Center:

Division of Employment Security: One (1) Auditor is stationed in the center. They audit employer records and reconcile when necessary. They also assist the public with questions when applicable.

DWD Workforce Coordinator: Available to meet with business and industry in Buchanan County. The Workforce Coordinator also provides business service training to Job Center staff.

Experience Works: Experience Works assists older, low-income Americans in training for jobs. Experience Works places seniors in employment so they may earn a wage as they serve the community, gain skills, and find a new level of self-worth.

AEL: The AEL Program teaches, tutors classes, and conducts one-on-one tutoring with students as necessary. The teachers are from the St Joseph School District. They have incorporated computer classes into their curriculum and students receive certificates of completion when they successfully complete the course.

Missouri Extension: Missouri Extension provides an instructor for Job Center Computer classes and workshops. The workshops are: Excel for Beginners, Basic Computer course, Advanced Excel, and Word for Beginners.

Mo-Kan Regional Council staff: Mo-Kan is the WIOA Title I Adult and Dislocated Worker subcontractor. They provide five (5) staff and one (1) Functional Leader who work on NGCC teams to provide services for WIOA programs (Adult and Dislocated Worker), Missouri Employment and Training Program (METP), Worker Profilers, EUCs, and also are instructors for workshops offered at the Job Center.

Veteran Representatives: A DVOP Representative assists Veterans with significant barriers to employment (SBEs) to get them job ready and conduct outreach to find the Veterans with SBEs. Once the DVOP has the Veteran job ready, they hand them off to the LVER; the LVER will assist in finding them employment.

Vocational Rehabilitation: One (1) Vocational Rehabilitation staff is at the center every Wednesday (additionally as needed) to meet with customers from Job Center referrals. The Vocational Rehabilitation staff counsel and assist with funding for training if applicable to Dislocated Workers, Veterans, and Adult clients.

Wagner-Peyser/DWD/Trade Act: Six (6) DWD employees (as of 4/2016) work in all areas of the Job Center. REA (Reemployment Eligibility Assessments), Missouri Employment and Training Program (METP), Trade Act and RJS services are provided by these staff.

Youth Alliance: St. Joseph Youth Alliance is the WIOA Title I Youth services provider; they meet with youth in the Job Center and at their office in St. Joseph.

Maryville Missouri Job Center (Affiliate One-Stop Center)

Center hours are: Monday-Thursday 8:30-4:30p.m.; Friday 9-4:30 p.m.

114 W. 3rd

Maryville MO 64468

800-711-5408

660-582-8980

660-582-8975 Fax

Kim Mildward, Functional Leader (kim@nwmorcog.org)

One-Stop Partners available at the Maryville Job Center on an itinerant basis by appointment:

DWD Workforce Coordinator: Available to meet with business and industry throughout the 18-county Northwest WDB region. The Workforce Coordinator also provides business service training to Job Center staff.

Experience Works: Experience Works assists older, low-income Americans in training for jobs. Experience Works places seniors in employment so they may earn a wage as they serve the community, gain skills, and find a new level of self-worth.

Northwest Missouri Regional Council of Governments (RCOG): RCOG is the WIOA Title I Adult and Dislocated Worker subcontractor and the WIOA Title I Youth subcontractor. They are located full time at the center and provide one (1) staff and a half-time Functional Leader who work on NGCC teams to provide services for WIOA programs, Missouri Employment and Training Program (METP), Worker Profilers, RJS, REAS and are also instructors for workshops offered at the Job Center. RCOG staff also provide WorkKeys© assessments for the National Career Readiness Certificate.

Veteran Representatives: A DVOP Representative assists Veterans (as needed) with significant barriers to employment (SBEs) to get them job ready and conduct outreach to find the Veterans with SBEs. Once the DVOP has the Veteran job ready, they hand them off to the LVER; the LVER will assist in finding them employment.

Vocational Rehabilitation: Vocational Rehabilitation representatives are available at the Job Center as needed to meet with customers from Job Center referrals. The Vocational Rehabilitation staff counsel and assist with funding for training if applicable to Dislocated Workers, Veterans, and Adult clients.

Wagner-Peyser/DWD/Trade Act: Reemployment Eligibility Assistance (REA), Missouri Employment and Training Program (METP), Trade Act and RJS services are available by appointment.

Trenton Missouri Job Center (Affiliate One-Stop Center)

Center hours are: Monday - Friday 8:30-11:30, 12:30-4:30

1104 Main Street

Trenton MO 64683

660-359-5636

660-359-3096 Fax

Becky McAtee, Functional Leader (chillicothecareercenter@gmail.com)

One-Stop Partners available at the Trenton Job Center on an itinerant basis by appointment:

DWD Workforce Coordinator: Available to meet with business and industry throughout the 18-county Northwest WDB region. The Workforce Coordinator also provides business service training to Job Center staff.

Experience Works: Experience Works assists older, low-income Americans in training for jobs. Experience Works places seniors in employment so they may earn a wage as they serve the community, gain skills, and find a new level of self-worth.

Green Hills Regional Planning Commission (RPC): RPC is the WIOA Title I Youth services provider; a staff member is available at the Center one (1) day per week (or by appointment) to meet with youth.

Green Hills Regional Planning Commission (RPC): RPC is the WIOA Title I Adult and Dislocated Worker and Youth Program subcontractor. They provide two (2) full-time staff and a half-time Functional Leader located at the center who work on NGCC teams to provide services for WIOA programs, Missouri Employment and Training Program (METP), RJS, and are also instructors for workshops offered at the Job Center. RPC staff also provides WorkKeys© assessments for the National Career Readiness Certificate.

Veteran Representatives: A DVOP Representative is available (as needed) to assist Veterans with significant barriers to employment (SBEs) to get them job ready and conduct outreach to find the Veterans with SBEs. Once the DVOP has the Veteran job ready, they hand them off to the LVER; the LVER will assist in finding them employment.

Vocational Rehabilitation: Vocational Rehabilitation representatives are available at the Job Center as needed to meet with customers from Job Center referrals. The Vocational Rehabilitation staff counsel and assist with funding for training if applicable to Dislocated Workers, Veterans, and Adult clients.

Wagner-Peyser/DWD/Trade Act: Reemployment Eligibility Assistance (REA), Missouri Employment and Training Program (METP), Trade Act and RJS services are available by appointment.

Chillicothe Missouri Job Center (*Comprehensive One-Stop Center*)

Center hours are: Monday-Thursday 8:30-4:30p.m.; Friday 9-4:30 p.m.

601 Mohawk Road

Chillicothe, MO 64601

660-646-0671

660-646-5803 Fax

Becky McAtee, Functional Leader (chillicothecareercenter@gmail.com)

Connie Epperson, DWD Supervisor (connie.epperson@ded.mo.gov)

One-Stop Partners located or available at the Chillicothe Job Center on an itinerant basis by appointment:

DWD Workforce Coordinator: Available to meet with business and industry throughout the 18-county Northwest WDB region. The Workforce Coordinator also provides business service training to Job Center staff.

Experience Works: Experience Works assists older, low-income Americans in training for jobs. Experience Works places seniors in employment so they may earn a wage as they serve the community, gain skills, and find a new level of self-worth.

Community Action Partnership of North Central Missouri (CAPNCM): MWA (Missouri Works Assistance) assists TANF (Temporary Assistance for Needy Families) customers at the Center every Friday.

Green Hills Regional Planning Commission (RPC): RPC is the WIOA Title I Adult and Dislocated Worker subcontractor. They provide one (1) full-time staff and a half-time Functional Leader located at the center who serve on NGCC teams to provide services for WIOA programs, Missouri Employment and Training Program (METP), and are also instructors for workshops offered at the Job Center. RPC staff also provides WorkKeys© assessments for the National Career Readiness Certificate.

Green Hills Regional Planning Commission (RPC): RPC is also the WIOA Title I Youth services provider; a staff member is available at the Center one (1) day per week (or by appointment) to meet with youth.

Veteran Representatives: A DVOP Representative assists Veterans with significant barriers to employment (SBEs) to get them job ready and conduct outreach to find the Veterans with SBEs. Once the DVOP has the Veteran job ready, they hand them off to the LVER and the LVER will assist in finding them employment.

A half-time Veterans Representative is located at the Job Center as needed to work exclusively with Veterans by providing job search assistance, career counseling, job matching, on-the-job training, and workshops for veterans.

Vocational Rehabilitation: Vocational Rehabilitation representatives are available at the Job Center as needed to meet with customers from Job Center referrals. The Vocational Rehabilitation staff counsel and assist with funding for training if applicable to Dislocated Workers, Veterans, and Adult clients.

Wagner-Peyser/DWD/Trade Act: Two (2) program staff members are located full time at the center. Reemployment Eligibility Assistance (REA), Missouri Employment and Training Program (METP), RJS and REA services are provided by these staff.

Northwest Workforce Development Board

PROGRAM POLICIES/PROCEDURES

Issuance No: P2
Issuance Date: July 8, 2004; Revised 4/4/07, 3/29/11, 6/5/12, 6/11/13,
6/10/14, 5/7/15, 12/2/15
Subject: Supportive Services Policy

Northwest Region Supportive Service Policy For WIOA Adult / Dislocated Worker and Youth Programs

Effective – January 1, 2016

(In compliance with DWD Issuance 12-2010)

The definition of supportive services is generally any type of payment that is necessary to enable a participant to engage in an authorized activity under Workforce Innovation and Opportunity Act (WIOA). In all cases, an Individual Employment Plan for WIOA Adult, Dislocated Worker and Youth programs must contain the need for, and extent of, supportive services, as well as service note documentation of the linkage of payment for the supportive services to an authorized activity. **WIOA funded supportive services should only be provided when the services are not available from other community resources including faith-based organizations. The NW Partner Resource Inventory Directory can be located on the NW WDB website at: <http://www.nwwib.org/Partner%20Resource%20Inventory%20Directory.htm>.** WIOA is considered funding of last resort, and only under the guidelines and limits that follow:

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.

Supportive services are not entitlements and all supportive services requests must be supported by demonstration of financial need. Participants who are eligible or have been eligible for TANF or SNAP in the past six (6) months are automatically considered financially in-need of WIOA Supportive Services. Documentation of TANF or SNAP eligibility must be maintained in the participant's file, noted in the *Toolbox 2.0* financial needs assessment tab, and updated semi-annually. If the participant is not eligible for TANF or SNAP financial need will be demonstrated by completing the Assessment section, "Financial Needs" tab in *Toolbox 2.0* and determining the participant's household expense to income ratio (*attachment 1*). The "Financial Needs" tab must be completed annually if supportive services are obligated based on

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the expense to income ratio. In cases where the participant shows little or no income an applicant statement explaining their means of support must be completed. In cases where expenses seem inflated staff may request documentation of the expenses.

All supportive services must link back to employment or education goals identified in the "Employment Plan"; youth must also include those goals on the "Individual Services Strategies Goal Planning Worksheet". Supportive service payments must be submitted on the Participant Voucher. In all cases, staff must review "service notes" prior to making any supportive service payments to avoid duplicate payments.

All documentation must support the service dates being paid for. All appropriate supportive documentation and vouchers (including appropriate signatures) must be provided in the customer's file. For WIOA Adult and Dislocated Workers, *Toolbox 2.0* "4003 Supportive Services" must be opened on the date the cost was incurred. For WIOA Youth, *Toolbox 2.0* "607 Supportive Services" must be opened on the date the cost was incurred. Costs incurred prior to program enrollment are not allowable. At the time "4003" or "607" services are opened in *Toolbox 2.0*, a service note must be entered stating what has been obligated to the participant including type of service, justification of participant's need for the service, lack of other community resources including faith-based organizations, total amount offered, date(s) or date range, and if it is a one-time payment or a reoccurring obligation. Once the expense is incurred, a detailed service note must indicate type of supportive service, dates and amount paid.

Supportive Services may be paid for participants enrolled in WIOA follow-up services. Supportive Service payments for participants in follow-up must be submitted to WDB staff for approval, the maximum amount paid in Supportive Services to follow-up participants is \$250.00.

Supportive services will not exceed \$2,000 per person per program year. If an individual is enrolled in more than one WIOA program, the maximum of \$2,000 total supportive service payment per person per program year may not be exceeded.

Supportive Services may include the following:

- Child Care;
- Transportation; and/or
- "Other" - reasonable expenses required to keep an eligible WIOA participant in an activity.

Child Care

Childcare will be paid based on contracted days and will be supported by a class schedule or timesheet and daycare provider contract or attendance sheet. Each participant must apply for

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state childcare assistance prior to receiving WIOA childcare supportive services. Childcare costs will be paid directly to the participant and the participant is responsible for paying their childcare provider. Childcare may be paid during school breaks to ensure continued availability only if it is documented in the childcare provider's policy.

Maximum childcare rates will be as follows and based on funding availability:

\$10 per day for one child, maximum

\$15 total for two or more children, maximum

Transportation

Mileage Reimbursement will be paid based on scheduled days and will be supported by a training schedule or attendance log. It will be calculated based on the round trip mileage from the participant's home directly to the training facility and back; a minimum of 20 miles round trip. Verification documents must be obtained prior to payment. Mileage can be calculated using *MapQuest* or *Yahoo Maps* and the lesser will be used for calculations of mileage. WIOA funds will be funds of last resort.

Round trip mileage reimbursement rate is \$0.32 per mile up to 50 miles.

Travel over 50 miles round-trip will receive \$16.00 per day.

Emergency Travel may be provided if it is determined that there is an immediate need and the participant must have assistance before they can travel to work, training, or an approved workshop or activity, a voucher system can be used to assist the participant. The subcontractor will set up an account with a local vendor and a voucher system will be used to charge gas for the participant. The vendor will bill the subcontractor; the sub-contractor will bill the appropriate WIOA program.

The participant must complete a voucher for the dates that will be traveled and sign the "ticket" when they receive the gas for travel. The amount of emergency travel will not exceed the regular transportation rate of \$.32 per round-trip mile up to 50 miles or \$16.00 per day for over 50 miles round trip.

Bus Passes will be provided based on scheduled days and will be supported by a class schedule, work schedule or attendance log. Passes may be obligated for the duration of the training, not to exceed a semester. Passes may be distributed no more than 30 days at a time. Daily bus passes may be issued for job search; a job search log will be needed to support the voucher.

Vehicle repairs costs may be provided but must be directly linked to an allowable activity. Required documentation includes: 1) copy of title or registration showing that the client or their spouse, parent/guardian legally owns the vehicle; 2) proof of car insurance. Only one vehicle repair will be allowed per program year, no cosmetic repairs will be paid from WIOA funding.

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The participant cannot receive mileage reimbursement and vehicle repairs during the same week. If vehicle repairs are paid, no transportation will be paid concurrently.

Other Supportive Services

All other supportive services must be necessary to enable an individual to participate in services authorized under and consistent with Title I of WIOA. The support must be necessary for the participant to continue their education, obtain employment or retain employment. Any additional supportive services not listed in this policy must have prior approval by WDB staff.

To qualify for background check/finger printing, it must be directly work or education related in order for the participant to obtain employment or for admission in post-secondary education; documentation must include a statement from the employer or educational institution indicating the requirement.

To qualify for application or exam fees, the post-secondary educational facility must require a fee for the application or exam; documentation must be provided from the educational institution stating exam or application fee is required.

To qualify for medical testing fee, the post-secondary educational facility must require the medical testing; documentation must be provided from the education institute stating the testing is required.

To qualify for clothing assistance, the clothing items must be directly related to their occupational goal. Clothing that is allowed to be purchased includes uniforms and footwear **required** as a condition of training, employment or job interview clothing. No undergarments, makeup, hair accessories, or personal hygiene items are allowed. Clothing is limited to \$150 per program year. The participant must submit proof from the training site the items are required.

To qualify for tools or equipment, the participant must submit proof that the employer or training provider requires the participant to have specific tools or equipment to perform job duties or complete training.

To qualify for rent assistance or house payment, the participant must indicate a need and sign an applicant statement requesting the assistance. Rent assistance or house payment is limited to one time per household, per program year. Deposits are not allowable since the amount may be reimbursed to a participant at a later date. Payment of late fees or interest charges are not allowable. Required documentation for payment includes: copy of a signed lease with participant's signature or proof from the lending institution documenting monthly amount due and participant's name.

If the lease or house loan payment is not in the participant's name, an applicant statement must be made explaining the relationship between the participant and the person named in the lease or loan and will be approved by WDB staff on a case by case basis.

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To qualify for gas or electric utilities assistance, the participant must indicate a need and sign an applicant statement requesting the assistance. Gas or electric utilities assistance is limited to one time per program year. Deposits or start-up costs are not acceptable. Required documentation includes: shut off notice and a service note documenting that the participant attempted to receive this assistance elsewhere, but was determined ineligible (by local Community Action Agency or FSD energy assistance program).

To qualify for car insurance assistance, documentation of linkage to authorized activity must be in service note; the participant must complete an applicant statement and indicate a need. Car insurance assistance is limited to one time per program year and only for start-up cost and one month premium. No pre-payment of premiums are allowable. Required documentation includes: copy of title or registration showing that client or their parent/guardian legally owns the vehicle and invoice from insurance provider.

Payments of luxury items are not allowed. These items include: telephone services, internet, cable service or air conditioning for home or vehicle.

Needs-Related Payments

Needs-related payments can be provided to Adults and Dislocated Workers to enable them to participate in training; and may also be provided to a customer who will begin a training program within thirty (30) calendar days. The law does not include needs-related payments in the list of Supportive Services that an eligible Youth can receive. An Older Youth (eighteen (18) years or older) who is enrolled in training and has been determined to be in need of a needs-related payment(s), should be enrolled in the WIOA Adult program in order to receive the payments.

Eligibility requirements for Adults:

- Must be unemployed;
- Not qualify for, or ceased qualifying for Unemployment Insurance (UI) compensation; and
- Be enrolled in an eligible WIOA training service.

Eligibility requirements for Dislocated Workers:

- Must be unemployed;
- Not qualify for, or ceased qualifying for UI compensation or Trade Readjustment Allowance under Trade Adjustment Assistance; and
- Be enrolled in an eligible WIOA training service by:
 - The end of the thirteenth (13th) week after the most recent layoff that resulted in unemployment; or
 - After the thirteenth (13th) week, but by the end of the eighth (8th) week after being informed the short-term layoff will exceed six (6) months.

Needs-related payments cannot exceed the applicable weekly level of UI compensation. If the customer didn't qualify for UI compensation then the payment cannot exceed the poverty line which is adjusted to show changes in total family income. These payments are equal to \$175 a week or the previous amount of unemployment compensation. If there is no previous

The Northwest Workforce Development Board is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. Missouri TTY users can dial 711

unemployment compensation, the amount is equal to the \$175 as this is below the poverty level analysis. These payments do not count toward the participant's \$2000 Supportive Service limit.

Trade Act Funding

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

For example:

- The customer is enrolled in Trade Act and WIOA. The customer is attending Trade Act approved training. If the customer travels more than 50 miles one-way between their residence and a training facility, Trade Act allows for transportation reimbursement of \$0.50 a mile with a maximum payment of \$57 a day. The customer travels 100 miles and is in Trade Act approved training; therefore, the transportation reimbursement is \$50 (100 miles @ \$0.50). Local WIOA funding is not used since Trade Act already reimbursed the full mileage.
- The customer is enrolled in Trade Act, WIOA, and a NEG. The customer travels 35 miles one-way; therefore, Trade Act will not pay this expense. Local WIOA policy allows for reimbursement of \$0.25 a mile up to 100 miles. If all of the stipulations of the Policy are met, WIOA would then pay \$17.50 (70 miles @ \$0.25).

Pell Grant

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

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

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**NW WDB Supportive Service Policy Attachment 1
Need Based Assessment Standards**

- 1. Participants will complete the financial needs assessment annually at a minimum. The participant's expense/income ratio will be calculated. Customers whose expense to income ratio is 85% or higher will be eligible for WIOA supportive services to assist up to 100% of the expense. Participants with less than 85% expense/income ratio will contribute up to 85% of their income to monthly supportive service's needs, WIOA funding may assist with expenses beyond 85%.**

If the expenses seem excessive or inflated staff may request that the customer to provide documentation of the expenses. If the client claims little or no income they must write an applicant statement explaining their means of support.

Example 1: Joe and his family have \$2000 a month income, financial needs assessment shows that the family's expenses are \$1600 a month. This is 80% income/expense ratio

- Joe has to pay for a \$50 application fee for training, can WIOA help? No, his income to debt ratio is only 80% and he has the excess \$100 to meet the expense/income ratio of 85%.
(\$2000 x 85% = \$1700 - \$1600= \$100)
- Joe's car breaks down and needs a \$575 transmission, can WIOA help? Yes, Joe will be responsible for \$100, WIOA will assist with \$475.
- Joe requested travel assistance, he travels over 50 miles to school, 3 days a week for the next 4 months. (\$16 x 3 = \$48 per week, \$48 x 4 = \$192 per month)
Joe contributes \$100 per month in travel, WIOA pays Joe \$92 per month in travel
- Joe's \$100 per month contribution will be subtracted from his monthly supportive service voucher.

Example 2: Mary and her family have \$1200 a month income, financial needs assessment shows that the family's expenses are \$1100 per month. This is 92% expense to income ratio.

- *Mary has to pay for a \$50 application fee, can WIOA help? Yes, her expense to income ratio is 92%*
- *Mary does not have a monthly contribution amount*

OR

- 2. If customer is eligible for TANF or SNAP in past 6 months (see other tab) they automatically are determined financially in-need of supportive services. The "other tab" must be printed, initialed and dated by staff. For customers that are not eligible for TANF or SNAP in the past 6 months we would use assessment info to determine income/expense ratio from #1.**

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Guidelines for Supportive Services

The Workforce Development Act is not an entitlement program.

In order for us to monitor our funding, it is important for us to pay expenses within the time frame in which they are incurred, within 45 calendar days. It is also necessary to monitor each semester so we can plan accordingly.

We are not able to obligate tuition and supportive services for more than one semester. Within 3-4 weeks prior to the beginning of each semester, call to arrange an appointment to complete the required documents.

Funding will be obligated on a financial need, first come-first served basis. Supportive services such as childcare and transportation reimbursements are also permissible pending the availability of funding.

The reimbursement policies will be effective from July 1, 2015 to June 30, 2016 and will apply to each participant. Your cooperation will ensure your reimbursement. If you have any questions, please contact us. All assistance is contingent upon available funding.

Participant Signature / Date

Parent/Guardian (if applicable) / Date

Team Member Signature / Date

Northwest Region
Workforce
Development Board
Missouri Job Center

Memorandum of
Understanding

February, 2016

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Attachments

- Integrated Service Customer Flow
- Green Hills Sub-region Organizational Chart
- St. Joseph ABCD Sub-region Organizational Chart
- Northwest Sub-region Organizational Chart
- Welcome Team Function
- Welcome Team Customer Flow
- Employment Team Function
- Employment Team Customer Flow
- Skills Team Function
- Skills Team Customer Flow

NORTHWEST REGION WORKFORCE DEVELOPMENT BOARD

MISSOURI JOB CENTER

Memorandum of Understanding

2016-2019

I. Introduction

This agreement is entered into on March 1, 2016 and becomes effective March 7, 2016. This agreement shall terminate on June 30, 2019.

The designated One-Stop Operator for the Job Centers in Northwest Missouri is the Missouri Job Center One-Stop System Team. This consortium meets bi-monthly and provides guidance and oversight for the Functional Leaders of each center. They approve the Memorandum of Understanding (MOU) and submit it to the Northwest Region Workforce Development Board for approval. This consortium has been in place for nearly 20 years and has been integral in the strategies and direction of the Job Centers in Northwest Missouri.

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

The contributing partners include: Veterans programs; Job Corps; Department of Elementary and Secondary Education(DESE)/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.

The comprehensive and affiliate Missouri Job Centers have been established to meet the need for high quality services to Missouri’s job seekers and businesses. The Next Generation Career

{Job} Centers (NGCCs) in Northwest Missouri use an integrated service delivery model which consists of partner teams and referral processes devoted to meet business and job-seeker customers' needs.

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

The Centers serve as a conduit between businesses and job seekers; through a variety of avenues, customer needs are captured and addressed. Job Center and partner staff network with public and private services and educational institutions to meet the region's needs. This is reflected in our vision and mission, which have been established for many years, were reaffirmed in June, 2007 and reviewed again in March, 2010.

The Northwest Workforce Development Board mission:

A qualified person for every job and a quality job for every person

Our vision:

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 lasting, living-wage jobs commensurate with their abilities and goals.

II. NW WDB Region Strategic Vision of Next Generation Job Center

Job Center Service Paradigm That Values Both Skills and Jobs

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

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

Our customer flow chart ([Attachment 1](#)) demonstrates service delivery methodology that enables all customers, including UI claimants, to access the opportunity to know and improve

their skills to get the best job possible. Customers take part in a first visit, which includes initial skills assessments and paths to a wide range of skill development services to improve their employment opportunities through skill upgrading, skill validation, and credentialing.

Services offered to businesses occur mostly through staff visits to the businesses. We have comprehensive packets prepared that each business receives describing the range of services offered through the Centers and via our 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, providing interview space, WorkKeys® testing/National Career Readiness Certificates and collecting applications.

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

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

Our vision for the system is that our Centers are known as comprehensive employment sites, providing job seekers and businesses with access to the best employment opportunities and the best employees. Services include not only access to technology, but skill development to maximize the use of technology. These services may be provided on site, but will also be accessible anywhere the business or job seeker is located. In addition to technological skill development, opportunities to obtain and develop other skills needed to meet business demands are available through workforce training funds.

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

Integrate Services to Better Assist Customers

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

Our organizational charts (Attachments 2A, 2B and 2C) demonstrate our shift to staff being assigned to functional teams (Welcome, Skills, and Employment Teams) rather than to programs. Our Team descriptions and customer flow (Welcome – Attachment 2D and 2E, Employment – Attachment 2F and 2G, and Skills – Attachment 2H and 2I) indicate support of the functional teams.

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

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

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

With inception of Workforce Innovation and Opportunity Act (WIOA), the Northwest One-Stop System Alignment Team has worked diligently to map services provided to job seekers and business customers as a system. An electronic resource directory has been developed, allowing partners to promote the services provided by their organizations. Data for the e-directory was populated during meetings of the One-Stop System Alignment Team and came from representatives on the team from the following organizations:

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

Services provided to job seekers (at the One-Stop Job Center and/or via referral to a partner organization) include: abuse counseling; in-home assistance; career assistance; childcare assistance; children’s advocacy/support; clothing assistance; dental clinic services; disability resources; education services/assistance; employment assistance; English language learner services; ex-offender services; financial information; food assistance; home health care; housing

assistance; labor market information; legal assistance; mental illness support; physical restoration services; probation/parole support; educational remediation; senior services programs; training support; transition case management; transportation assistance; reading assistance; unemployment work testing; US citizenship classes; utility assistance; and veterans assistance/support.

These services are funded by various entities, including: Department of Labor (Rapid Response and National Emergency Grants); Department of Labor WIOA Adult, Dislocated Workers, and Youth; Department of Social Services Family Support Division (METP and MWA); Department of Labor (Job Corps); Department of Elementary and Secondary Education (Vocational Rehabilitation); the sale of donated goods at retail thrift stores, MO Department of Mental Health, and county Senate Bill 40 funds for Goodwill Industries; Federal and State Department of Education funds; and the Department of Health and Human Services (Title V of the Older Americans Act).

The newly-developed electronic resource directory is available to all partners and is maintained by the Workforce Development Board staff. The directory allows query by service type, organization, and/or the county a service is available in. As service offerings change, the directory is updated and the link again shared with partners.

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

The Northwest Workforce Development Board (NW WDB) Region has two (2) Division of Workforce Development Workforce Coordinators who serve our 18-county region. The Coordinators visit business owners and human resource staff to provide information about services available through the Missouri Job Centers. When an employer calls or comes in to the Job Center requesting information, the greeter directs the business customer to the appropriate staff, who offers service or refers them to a resource where they can be served. The Job Center Functional Leaders and Veteran's Representatives take new job orders and alert Team Leaders.

Team Leaders notify Employment Team members so that customers who are qualified for the position are aware of the opportunity.

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

IV. Shared Funding of Infrastructure

Per the US Department of Labor Employment and Training Administration:

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

Formal cost sharing agreements will be in place on or before June 30, 2017 to identify the costs for each of the Job Centers in which DWD, WIOA and partner staff is located. Currently, Job Center costs associated with the integrated service delivery model are shared among the partners based on a ratio of DWD staff to WIOA staff. In addition, Job Center costs for other partners located in the Job Center are shared based on costs per square footage used and percentage of time the partner occupies that square footage in the Job Center.

V. Shared Funding of Services

All Job Center costs will be allocated to the program receiving the benefit whenever possible. Any costs associated to the integrated service delivery model that cannot be directly charged will be allocated to the WIOA Adult/WIOA Dislocated Worker/Wagner-Peyser funding based on the

proportionate share of customers accessing services in the Job Center. This data will be collected at the end of each calendar quarter and used to allocate costs for the remaining calendar quarter.

VI. Systematic Referral Process for Job Center Customers

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

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

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

VII. Human Resources Management

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

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

VIII. One-Stop Delivery System Quality Standards

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

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

IX. Governance of the One-Stop Delivery System

The ultimate accountability and responsibility for the One-Stop System organizational processes, services, and accomplishments will rest with the Board, the One-Stop operator, and the Partners. The Northwest Workforce Development Board serves 18 counties in Northwest Missouri. They are an appointed body representing business and industry and core partners in the region.

The Board's responsibilities

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

The One-Stop Operator responsibilities are carried out via a consortium of service providers. The One-Stop Operator Consortium coordinates services within the Job Centers and across the one-

stop system, being the primary provider of services within the Job Center and coordinating service delivery in a multi-center area.

The One-Stop Operators' responsibilities

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

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

The One-Stop Partners' responsibilities

1. Provide access to programs and services through the one-stop delivery system, including appropriate career services.
2. Support development and implementation of one-stop policies and processes and an integrated customer-centered service delivery design.
3. Share customers and infrastructure costs.
4. Connect grant funds to ensure customers receive the full benefit of services provided by each partner organization.
5. Engage employers and provide integrated business services.

6. Increase and integrate customer services.
7. Share performance data regarding shared customers.

X. Duration and Modification

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

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

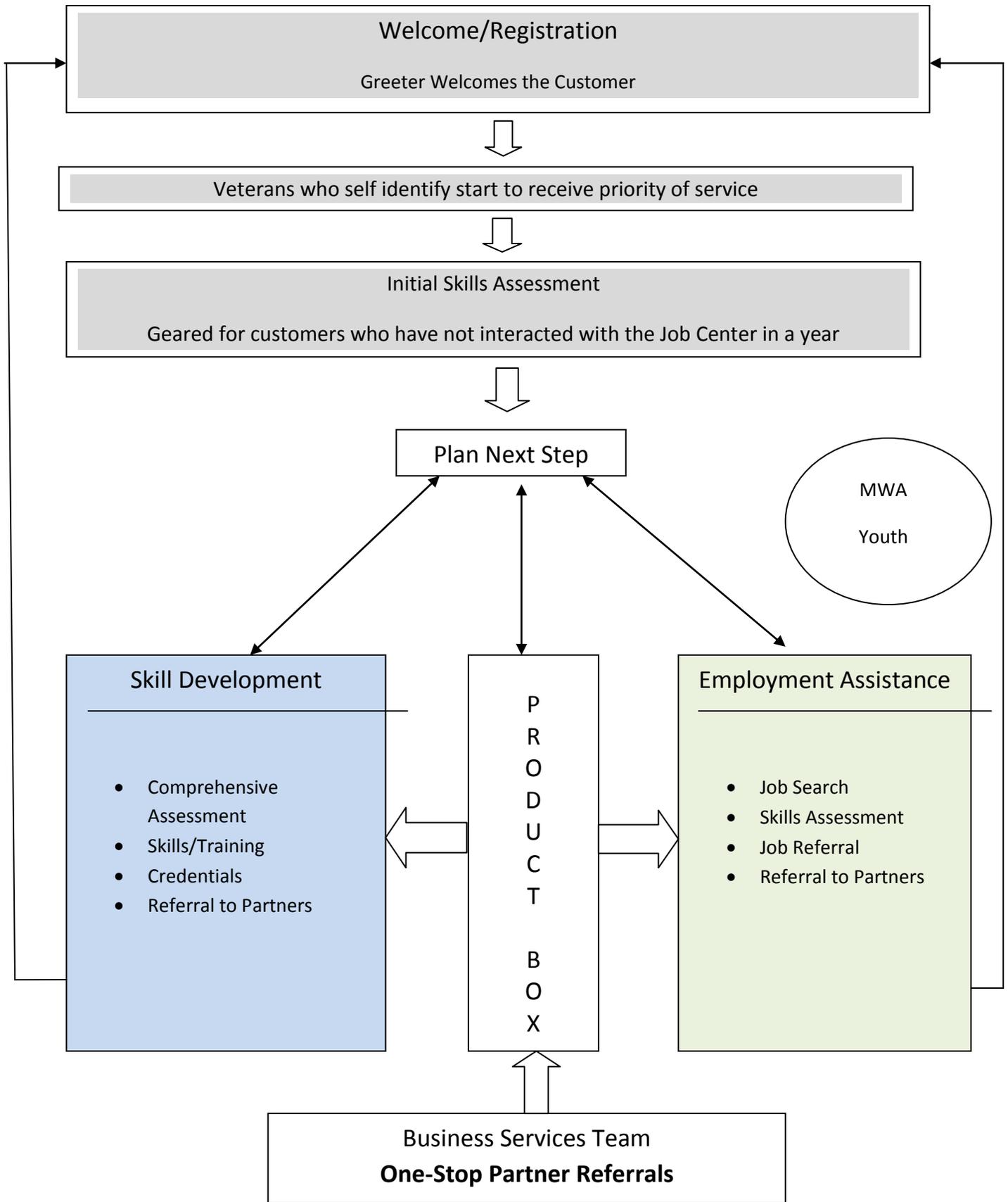
Organization/Agency

Name

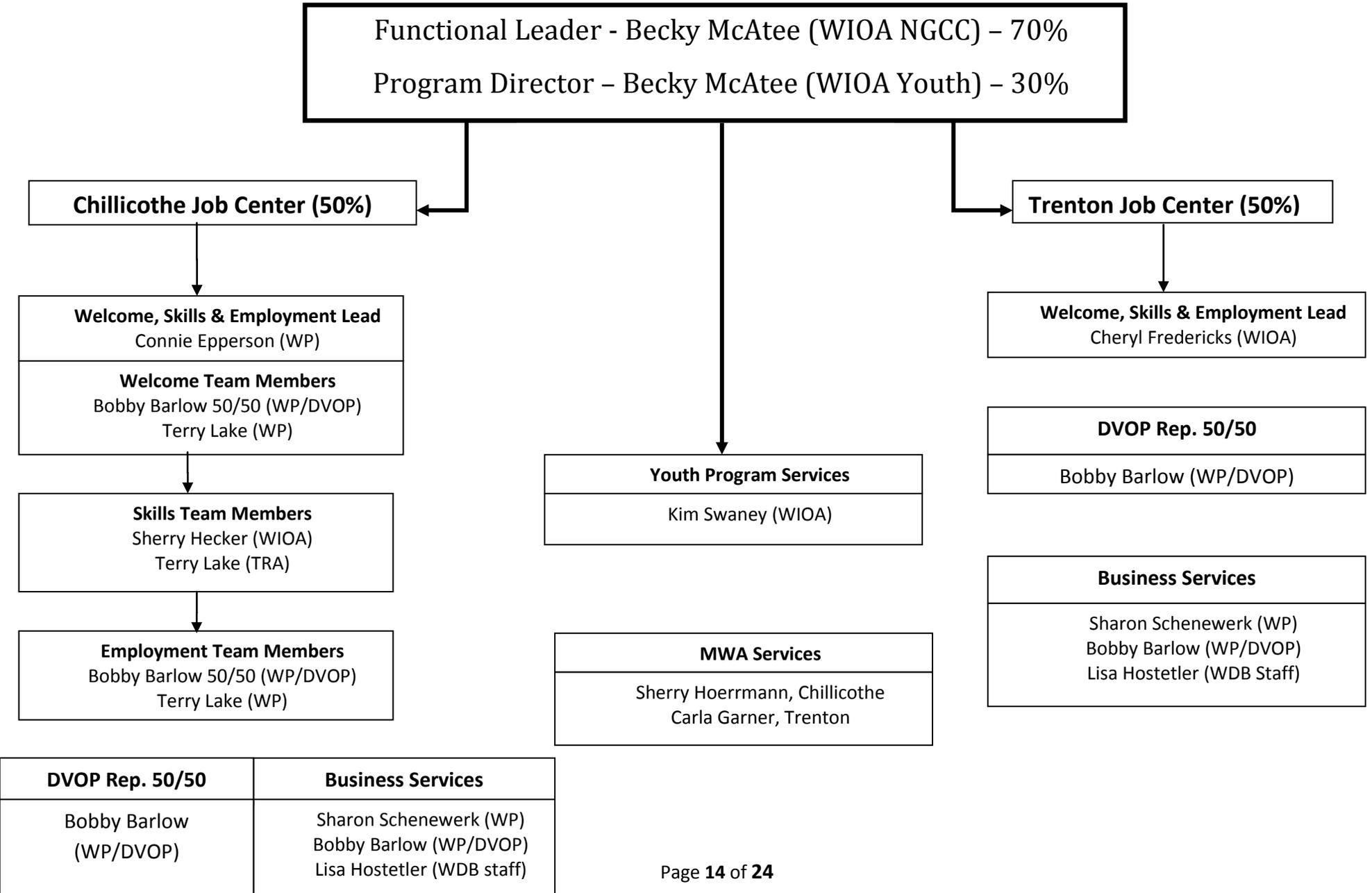
Title

Date

Integrated Service Customer Flow



Green Hills Sub-Region Missouri Job Centers



DVOP Rep. 50/50	Business Services
Bobby Barlow (WP/DVOP)	Sharon Schenewerk (WP) Bobby Barlow (WP/DVOP) Lisa Hostetler (WDB staff)

St. Joseph ABCD Sub-Region Missouri Job Center

Functional Leader – Janice Spearman (WIOA NGCC) 100%

Welcome Team Lead

David Scholz (DWD Supervisor, WP)

Welcome Team Members

Kelley Leidy (WP)

Lana Smith (WP)

Skills Team Lead

Janice Spearman (WIOA)

Skills Team Members

Janis Arn (WIOA)

Melissa Whitaker (WIOA)

Erica Smith (WIOA)

Bridget Grace (WIOA)

Laura Brewer (OJT)

Lana Smith (TRA)

Youth Program Services

Rhonda Ewing (WIOA)

David Rich (WIOA)

Employment Team Lead

David Scholz (WP)

Employment Team Member

OPEN (WP)

Veterans' Reps

Leonard Simpson (DVOP)

Harry Gray (LVER)

Business Services

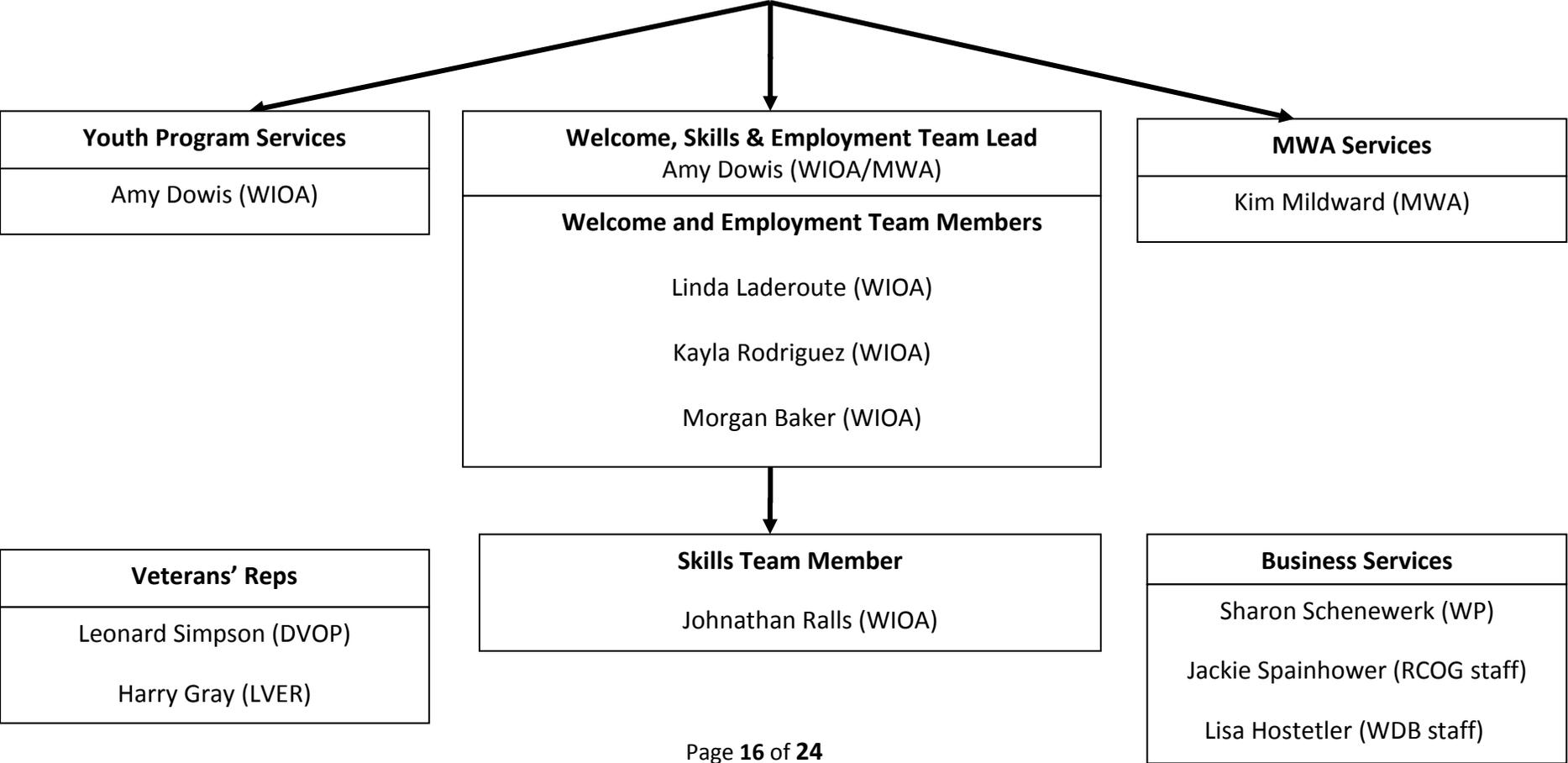
Steve Dempsey (WP)

Harry Gray (Vet)

Lisa Hostetler (WDB staff)

Northwest Sub-Region Missouri Job Center

Functional Leader – Kim Mildward (WIOA NGCC) 50%
 Program Director – Kim Mildward (WOA Youth) 32%
 Program Director – Kim Mildward (MWA) 18%



WELCOME TEAM PURPOSE/FUNCTIONS

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

Specific functions include:

Data collection

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

Initial basic skills assessment

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

Initial service planning

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

Customer routing

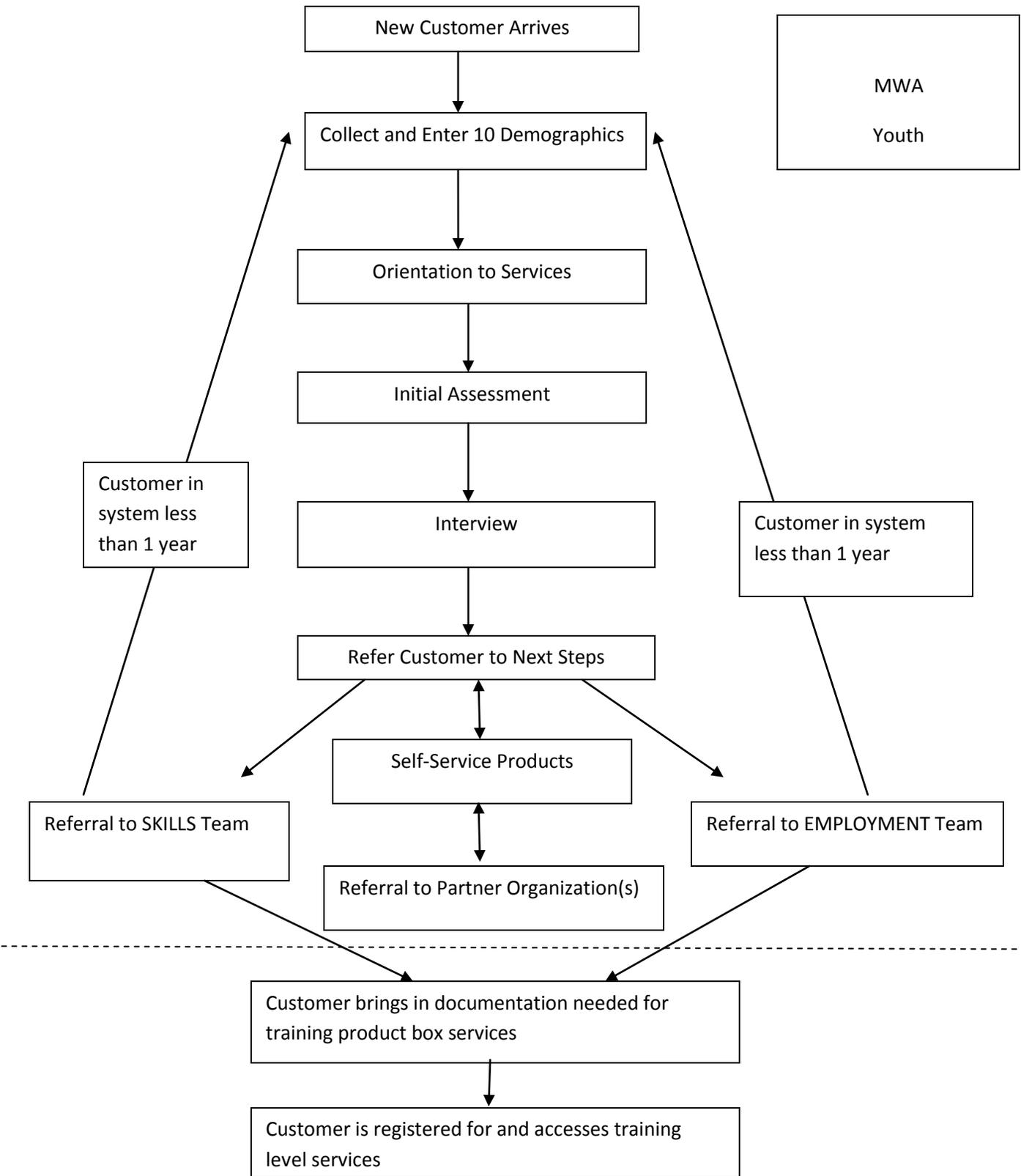
- Always promote skills attainment and employment goals
- Identify and promote next step – skill function; employment function; product box
- Use the electronic resource directory for referral to additional services via our One-Stop Partners

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

- Greeter
- Switchboard

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

WELCOME Team Process-Customer Flow



EMPLOYMENT TEAM PURPOSE/FUNCTIONS

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

Referral from WELCOME Team to EMPLOYMENT Team

Specific functions include:

Initial meeting

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

Data collection

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

Ongoing

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

Provide job search information/tools

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

Conduct job match and/or job development

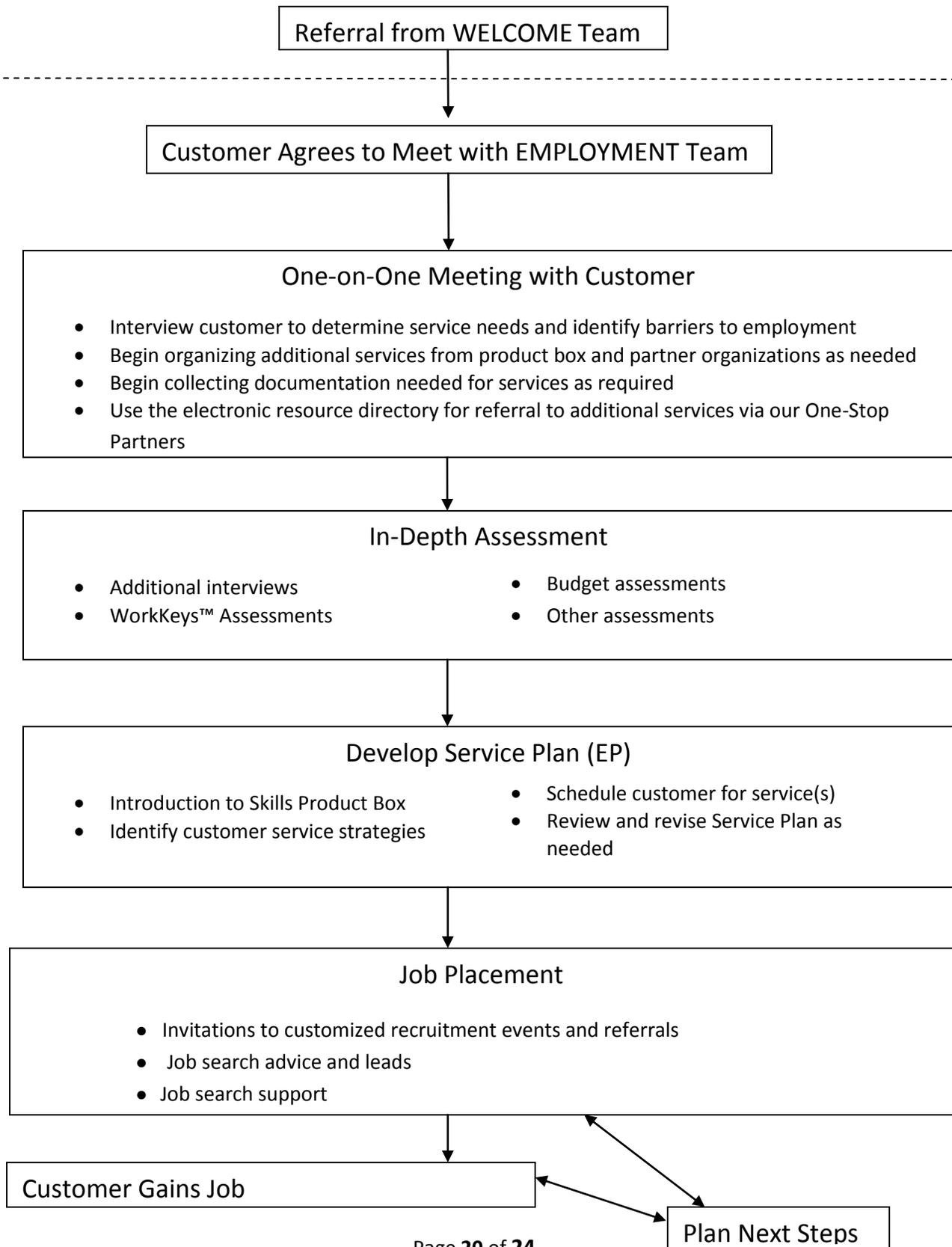
- Prepare/Update resume
- Run job matches
- Job develop if no or inadequate matches

Make job referrals

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

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

EMPLOYMENT Team Process-Customer Flow



SKILLS TEAM PURPOSE/FUNCTIONS

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

Referral from WELCOME Team to SKILLS Team

Specific functions include:

Initial meeting

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

Data collection

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

Comprehensive skills assessment

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

Ongoing

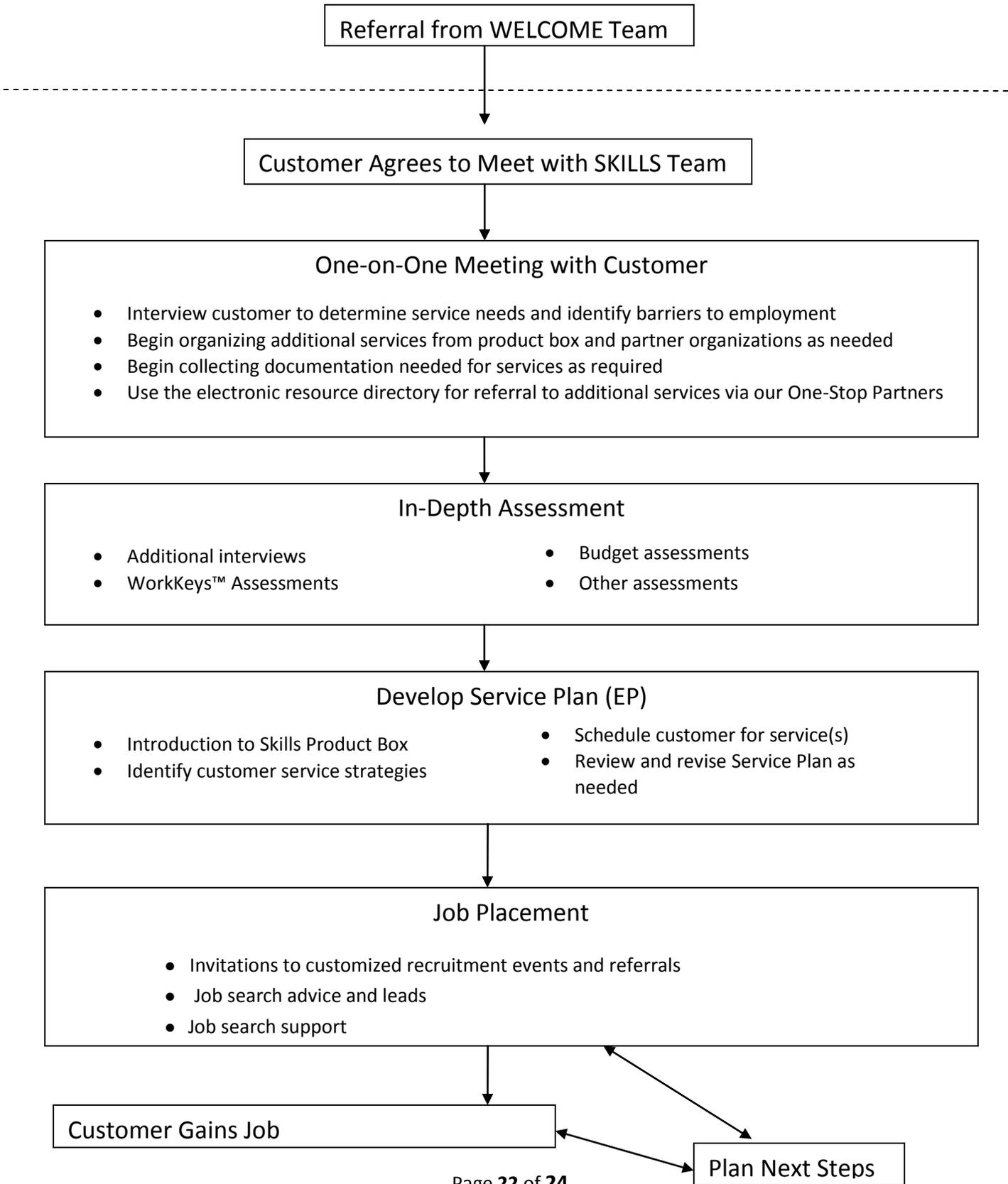
- Refer/Promote job getting products
- Assess and address skills, interests, opportunities
- Use the electronic resource directory for referral to additional services via our One-Stop Partners

Skills development and/or occupational training

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

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

SKILLS Team Process-Customer Flow



Checklist for NW WDB Memorandum of Understanding Signatures

The Local Board's WIOA-required partners

	The Local Board's WIOA-required partner	MOU signed by:	Name of : Authorized Representative Signing MOU and Local Agency
1	WIOA Adult Program (Title I)	LWDB Board Chair	Name: John Zeliff Agency: WDB Chair Date Signed: 5/25/16
2	WIOA Dislocated Worker Program (Title I)	LWDB Board Chair	Name: John Zeliff Agency: WDB Chair Date Signed: 5/25/16
3	WIOA Youth Program (Title I)	LWDB Board Chair	Name: John Zeliff Agency: WDB Chair Date Signed: 5/25/16
4	Job Corps (WIOA Title I)	Determined by Local WDB. If the local WDB has a Job Corps Center or Representative, the signatory is determined by the LWDB.	Name: Don BonJour Agency: Job Corps Date Signed:
5	YouthBuild (WIOA Title I)	Determined by Local WDB. If the local WDB has a Youth Build program, the signatory is determined by the LWDB.	Name: N/A Agency: Date Signed:
6	WIOA Indian and Native American (INA) programs	INA program grantee if applicable to the region. See page 6 of MOU Guidelines in DWD Issuance 12-2015.	Name: N/A Agency: Date Signed:
7	WIOA Migrant and Seasonal Farmworker Programs	DWD is producing a cooperative agreement that will be signed by each region and the 167 Grantee (UMOS). Please contact Robert Ruble at: 573-751-3754 robert.ruble@ded.mo.gov to acquire a copy.	Name: Agency: Date Signed:
8	Wagner-Peyser labor-exchange/employment services	DWD – WP Local WDB Member	Name: Steve Reznicek Agency: DWD/WP Date Signed: 4/6/2016
9	Adult Education and Literacy (AEL) (Title II)	The number of AEL programs in each region will vary. The Local Director of each of the program(s) partnering in the MOU should sign the MOU.	Name: Betty Wymore & Amanda Haile Agency: DESE/AEL Date Signed: 3/8/16

10	Vocational Rehabilitation (VR)	The local Vocational Rehabilitation WDB representative serving on the board.	Name: Rob Zirfas Agency: DESE/VR Date Signed: 3/7/16
11	The Senior Community Service Program	Determined by Local WDB	Name: Diane Chambers Agency: SCSEP/Experience Works Date Signed: 5/19/16
12	Perkins Career and Technical Education	Local Career and Tech Ed Director	Name: Agency: Date Signed:
13	Trade Adjustment Assistance	DWD – WP Local WDB Member	Name: Steve Reznicek Agency: DWD-WP Date Signed: 4/6/16
14	Jobs for Veterans State Grants	DWD – WP Local WDB Member	Name: Steve Reznicek Agency: DWD-WP Date Signed: 4/6/16
15	Community Services Block Grant Activities	Please contact Jeriane Jaegers at Jeriane.jaegers@dss.mo.gov	Name: Agency: Date Signed:
16	U.S. Dept. of Housing and Urban Development employment and training activities.	Determined by Local WDB	Name: Agency: Date Signed:
17	State Unemployment Compensation Law activities	Please contact – Chris Miller at DOLIR and copy Spencer Clark. chris.miller@labor.mo.gov spencer.clark@labor.mo.gov	Name: Agency: Date Signed:
18	Reintegration programs for eligible offenders	Determined by Local WDB	Name: Agency: Date Signed:
19	Temporary Assistance for Needy Families (TANF)	Please contact Jeriane Jaegers at Jeriane.jaegers@dss.mo.gov	Name: Agency: Date Signed:

**Job Center Cost Share
Chillicothe
Cost Sharing**

Report For: July 2015

The selected report month is closed.

Percentages for July to September 2015

DWD: 75.00% WDB: 25.00%

	Budget	DWD Cumulative Expenditures	WDB Cumulative Expenditures	Remaining Budget	DWD Paid	WIB PAID
Copier-Office Furniture & Equip R&M	\$300.00	\$0.00	\$0.00	\$300.00	\$ 0.00	\$ 0.00
Insurance	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	\$ 0.00
Office Supplies-NGCC	\$1,000.00	\$0.00	\$0.00	\$1,000.00	\$ 0.00	\$ 0.00
Telecommunication Charge	\$2,200.00	\$0.00	\$0.00	\$2,200.00	\$ 0.00	\$ 0.00
Postage	\$350.00	\$13.87	\$0.00	\$336.13	\$ 13.87	\$ 0.00
Postage Meter Machine-	\$150.00	\$0.00	\$0.00	\$150.00	\$ 0.00	\$ 0.00
Office Furn & Equip Rental						
Organization	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	\$ 0.00
Memberships						
Rent/Utilities	\$20,000.00	\$1,420.20	\$0.00	\$18,579.80	\$ 1,420.20	\$ 0.00
Printing	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	\$ 0.00
Record Destruction-Other	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	\$ 0.00
Business Services						
Publications & Subscriptions	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	\$ 0.00
Interpretation Services-	\$100.00	\$0.00	\$0.00	\$100.00	\$ 0.00	\$ 0.00
Other Professional Services						
Functional Leader	\$23,509.00	\$0.00	\$1,036.60	\$22,472.40	\$ 0.00	\$ 1,036.60
TOTALS	\$47,609.00	\$1,434.07	\$1,036.60	\$45,138.33	\$1,434.07	\$1,036.60
NON-Job Center Cost Share						
		DWD Paid	WIB PAID			
Adjustment	\$	0.00	\$	0.00		

**Job Center Cost Share
St Joseph
Cost Sharing**

Report For: July 2015

The selected report month is closed.

Percentages for July to September 2015

DWD: 58.00% WDB: 42.00%

	Budget	DWD Cumulative Expenditures	WDB Cumulative Expenditures	Remaining Budget	DWD Paid	WIB PAID
Copier-Office Furniture & Equip R&M	\$6,000.00	\$197.00	\$0.00	\$5,803.00	\$ 197.00	\$ 0.00
Insurance	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	\$ 0.00
Office Supplies-NGCC	\$4,500.00	\$0.00	\$0.00	\$4,500.00	\$ 0.00	\$ 0.00
Telecommunication Charge	\$6,800.00	\$0.00	\$0.00	\$6,800.00	\$ 0.00	\$ 0.00
Postage	\$600.00	\$58.89	\$0.00	\$541.11	\$ 58.89	\$ 0.00
Postage Meter Machine-	\$300.00	\$0.00	\$0.00	\$300.00	\$ 0.00	\$ 0.00
Office Furn & Equip Rental						
Organization	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	\$ 0.00
Memberships						
Rent/Utilities	\$60,000.00	\$5,937.54	\$0.00	\$54,062.46	\$ 5,937.54	\$ 0.00
Printing	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	\$ 0.00
Record Destruction-Other	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	\$ 0.00
Business Services						
Publications & Subscriptions	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	\$ 0.00
Interpretation Services-	\$150.00	\$0.00	\$0.00	\$150.00	\$ 0.00	\$ 0.00
Other Professional Services						
Functional Leader	\$62,900.00	\$0.00	\$5,114.06	\$57,785.94	\$ 0.00	\$ 5,114.06
TOTALS	\$141,250.00	\$6,193.43	\$5,114.06	\$129,942.51	\$6,193.43	\$5,114.06
NON-Job Center Cost Share						
		DWD Paid	WIB PAID			
Adjustment	\$	0.00	\$	0.00		



Local Workforce Development Board Membership Certification or Recertification Form

Local Workforce Development Board: **Northwest**

Appointee's Name & Title	Member Category*	Nominating Organization	Appointee's Company or Organization, Mailing address, phone #, fax # and email address	Member Being Replaced (if applicable)
Bruce Baker, Safety and Compliance Director	BUS Andrew	Savannah Area Chamber of Commerce	United Electric Cooperative, Inc. PO Box 319 Savannah, MO 64485 bbaker@ueci.coop 816/324-3155	N/A (INCUMBENT)
Gregg Roberts, Vice President of Human Resources	BUS Buchanan	St. Joseph Metro Chamber	Hillyard Industries, Inc. 302 N. 4 th Street, PO Box 909 St. Joseph, MO 64502 groberts@hillyard.com 816-233-1321	N/A (INCUMBENT)
Kent Osborn, Treasurer	BUS Clinton	Cameron Chamber of Commerce	Cameron Insurance Co. 214 E. McElwin Cameron, MO 64429 cfoko1@gmail.com 816-632-6511	N/A (INCUMBENT)
John Dickmeyer, Area Service Manager	BUS DeKalb	St. Joseph Chamber of Commerce	Altec Industries 5202 E. 36 Highway St. Joseph, MO 64507 john.dickmeyer@altec.com 816-236-1364	N/A (INCUMBENT)

Appointee's Name & Title	Member Category*	Nominating Organization	Appointee's Company or Organization, Mailing address, phone #, fax # and email address	Member Being Replaced (if applicable)
Lori Seymour, Customer Service Technician	BUS Atchison	Tarkio Chamber of Commerce	Midwest Data Center PO Box 278 Tarkio, MO 64491 lseymour@mwdata.net 660-736-0000 (w) 660-744-5311 (c)	N/A (INCUMBENT)
Lisa McGhee, Administrator	BUS Gentry	King City Chamber of Commerce	King City Manor 300 W Fairview PO Box 605 King City, MO 64463 lmcghee@mgmhealthcare.com 660-535-4325	N/A (INCUMBENT)
John Zeliff, Owner	SMALL BUS Holt	Mound City Chamber of Commerce	Zeliff Farms 30038 X Avenue, Skidmore, MO 64487 john@springvalleycarriages.com 660-562-8878 (P)	N/A (INCUMBENT)
Anita Coulter, Manager	BUS Nodaway	Maryville Chamber of Commerce	Kawasaki Motors Manufacturing 28147 Bus. 71 Maryville, MO 64468 acoulter@mvl.kmmfg.com 660-582-5829	N/A (INCUMBENT)
Jeff Andrews, Co-owner	SMALL BUS Worth	Worth County Economic Development	The Wool Shop 21935 Hwy E Grant City, MO 64456 jeff@woolshop.com 660-564-2444 (w) 660-564-2673 (c)	N/A (INCUMBENT)
Gary Hardison, Chief Operating Officer	BUS Caldwell	Caldwell County Area Business Association	Missouri Star Quilt Company 112 N. Davis Street Hamilton, MO 64644 gary@missouriquiltco.com 888-571-1122 (w) 651-253-1953 (c)	Donna Kelley

Appointee's Name & Title	Member Category*	Nominating Organization	Appointee's Company or Organization, Mailing address, phone #, fax # and email address	Member Being Replaced (if applicable)
VACANT	BUS Daviess	Gallatin Industrial Development		Priscilla Whitt
Chad Boyd, Assistant Manager	BUS Grundy	Trenton Chamber of Commerce	Hy-Vee 1744 Surfer Point Trenton, MO 64683 1667mgrsop1@hy-vee.com 660-359-2278	N/A (INCUMBENT)
(Steven) Patrick (Lynn) Miller, Owner	SMALL BUS Harrison	Bethany Chamber of Commerce	Bull's Eye Trading, LLC 410 N. 39th Street Bethany, MO 64424 patrick@bigtimecinema.com 660-425-7888	N/A (INCUMBENT)
Gary O'Toole, General Manager, Finishing Plant	BUS Linn	Brookfield Chamber of Commerce	Walsworth Publishing Company 306 N. Kansas Avenue Marceline, MO 64658 gary.o'toole@walsworth.com 660-376-3542	N/A (INCUMBENT)
Juanita Assel, Assistant Branch Manager & VP	BUS Livingston	Chillicothe Chamber of Commerce	Bank Midwest 345 S. Washington Chillicothe, MO 64601 jassel@bankmw.com 660-646-1234(W) 660-646-9122 (C)	N/A (INCUMBENT)
Judy Bagley, Administrator	BUS Mercer	Princeton Chamber of Commerce	Pearl's II Eden for Elders 611 N. College Ave. Princeton, MO 64673 jbagley@grm.net 660-748-4407	N/A (INCUMBENT)
Debbie Douglas, HR Manager	BUS Putnam	Putnam County Foundation	Putnam County Memorial Hospital 1923 Oak Street Unionville, MO 63565 ddouglas@pcmhosp.com 660-947-2411	Bryce Stanley

Appointee's Name & Title	Member Category*	Nominating Organization	Appointee's Company or Organization, Mailing address, phone #, fax # and email address	Member Being Replaced (if applicable)
Kevin DeLaney, HR Manager	BUS Sullivan	Milan Chamber of Commerce	Smithfield-Farmland 22123 Hwy 5 Milan, MO 63556 kdelaney@smithfield.com 660-265-4061 x-5222 660-216-1365 (c)	Danah Fowler
John Sciortino, Organizer	20% LABOR / APPRENTICESHIP / EMPLOYEES – WORKFORCE	Missouri AFL-CIO	Midwest Region Organizing Committee (MROC) Laborers' Local 579 1203 North 6th St. Joseph, MO 64501 jjs579@live.com 816-232-9160	N/A (INCUMBENT)
Penny Adams, Co-Director	20% LABOR / APPRENTICESHIP / EMPLOYEES – WORKFORCE	Missouri AFL-CIO	AFL-CIO Community Services LIUNA Local #579 1203 North 6 th St. Joseph, MO 64501 pennybadams@yahoo.com 816-364-2304	N/A (INCUMBENT)
Nshan Erganian, Facilities Manager, Workforce Division	20% LABOR / APPRENTICESHIP / EMPLOYEES – WORKFORCE	Goodwill Industries of Western Missouri and Eastern Kansas	GoodWORKS 3609 Faraon Street St. Joseph, MO 64506 nerganian@mokangoodwill.org 816-232-3108 (P)	N/A NEW 7/1/15 (Paperwork completed; approved by DWD 5/18/15)
Debb Trautloff, Field Coordinator	20% LABOR / APPRENTICESHIP / EMPLOYEES – WORKFORCE	Experience Works	Experience Works 1302 Faraon St. St. Joseph, MO 64508 debb_trautloff@experienceworks.org 816-676-1161	N/A (INCUMBENT)
Laurie Findling, Program Development Specialist	20% LABOR / APPRENTICESHIP / EMPLOYEES – WORKFORCE TANF / MWA	Missouri Department of Social Services	Family Support Division 1612 N. Osteopathy St, Suite A Kirksville, MO 63501 Laurie.A.Findling@dss.mo.gov 660-785-2440	N/A NEW

Appointee's Name & Title	Member Category*	Nominating Organization	Appointee's Company or Organization, Mailing address, phone #, fax # and email address	Member Being Replaced (if applicable)
Becky Cleveland, Economic Development Coordinator	20% LABOR / APPRENTICESHIP / EMPLOYEES – WORKFORCE	City of Brookfield	207 North Main Street Brookfield, MO 64628 660-258-7278 (w) 660-258-3838 (f)	N/A (NEW)
Betty Wymore, Adult Education Director	AEL (WIOA Title II)	Missouri DESE– Office of Adult Learning and Rehabilitation Services	Webster Learning Center 1211 N. 18 th Street St. Joseph, MO 64501 betty.wymore@sjsd.k12.mo.us 816-671-4020 (P)	N/A NEW 7/1/15 (Paperwork completed; approved by DWD 5/22/15)
Steve Reznicek, Quality Assurance Manager	WAGNER-PEYSER (WIOA Title III)	DED - DWD	Division of Workforce Development 421 E. Dunklin St., PO Box 1087 Jefferson City, MO 65102-1087 steve.reznicek@ded.mo.gov 573-522-3015	N/A (INCUMBENT)
Rob Zirfas, District Supervisor	VOCATIONAL REHABILITATION (WIOA Title IV)	DESE/VR	Vocational Rehabilitation 603 W. Mohawk Road Chillicothe, MO 64601 robert.zirfas@vr.dese.mo.gov 660-646-1542	N/A (INCUMBENT)
Dr. Gary Clapp, Coordinator of Workforce Development and Grants Coordinator	PARTNER Education	MWSU	Missouri Western State University 4525 Downs Drive St. Joseph, MO 64507 gclapp@missouriwestern.edu 816-271-4190	Dr. Neil Nuttall
Becky Cleveland, Economic Development Coordinator	ECONOMIC DEVELOPMENT	City of Brookfield	207 North Main Street Brookfield, MO 64628 660-258-7278 (w) 660-258-3838 (f)	N/A (NEW)

*Categories include Business, Small Business, Labor/Apprenticeship/Employees-Workforce, AEL, VR, Wagner/Peyser (DWD), Higher Education, Economic Development, TANF/MWA, or other (state name).

**Federal Employer Identification Number issued by the Internal Revenue Service for the business being represented by the nominee.

BY-LAWS
Workforce Development Board

Mission Statement



The Workforce Development Board of Northwest Missouri is an appointed group of community leaders responsible for developing and directing employment-related opportunities. Our goal is an economically self-sufficient, productive, and skilled workforce through partnerships with the community, businesses, and the workforce.

Article I.

Name and Location of the Principal Office

- 1.1 The Board shall be known as the Northwest Workforce Development Board.
- 1.2 The Board shall maintain its principal office in a place to be designated hereafter by the Board, and may establish field offices at such other places as it may deem necessary and appropriate. All such offices shall be located within the Northwest Region boundaries; the eighteen contiguous counties of northwest Missouri.

Article II.

Terms and Definitions

- 2.1 The terms and identifying nomenclature used in these By-Laws are the same, and shall be construed to have the same meaning, as set forth in P.L. 113-128, the Workforce Innovation and Opportunity Act of 2014.

Article III.

Powers and Duties of the Board

- 3.1 The Board shall exercise and discharge its powers and duties, as provided by the Workforce Innovation and Opportunity Act of 2014 (P.L. 113-128), all appropriate implementing regulations established by the State of Missouri, and any agreements established between the Board and the eighteen County Commissions within the Northwest Region, and accordingly shall:
 - a. Adopt, amend, and repeal by-laws, rules, and regulations governing the conduct of its business and the performance of its functions;
 - b. Provide for the internal organization and administration of the Board, as set forth in P.L. 113-128;

- c. Enter into contracts with an agency or agencies to provide such functions as the Board shall deem necessary;
 - d. Accept, use, and dispose of gifts or donations of services or property (real, personal, or mixed, tangible or intangible);
 - e. Enter into and perform such contracts, agreements, or other transactions as may be necessary in order to carry out its functions;
 - f. Take such other actions, and incur such other expenses as may be necessary to carry out its purpose under the Workforce Innovation and Opportunity Act, and consistent therewith.
- 3.2 The Board shall cause to be prepared and adopted, in partnership with the Chief-Elected Officials, a comprehensive plan for Workforce Innovation and Opportunity Activities, in accordance with guidelines and regulations established by the US Department of Labor and the State of Missouri.
- 3.3 The Board shall cause to be prepared and adopted such revisions or updates to the Workforce Development plan as experience and current economic conditions dictate.
- 3.4 In cooperation with the Chief-Elected Officials, the Board shall appoint a Youth Advisory Committee who will assist the Board with the development of those portions of the local Workforce Development plan which deal with and provide general oversight for youth activities.
- 3.5 In cooperation with the Chief-Elected Officials, the Board shall designate and certify one-stop operator(s), and identify/contract with eligible providers of training and career services.
- 3.6 The Board shall coordinate Workforce Innovation and Opportunity Activities and develop employer linkages in the local area, and shall participate in collaborations which support such ends.
- 3.7 In partnership with the Chief-Elected Officials, the Board shall cause to be conducted such monitoring and oversight activities as are necessary to ensure that Workforce Innovation and Opportunity Activities in the Northwest Region are operated in accordance with applicable laws and regulations, and in an efficient and cost-effective manner.

Article IV Organization of the Board

- 4.1 The Board shall consist of persons appointed by the Presiding Commissioners of the 18 counties in the Northwest Region. Members shall be from areas of interest stipulated in P.L. 113-128, and in various regulations developed by the US Department of Labor and the State.

- 4.2.1 Northwest Workforce Development Board terms are for a five-year period commencing July 1. The membership shall continually maintain at least a simple majority of business representatives, shall be as equitably drawn from the three sub-regions as possible, and shall be comprised of at least the minimum number of federally-mandated agency partners and at least the minimum number of private sector business partners. The Board itself must be certified every two years. Refer to *Addendum 1* to these by-laws for a list of the mandated representation required by Workforce Innovation and Opportunity Act (the law).
- 4.3 The Presiding Commissioners of the eighteen county Commissions within the Northwest region shall be Ex-Officio, non-voting members of the Board.
- 4.4 Business sector members shall have substantial management and policy responsibilities within their respective private sector organizations. All private sector members must have their principal place of business in the Workforce Development Area.
- 4.5 In the event a vacancy occurs during the term of an appointment, a new member shall be appointed by the same nomination and appointment process used for the vacating member. The appropriate nominating and appointing authority shall have the right to nominate and appoint the new member to fill the remainder of the term, and for a subsequent full term, without having to repeat either process at the end of the initial remaining term. Members whose terms have expired or otherwise been vacated, may continue to serve on the Board until a replacement appointment is complete. The appropriate nominating and appointing authority may also choose, at its sole discretion, to nominate and appoint a different person to fill the subsequent full term. Whenever a change in membership of the Northwest Workforce Development Board occurs, written notification of the new member's appointment shall be submitted to the Division of Workforce Development. Such notification shall be signed by the Chair of the Chief-Elected Officials Coordinating Committee.
- 4.6 The Board may approve Ex-Officio, non-voting Board members who may attend all meetings of the Board, and may participate in all discussions so long as no conflict of interest exists, but may not execute a vote. At a minimum, this shall include Presiding Commissioners, One-Stop Partners, and Committee or Task Force members who are non-voting members of the Northwest Workforce Development Board.
- 4.7 Any Member may resign from the Board by delivering a written resignation to the Chairperson or Secretary of the WDB. The WDB will begin replacement proceedings by contacting the appropriate County representative.

Article V Meetings

- 5.1 Meetings of the Board, and all committees advising the Board, shall be open and public meetings, in accordance with Chapter 610 R.S. MO. Notice of all meetings, including closed meetings, shall be duly posted, with at least 24 hours advance notice, in conformance with the Missouri Sunshine Law (see Section 5.4).
- 5.2 Regular meetings of the Board shall be held quarterly. The times and places of each meeting will be arranged by the Executive Committee and/or Chairperson with notice to all members. Board meetings may be facilitated by electronic means (interactive video transmission, teleconference, etc.) as content and cost of assembly dictate.
- 5.3 Special meetings of the Board may also be called by the Chairperson at such time and place and for such purpose that the Chairperson shall designate. In addition, special meetings of the Board may be called upon the written request of one-third of the Board members, filed with the Board secretary. Such request shall include the time, place, and purpose of the meeting. The business conducted at any special meeting shall be limited to the stated purposes of that meeting.
- 5.4 Written notice of regular and special meetings of the Board shall be distributed to each member seven (7) calendar days prior to the date of the meeting. At all times, the requirements of Chapter 610 R.S. MO, also known as the Sunshine Law, shall be implemented providing at least 24 hours notice.
- 5.5 Each member of the Board shall have one vote on all matters voted upon. Proxy voting shall not be permitted. Members must read, sign and abide by the Conflict of Interest/Code of Conduct Policy of the NW WDB. Members shall declare conflict of interest and refrain from voting when matters under consideration appear to involve real or apparent personal fiduciary interest. In any circumstances on which the Board is voting the award or distribution of funds for goods or services, Board members must abstain from voting if:
 - a. The member is a vendor for the goods or services;
 - b. The member is a subcontractor of a vendor for the goods or services;
 - c. The member serves in a Board capacity for any such vendors or contractors. All declarations of conflict of interest and abstentions shall be recorded by name in the minutes.
- 5.6 A quorum shall be declared when at least 10 voting members participate. During all meetings, the quorum of at least 51% of business members participating must be maintained in order to conduct official business of the board. Each and every decision of the majority of the members participating and voting at any regular or special meeting, where there is such a quorum, shall be valid as a binding act of the Board. Abstentions are not considered a vote.

- 5.6 The minutes of each meeting shall be prepared and distributed to the Board at least seven days prior to the next meeting. Each Presiding Commissioner of the eighteen County Commissions shall also receive a copy of the minutes.

Article VI Attendance

- 6.1 Regular attendance at Board meetings is encouraged and necessary for responsible conduct of Board business. Any Board Member who misses three consecutive meetings may be replaced unless extenuating circumstances are found and accepted by the Executive Committee.

Article VII Officers

- 7.1 The officers of the Board, to be chosen by the members of the Board, shall be a Chairperson, Vice-Chairperson, Secretary, and Treasurer. Distribution is limited to no more than two officers from any of the three subregions. The Chairperson and Vice-Chairperson must be private sector members of the Board. The Secretary and Treasurer may be any member of the Board, however, if from the public sector, they may not assume the responsibilities of Chairperson or Vice-Chairperson in their absence (see 7.7 for procedures in absence of Chair /Vice Chair).
- 7.2 In addition to the officers described, there shall be such assistant officers and staff positions as the Board shall deem necessary to carry out the responsibilities of the Board; provided however, that the Board cannot delegate its decision-making and policy-formulating responsibilities to non-members of the Board.
- 7.3 All officers shall be elected by the Board having received a majority of the votes cast, and shall serve for a term of two years, or until their successors are elected and shall have qualified. Officers shall not serve more than two consecutive terms in the same office; however, a person shall be eligible to hold an office to which they have previously been elected, if one year shall have elapsed between the initial service and re-election. A person shall be eligible to hold another office during the interim year. A Nominating Task Force will be appointed at the March Workforce Development Board meeting in odd-numbered years. The slate of officers will be presented and elected at the June Board meeting and officers will begin their terms in July.
- 7.4 Any officer elected by the members of the Board may be removed at any time, with cause, by the vote of a two-thirds majority of the Board members. Any vacancy occurring in any office shall be filled for the unexpired term in the same manner as any election of officers.
- 7.5 The Chairperson shall preside at all meetings of the Board and shall perform all duties as may be prescribed by the Board from time to time. The Chairperson shall be entitled to

vote on all matters coming before the Board and before any Committee(s), providing there is not a conflict of interest. Additionally, all papers and instruments executed on behalf of the Board, shall be executed in the name of the Workforce Development Board, and signed by the Chairperson.

- 7.6 The Vice-Chairperson shall, in the absence or disability of the Chairperson, perform the duties and exercise the powers of the Chairperson.
- 7.7 In the absence of both the Chairperson and the Vice-Chairperson, the following contingency plan shall be followed in priority order:
- The Secretary shall preside if a business representative, or
 - The Treasurer shall preside if a business representative, or as the final option;
 - The Secretary shall convene the meeting and ask for an election of a temporary chair for that meeting, who is a business representative.
- 7.8 The Secretary shall record, or cause to be recorded (via staff), all of the proceedings of the Board meetings. He/she shall give, or cause to be given, notice of all meetings of the Board for which such notice is required. The Secretary shall have custody of, and provide for the safe-keeping of all documents of the Board; provided, however, that he/she may delegate clerical duties to staff.
- 7.9 The Treasurer shall cause to be instituted acceptable fiscal control of all funds of the Board. The Treasurer shall provide policies and procedures for the acceptance and disbursement of funds, which shall be approved by the Board. The Treasurer shall render to the Board an account of transactions and the financial condition of the Board, as required by the membership. The Treasurer may delegate financial duties to appropriate staff, as necessary.
- 7.10 Any duty of the Secretary or Treasurer may be performed by an Assistant Secretary or Assistant Treasurer, or any such staff that the Board may have designated under the supervision of the Officer.
- 7.11 The Board may, by proper resolution, grant either general or specific authority to designated persons to execute instruments for, and on behalf of, the Board.
- 7.12 The officers shall perform other such duties as may be prescribed by the Board.
- 7.13 The officers and employees who handle funds, or who are custodians of property, shall be bonded in an amount to be determined by the Board.
- 7.14 All checks drawn against the funds of the Board shall be signed by any two of the following three: the Chairperson, Vice-Chairperson, Treasurer; or in accordance with policies and procedures adopted by resolution of the Board.

Article VIII
Personnel

- 8.1 The local grant subrecipient shall provide staff to the Board as specified in a written agreement between the local grant subrecipient, Northwest Workforce Development Board and the Chief-Elected Officials.

Article IX Committees

- 9.1 With the approval of the Board, the Executive Director (in consultation with the Chairperson) may appoint members to serve in the following committee structure:

a. Executive Committee

There may be an Executive Committee, consisting of seven (7) 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. The Chairperson, Vice-Chairperson, Secretary, and Treasurer must be members of the Executive Committee. There shall be four members representing the private sector on the Executive Committee. Representatives serving on the Executive Committee shall be limited to no more than three from each subregion.

Membership on the Executive Committee shall be for two (2) years. 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; and

- Acting as a liaison with the Chief-Elected Officials.

b. One-Stop System Alignment Committee

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.

c. 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.

d. 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).

9.2. Each member of the Board shall be appointed to one or more committee(s) by the Board Chairperson. Other members may also be appointed to serve on the committees who are not members of the Board - they will be Ex-Officio, non-voting members.

9.3. As a result of the collaborative nature of workforce development, there may be other councils, teams, task force and/or advisory groups who have a direct relationship with the Board. Such councils, teams, task force and/or advisory groups ~~work~~ may include a Nominating Task Force to nominate a slate of officers for the consideration of the Board; a By-Laws Task Force to review the By-Laws and recommend changes annually, or as needed; and any other as the Chairperson of the Board, with the approval of the membership, shall designate by resolution or adoption of policies and procedures.

Article X
Fiscal Year

- 10.1 The fiscal year of the Board shall be from July 1 to June 30.

Article XI Budget

- 11.1 Annually, and at least 30 days prior to the end of the fiscal year, the Northwest Workforce Development Board staff shall prepare a work program setting forth the proposed activities and work of the Board for the ensuing fiscal year, along with budgetary requirements for such programs, which shall be used as the operating guide of the Board for that particular period. The work program and budget shall be submitted to the Executive Committee for appropriate action, and if approved, to the entire Board for adoption, with the approval of the Chief-Elected Officials, at the last regular meeting prior to the end of the fiscal year.
- 11.2 The Northwest Workforce Development Board staff shall review proposals for budget changes, amendments, and transfers of funds that may be necessary throughout the year, and shall make appropriate recommendations to the Executive Committee, which shall have the authority to approve or modify such changes, amendments, or transfers for recommendations to the Board and the Chief-Elected Officials.

Article XII Reports

- 12.1 The Board shall prepare, or have prepared, such reports as may be required from time to time by the U.S. Department of Labor, the State of Missouri, or the majority of the Chief-Elected Officials in the Northwest Region.
- 12.2 The fiscal records of the Administrative Entity shall be audited annually by a Certified Public Accountant, selected in accordance with the cognizant agency's procurement policies.

Article XIII General

- 13.1 No member of the Board shall be personally liable under, upon, or in connection with any other obligations or liabilities of the Board. All members of the Board shall be included as additional insured parties on the "Errors and Omissions" policy held by the local grant subrecipient, Except in cases of malfeasance, dereliction of duty, libel or slander; the Board agrees to save, defend, indemnify, and hold harmless individual members of the Board, acting in official capacity, from any and all claims, judgments, or lawsuits arising from Board actions.
- 13.2 In any case, where a provision of these By-Laws, or an amendment thereto, may be in conflict with the Agreement and/or Resolution establishing the Workforce Development

Board, or an amendment thereto; the Agreement and/or Resolution establishing the Board shall prevail.

- 13.3 The Workforce Development Board has negotiated a working agreement with the Chief-Elected Officials to operate and execute their mutual duties under Public Law 113-128.

Article XIV
Amendments

- 14.1 The By-Laws of the Northwest Workforce Development Board shall only be amended at a regular meeting or at a special meeting of the Board when a majority of the voting members are participating. A two-thirds majority vote in the affirmative by those participating shall constitute approval of an amendment. The notice of such regular or special meeting shall include the full and complete text of the proposed amendment.

Article XV
Parliamentary Authority

- 15.1 Meetings of the Northwest Workforce Development Board shall be conducted according to the procedures contained in Robert's Rules of Order, Revised.

Article XVI
Civil Rights

- 16.1 This organization shall be an Equal Opportunity Employer and shall conform to the provisions of the Civil Rights Act of 1964 (amended), Americans with Disabilities Act of 1990, and all other related laws and regulations.

Revised: October 26, 2010; November 23, 2011; August 19, 2015

Board Approved: December 7, 2010; December 6, 2011; December 4, 2012; June 11, 2013; September 18, 2015

ADDENDUM 1

BY-LAWS
Workforce Development Board of Northwest Missouri

BOARD COMPOSITION
Workforce Innovation and Opportunity Act of 2014

The Board composition noted below is in accordance with Workforce Innovation and Opportunity Act Code of Federal Register (WIOA CFR 679.320), and Missouri Division of Workforce Development (DWD) Issuance 14-2014.

To meet the WIOA membership requirements, the Act states that a Local Board must be composed as follows:

- A majority (at least 51% of the total WDB membership) shall be representatives of business in the local area. At a minimum, two of those business members must represent small business as defined by the U.S. Small Business Administration;
- Representatives of the workforce (20% of total WDB membership – minimums: 2 labor and 1 apprenticeship if such programs exists) plus balance as representatives of employees;
- A representative of Adult Education and Literacy (AEL) WIOA Title II;
- A representative of Wagner-Peyser (labor exchange services – DWD) WIOA Title III;
- A representative of Vocational Rehabilitation (VR) WIOA Title IV;
- A representative of Title IV of the Social Security Act (TANF);
- A representative of public institutions of higher education providing workforce investment activities. This includes community colleges, public two-year and four-year institutions that provide training services;
- A representative from an economic development entity; and
- May include such other individuals or representatives of entities as the Chief-Elected Official in the local area may determine to be appropriate.

Committee members who are not NW WDB members shall be Ex-officio, non-voting members of the NW WDB.

Developed: April 10, 2013; Revised August 19, 2015
Board Approved: June 11, 2013; September 18, 2015

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

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

Name of Local Workforce Development Board: Northwest Workforce Development Board

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

[Signature] 3-1-16
(Insert name of Chair) Date

[Signature] 3/1/16
(Insert name of member) Date

[Signature] 3/1/16
(Insert name of member) Date

[Signature] 3/1/16
(Insert name of member) Date

STEVE REZNICEK 3/1/16
(Insert name of member) Date

[Signature] 03/01/16
(Insert name of member) Date

[Signature] 3/1/16
(Insert name of member) Date

[Signature] 03/01/16
(Insert name of member) Date

[Signature] 3-1-16
(Insert name of member) Date

[Signature] 3/1/2016
(Insert name of member) Date

[Signature] 3-1-16
(Insert name of member) Date

[Signature] 3-1-16
(Insert name of member) Date

(Insert name of member) Date

[Signature] 3-1-16
(Insert name of member) Date

(Insert name of member) Date

[Signature] 3/1/16
(Insert name of member) Date

(Insert name of member) Date

CHIEF LOCAL ELECTED OFFICIALS CONSORTIUM AGREEMENT

THIS AGREEMENT made and entered into this 19th day of March, 2015, by and between the COUNTIES of: Andrew, Buchanan, Clinton and DeKalb (ABCD Sub-region); Caldwell, Daviess, Grundy, Harrison, Linn, Livingston, Mercer, Putnam, and Sullivan (Green Hills Sub-region); and Atchison, Gentry, Holt, Nodaway, and Worth (Northwest Sub-region) in the State of Missouri (hereinafter, the Counties):

WITNESSETH

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

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

AGREEMENT

SECTION 1: That the Counties of:

Andrew, Buchanan, Clinton and DeKalb (ABCD Sub-region); Caldwell, Daviess, Grundy, Harrison, Linn, Livingston, Mercer, Putnam, and Sullivan (Green Hills Sub-region); and Atchison, Gentry, Holt, Nodaway, and Worth (Northwest Sub-region) do hereby constitute a consortium for the purposes of Public Law 113–128, the Act.

SECTION 2: The Chief Local Elected Officials (Presiding Commissioners, County Executives and/or Mayors) of the local government entities in Section 1 shall constitute the Northwest Workforce Investment Region Consortium of Chief Local Elected Officials (hereinafter, the Consortium).

SECTION 3: The Consortium shall elect from its membership a Chairperson, a Vice-Chairperson and such other officers as may be provided in the Consortium bylaws to serve for a term of one year or until a successor is elected and qualified. Vacancies shall be filled by election for the remainder of the unexpired term. The Chairperson shall appoint a Board Clerk.

Chairperson: Rick Hull
Vice-Chairperson: Jack Hodge
Other Officers: Wade Wilken, Jr.
Rod Dollars

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

SECTION 5: The Consortium shall meet a minimum of two (2) times during each calendar year. The Consortium shall determine their meeting schedule. The Board Clerk shall provide meeting notices, copies of the previous meeting's minutes, and an agenda of any business to be discussed to all Consortium members at least 15 calendar days prior to the date of each meeting.

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

SECTION 7: The Consortium may execute an agreement with the Local Workforce Development Board to perform the functions of the Board under Section 107 of the Act, and the Consortium shall approve all local plans under Section 108(1) of the Act.

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

- Serve as the local grant recipient for the region's Workforce Innovation and Opportunity Act funds and be held liable for any misuse of such funds;
- Designate an entity to serve as a local grant sub-recipient for the funds, however, such designation shall not relieve the CLEOs of any liability for misuse of these funds, as referenced in Section 9 herein;
- Receive member nominations and make appointments of members to the Local Workforce Development Board in accordance with State criteria, as described in Section 10 herein;

- Set policy for the local workforce investment system in partnership with the Local Workforce Development Board;
- Develop the local plan and any modifications thereto in partnership with the Local Workforce Development Board;
- Select the One-Stop Operator in partnership with the Local Workforce Development Board;
- Select the service providers in partnership with the Local Workforce Development Board;
- Conduct oversight, in partnership with the Local Workforce Development Board, of local Youth, Adult and Dislocated Worker programs;
- Approve the budget developed by the Local Workforce Development Board for carrying out the Board's duties;
- Participate with the Local Workforce Development Board in local performance negotiations; and
- Perform any other duties or obligations conferred upon the Chief Local Elected Officials as designated under the Act.

SECTION 9: According to Sections 128 and 133 of the Workforce Innovation and Opportunity Act, the Chief Local Elected Officials shall serve as the local grant recipient. As such, they are liable for any misuse of grant funds. In order to assist in the administration of these grant funds, the Chief Local Elected Officials have the right to designate an entity to serve as a local grant sub-recipient for these funds.

The Northwest Chief Local Elected Officials have designated North Central Missouri College as the local grant sub-recipient and fiscal agent. This designation is formalized in a Letter of Agreement, signed on behalf of the Chief Local Elected Officials by the Chief Local Elected Officials Coordinating Committee, and on behalf of North Central Missouri College by the President of the Board of Trustees. This agreement stipulates that North Central Missouri College:

- assumes all liability connected with these funds,
- assumes all responsibilities and functions of the local grant sub-recipient,
- will maintain adequate coverage for:
 - Directors and Officers Liability Insurance (Errors and Omissions)
 - Bonding

- General Liability

- will require that any contract for expenditure of local workforce investment funds contain a clause for assumption of liability for such funds.
- will affirm that staff assigned to work with the Workforce Development Board has no conflicting duties in any other training-related college employment.

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

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

SECTION 10: The eighteen Chief Local Elected Officials are equally responsible for the structure and on-going appointment of the Northwest Workforce Development Board. However, the Chief Local Elected Officials Coordinating Committee, or the Chair of such, has the authority to review / approve all appointments to the Workforce Development Board and therefore, must sign the attestation form submitted for certification. The Board itself shall be certified by the Governor every two (2) years. The membership structure, depicted below, is in alignment with WIOA Section 107(b)2.

Such criteria shall require that, at a minimum—

(A) a majority of the members of each local board shall be representatives of business (business representatives) in the local area, who—

(i) are owners of businesses, chief executives or operating officers of businesses, or other business executives or employers with optimum policymaking or hiring authority;

(ii) represent businesses, including small businesses, or organizations representing businesses described in this clause, that provide employment opportunities that, at a minimum, include high-quality, work-relevant training and development in in-demand industry sectors or occupations in the local area; and

(iii) are appointed from among individuals nominated by local business organizations and business trade associations;

(B) not less than 20 percent of the members of each local board shall be representatives of the workforce within the local area, who—

(i) shall include representatives of labor organizations (for a local area in which employees are represented by labor organizations), who have been nominated by local labor federations, or (for a local area in which no employees are represented by such organizations) other representatives of employees;

(ii) shall include a representative, who shall be a member of a labor organization or a training director, from a joint labor-management apprenticeship program, or if no such joint program exists in the area, such a representative of an apprenticeship program in the area, if such a program exists;

(iii) may include representatives of community-based organizations that have demonstrated experience and expertise in addressing the employment needs of individuals with barriers to employment, including organizations that serve veterans or that provide or support competitive integrated employment for individuals with disabilities; and

(iv) may include representatives of organizations that have demonstrated experience and expertise in addressing the employment, training, or education needs of eligible youth, including representatives of organizations that serve out-of-school youth;

(C) each local board shall include representatives of entities administering education and training activities in the local area, who—

(i) shall include a representative of eligible providers administering adult education and literacy activities under title II;

(ii) shall include a representative of institutions of higher education providing workforce investment activities (including community colleges);

(iii) may include representatives of local educational agencies, and of community-based organizations with demonstrated experience and expertise in addressing the education or training needs of individuals with barriers to employment;

(D) each local board shall include representatives of governmental and economic and community development entities serving the local area, who—

(i) shall include a representative of economic and community development entities;

(ii) shall include an appropriate representative from the State employment service office under the Wagner-Peyser Act (29 U.S.C. 49 et seq.) serving the local area;

(iii) shall include an appropriate representative of the programs carried out under title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.), other than section 112 or part C of that title (29 U.S.C. 732, 741), serving the local area;

(iv) may include representatives of agencies or entities administering programs serving the local area relating to transportation, housing, and public assistance; and

(v) may include representatives of philanthropic organizations serving the local area; and

(E) each local board may include such other individuals or representatives of entities as the chief elected official in the local area may determine to be appropriate.

A majority of the members of the Board shall be business representatives, and the Chair shall be a business representative. All Workforce Development Board terms are for a five-year period commencing on the first day of July. Whenever a change in membership of the Workforce Development Board occurs, written notification of the new member's appointment shall be submitted to the Division of Workforce Development no later than five (5) days after their appointment. Such notification shall be signed by the Chair of the Chief Local Elected Officials Coordinating Committee.

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

Business Representatives Nomination Process - Letters soliciting nominations for business representatives will be sent to Chambers of Commerce in the county. If there is no Chamber of Commerce in the county, nominations will be solicited from Rotary Clubs, Industrial Development Associations, Community Betterment Associations, Farm Bureaus, or other general purpose business organizations. Upon receipt of nominations from the local business organization(s), the Chief Local Elected Official shall select a nominee for appointment, and shall submit such appointment, in writing, to the Chairperson of the Chief Local Elected Officials Coordinating Committee.

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

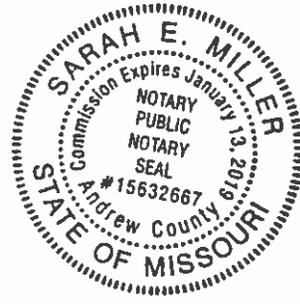
SECTION 12: This Agreement shall be effective when approved by each member of the Consortium through their signature. **This Agreement shall expire on June 30, 2016**, at which time a new Agreement shall be required.

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

SECTION 14: The original Agreement, with complete signatures and notarized seal(s), as well as any amendments thereto, shall be submitted to the Division of Workforce Development, Attention: Performance Research Section, P.O. Box 1087, Jefferson City, Missouri 65102-1087.

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

Bob Colwell 4-16-15
(Name) (Date)
Presiding Commissioner
(Position Title)
Andrew County, MO
(County or City)



ATTEST:
Sarah E. Miller 4-16-15
(Name) (Date)
Notary Public

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

Harry Roberts 3/20/15
(Name) (Date)

Presiding Commissioner
(Position Title)

Buchanan County, MO
(County or City)

ATTEST:

Kimberly S. Hartman 3/20/15
(Name) (Date)
Notary Public



expire on June 30, 2016, at which time a new Agreement shall be required.

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

SECTION 14: The original Agreement, with complete signatures and notarized seal(s), as well as any amendments thereto, shall be submitted to the Division of Workforce Development, Attention: Performance Research Section, P.O. Box 1087, Jefferson City, Missouri 65102-1087.

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

[Handwritten Signature]

4-2-15

(Name)

(Date)

Presiding Commissioner

(Position Title)

Clinton County, Mo

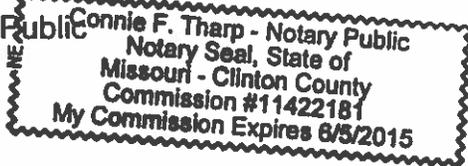
(County or City)

ATTEST:

Connie F. Sharp

(Name)
Notary Public

(Date) *4/2/15*



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

Randy Sims 4-29-15
(Name) (Date)

Presiding Commissioner
(Position Title)

Daviess CO.
(County or City)

ATTEST:

Ranetta L. Burton 4-29-15
(Name) (Date)

Notary Public

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

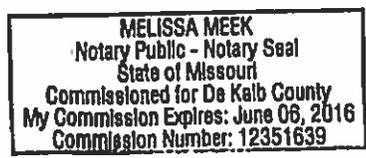
Harold Allen 28 Jun 15
(Name) (Date)

Presiding Commissioner
(Position Title)

De Kalb
(County or City)

ATTEST:

Melissa MEEK 6-29-15
(Name) (Date)
Notary Public



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

[Signature] 5/1/15
(Name) (Date)
Presiding Commissioner
(Position Title)
Grundy
(County or City)

ATTEST:

Barbara Harris 10-8-18
(Name) (Date)
Notary Public

BARBARA HARRIS
Notary Public-Notary Seal
STATE OF MISSOURI
County of Grundy
My Commission Expires: Oct. 8, 2018
Commission #14630614

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

Jack W. V. Jodge 3-19-2015
(Name) (Date)

PRESIDING COMMISSIONER
(Position Title)

HARRISON COUNTY
(County or City)

ATTEST:

Susan Ramey 3-19-2015
(Name) (Date)
Notary Public



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

Mark Sitherwood

Mark Sitherwood 5-21-15
(Name) (Date)

Presiding Commissioner
(Position Title)

Holt
(County or City)

ATTEST:

Mari Beth Ferguson 5-21-15
(Name) (Date)

Notary Public



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

[Signature] 3-23-15
(Name) (Date)
Presiding Commissioner
(Position Title)
Mercer County
(County or City)

ATTEST:
[Signature] 3-23-15
(Name) (Date)
Notary Public

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

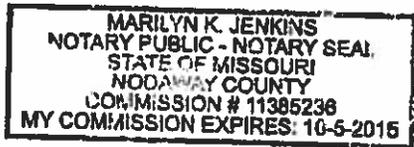
[Signature] 4-29-15
(Name) (Date)

Presiding Commissioner
(Position Title)

NE. DALLAS
(County or City)

ATTEST:

Marilyn K Jenkins 4-29-2015
(Name) (Date)
Notary Public



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

Randy Sands Perkins 26 Mar 15
(Name) (Date)

Presiding Comm
(Position Title)

Putnam County
(County or City)

ATTEST:

Crystal D. Perkins 3/26/15
(Name) (Date)
Notary Public



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

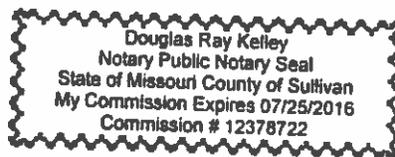
Chris May 3-31-15
(Name) (Date)

Presiding Commissioner
(Position Title)

Sullivan County
(County or City)

ATTEST:

Douglas Ray Kelley 3-31-15
(Name) (Date)
Notary Public



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

Red Feindley 3-23-15
(Name) (Date)

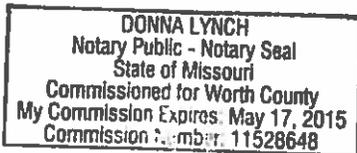
Presiding Comm.
(Position Title)

Worth County
(County or City)

ATTEST:

Donna Lynch 3-23-15
(Name) (Date)

Notary Public



Letter of Agreement

Between: Northwest Region Chief Local Elected Officials
Northwest Workforce Development Board
North Central Missouri College

THIS AGREEMENT is entered into April 1, 2015, by and between the
aforementioned parties: the Chief-Elected Officials in the eighteen northwest Missouri counties, the
Northwest Workforce Development Board, and North Central Missouri College.

WHEREAS the Governor of the State of Missouri has designated eighteen counties of Missouri
(Andrew, Atchison, Buchanan, Caldwell, Clinton, Daviess, DeKalb, Gentry, Grundy, Harrison, Holt,
Mercer, Nodaway, Linn, Livingston, Putnam, Sullivan, and Worth) as the Northwest region under the
provisions of Public Law 113-128, The Workforce Innovation and Opportunity Act of 2014; and

WHEREAS the Northwest Chief-Elected Officials have entered into a joint agreement to fulfill their
responsibilities under Public Law 113-128, The Workforce Innovation and Opportunity Act of 2014;
and

WHEREAS Public Law 113-128, The Workforce Innovation and Opportunity Act of 2014,
stipulates that the Chief-Elected Officials may designate an entity to serve as the local grant sub-
recipient; and

WHEREAS Public Law 113-128, The Workforce Innovation and Opportunity Act of 2014
stipulates that the local Workforce Development Board may hire staff, and

WHEREAS Public Law 113-128, The Workforce Innovation and Opportunity Act of 2014, stipulates
that the Local Chief-Elected Officials and the Workforce Development Board may enter into a written
agreement that describes the respective roles and responsibilities of the parties;

NOW THEREFORE, the Chief-Elected Officials and the Workforce Development Board do hereby
jointly agree to designate North Central Missouri College as the local grant sub-recipient.
As such, they shall provide appropriate staff to the Workforce Development Board, and serve as the
fiscal agent for all funds received under the auspices of the Workforce Innovation and Opportunity
Act. The following provisions shall apply in the execution of this agreement.

1. This Agreement is subject to all terms and conditions of Public Law 113-128, The Workforce
Innovation and Opportunity Act of 2014, and any amendments or revisions thereof. By this reference,
these documents are incorporated herein as if fully written. In the event of any conflict between the

terms and conditions of this Agreement, and those of the law/regulations, the latter shall prevail and govern the performance of all parties.

2. North Central Missouri College shall assume all responsibilities and functions of the local grant sub-recipient. As such, they shall assume all liability connected with funds received under the Workforce Innovation and Opportunity Act. Further, they hereby agree to maintain adequate coverage for Directors and Officers Liability Insurance (Errors and Omissions) for the Workforce Development Board and its staff, bonding, general liability, and property insurance. The College agrees to repay any and all expenditures determined to be unallowable.

3. North Central Missouri College has the right to delegate this responsibility in sub-contractual agreements, contracts with One-Stop Operators, or in the Memorandum of Understanding among Workforce Development partners. All subcontracts for services shall require this assumption of liability. The College maintains the right to take legal action against such parties if they should refuse or fail to assume this responsibility, in order to recover the unallowable or mis-expenditure of funds, as well as the cost of litigation to recover such funds.

4. While the liability for misuse of funds is passed on to the grant sub-recipient, and in turn on to the program contractors, it does not detach the ultimate liability from the Chief-Elected Officials. In the event of misuse of funds, the responsible entity will be the first accountable for repayment. If, for any reason, there is a liability above the program contractor or sub-grant recipients' ability, the Chief-Elected Officials liability shall be apportioned based on each county's level of participation in the specific disallowed cost. If the liability is a generalized debt for the eighteen-county area, the liability to each county shall be proportionate to the number of participants served in that county for the same year in which the misuse of funds occurred.

5. North Central Missouri College shall provide and perform all services necessary as the fiscal agent, including the receipt and disbursement of funds appropriated to this Area under Public Law 113-128, The Workforce Innovation and Opportunity Act of 2014. Such activity shall be at the policy direction of the Workforce Development Board, with the approval of the Chief-Elected Officials. Further, it is understood that North Central Missouri College is authorized to charge allowable expenses for such work, including indirect costs not to exceed 10% of the approved administrative budget.

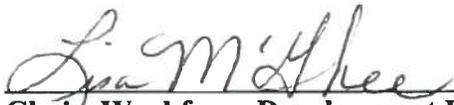
6. North Central Missouri College shall provide qualified staff to adequately perform all management and administrative functions for the Workforce Development Board. Such functions may include, but are not limited to: Planning, Development/Maintenance of (MOU), Memoranda of Understanding between One-Stop Partners, Contract Selection and Management, Act as or Designate One-Stop Operator(s), Information and Technology Management, Consumer Communications, serve as a Liaison to the Division of Workforce Development, Department of Economic Development, State of Missouri, and any other required services. It is expressly agreed by all parties, that staff dedicated to any function of the Workforce Development Board shall not have other conflicting training-related duties assigned by North Central Missouri College. Further, it is understood that North Central Missouri College is authorized to compensate staff from funds received under the Workforce Innovation and Opportunity Act.

7. The Chief-Elected Officials hereby recognize the lead role of the Workforce Development Board in the following functions which require their agreement:

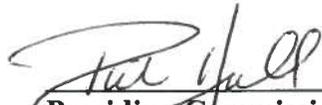
- Development of Local Plan
- Designation/Certification of One-Stop Operators
- Development of Memorandum of Understanding with all One-Stop Partners
- System Oversight
- Budget
- Negotiate Local Performance Measures

8. This agreement shall be amended only by written mutual consent of all parties, and until such amendment, this agreement is binding. North Central Missouri College retains the right to cancel this contract immediately for cause, or due to discontinuation or significant reduction in funding. Any one of the three interested parties may cancel this agreement upon 120 days written notice to the other two parties.

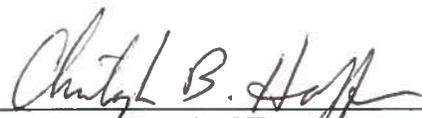
Execution of this agreement completed April 1, 2015 :



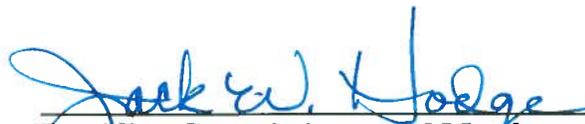
Chair, Workforce Development Board



**Presiding Commissioner and Chair
CLEO Coordinating Committee**



**President, Board of Trustees
North Central Missouri College**



**Presiding Commissioner and Member
CLEO Coordinating Committee**



**Presiding Commissioner and Member
CLEO Coordinating Committee**



**Presiding Commissioner and Member
CLEO Coordinating Committee**

Northwest Workforce Development Board (WDB) Conflict of Interest Policy and Code of Conduct

A. CONFLICT OF INTEREST POLICY AND PROCEDURE

Statement of Policy: *It is the policy and expectation of the Northwest Workforce Development Board (NW WDB) that its Members will fulfill the fiduciary duties applicable to their service as Members of the NW WDB. Due to the legal and statutory structures of the NW WDB, it is expected that conflicts of interest will arise and this policy is intended to provide a framework that will allow the work of the NW WDB to be achieved without the fact of or appearance of impropriety. **Where this document references “Member” it shall mean any agent, WDB employee, WIOA subcontractor employee, officer, Committee Member, Ex-Officio, non-voting Member and Board Member.** The NW WDB and all other agencies receiving direct financial assistance through the Workforce Innovation and Opportunity Act (WIOA) in the Northwest Missouri region shall avoid conflict of interest, real or apparent, by observing the following requirements:*

1. NW WDB is required under state law and the federal Workforce Innovation and Opportunity Act of 2014 (WIOA) to have policies to address conflicts of interest, among other things. The fiduciary duties of Members under state law and the WIOA include, without limitation, a continuing responsibility to scrupulously comply with conflicts-of-interest principles (DWD Issuance 15-2011).
2. Each Member shall sign an Attestation denoting that the Conflict of Interest and Code of Conduct Policies have been read, are understood, and that the Member pledges to conduct him/herself in accordance with such policies and procedures during their service to the Board.
3. Each Member must also provide a disclosure of potential conflicts created by his or her position(s) outside of their service to the NW WDB. Such conflicts are detailed on the Disclosure of Conflict(s) of Interest form.
4. No Members shall use his or her position, or the knowledge obtained from his or her position, in such a manner that conflicts with the interest of the NW WDB or results in personal gain to the Member, or a third party that the Member is employed by, has a fiduciary relationship with, or to whom the Member provides services.
5. 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 WIOA Section 107 (h) *“A member of a local board, or a member of a standing committee, may not— (1) vote on a matter under consideration by the local board— (A) regarding the provision of services by such member (or by an entity that such member represents); or (B) that would provide direct financial benefit to such member or the immediate family of such member; or (2) engage in any other activity determined by the Governor to constitute a conflict of interest as specified in the State plan. “*

The following are deemed conflicts of interest that create a duty of the Member to fully disclose such interest immediately:

- i. If Member has a significant personal financial interest in a proposed transaction involving the NW WDB.
- ii. If Member is employed by, or is Trustee, Director, or Officer of any individual, organization or entity that shall have a financial interest in a proposed transaction involving the NW WDB.
- iii. If a Member represents a third party either through personal, professional, or confidential relationship and such party shall have a financial interest in a proposed transaction involving the NW WDB.
- iv. No Member shall solicit or accept gratuities or favors from suppliers or potential suppliers, including subcontractors.
- v. No Member shall participate in the selection, award or administration of a procurement supported by WIOA funds where, to the individual's knowledge, any of the following has a financial or substantial interest in any organization which may be considered for award:
 - a. the Member is a vendor for the goods or services;
 - b. the Member is a subcontractor of a vendor for the goods or services;
 - c. the Members serves in a board capacity for any such vendors or subcontractors.
 - d. the Member is from an organization which employs, or is about to employ, any of the above.

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

7. If an award of funding is made with Member violating the requirements of this procedure, the NW WDB Executive Committee is empowered to immediately suspend the obligation; the suspension subject to review at the next regular or special meeting of the NW WDB. The balance of the Board, excluding the Member(s) with potential conflict, will then determine what final corrective actions are

necessary; actions that could include removal of the Member, suspension of the obligation, termination of the obligation, or civil action to recover any monetary damages.

8. This policy is not meant to rule out transactions between the NW WDB and other persons or entities where an interest or a relationship between the Member and such a person or entity exists which require proper disclosure and which are documented as being the outcome of established Procurement Policies, and are determined to be in the best interest of the NW WDB.

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

B. CODE OF CONDUCT

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 Council 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.

4. A Member shall not become a recipient, directly or indirectly, of any salary payments or loans or gifts or any free service or discounts or other fees from or on behalf of any person or organization engaged in any transaction with the NW WDB except that a disclosed token gift of a value within applicable Federally allowable maximums may be approved by the Executive Committee.

Northwest Workforce Development Board

Conflict of Interest Policy and Code of Conduct Board Member

I, _____, a Member of the Northwest Workforce Development Board do hereby attest and affirm that I have read and understand the Conflict of Interest Policy and Code of Conduct duly adopted on March 21, 2012 and revised September 18, 2015.

I also hereby declare and promise to carry out my responsibilities in relation to upholding the Conflict of Interest Policy and Code of Conduct during my term as a Board Member.

Board Member

Signed: _____

Date: _____

Witness

Signature: _____

Print Name: _____

Date: _____

Northwest Workforce Development Board

Conflict of Interest Policy and Code of Conduct WDB Committee Member, Ex-Officio, Non-voting NW WDB Member, WDB Staff and Subcontractor Staff

I, _____, a staff member of the Northwest Workforce Development Board, staff member of WIOA subcontractor, member of a WDB Committee, or Ex-officio, non-voting NW WDB Member do hereby attest and affirm that I have read and understand the Conflict of Interest Policy and Code of Conduct duly adopted on March 21, 2012 and revised September 18, 2015.

I also hereby declare and promise to carry out my responsibilities in relation to upholding the Conflict of Interest Policy and Code of Conduct during my tenure as a WDB Committee Member, Ex-Officio, non-voting NW WDB Member, WDB or subcontractor staff.

Member

Signed: _____

Date: _____

Witness

Signature: _____

Print Name: _____

Date: _____

Northwest Workforce Development Board

Disclosure of Conflict(s) of Interest

I, _____, a Member of the Northwest Workforce Development Board of Directors, NW WDB Committee Member, Ex-officio, non-voting NW WDB Member, WDB Staff Member, or WIOA Subcontractor Staff Member hereby disclose the following conflict(s) of interest with another position that I hold outside of the WDB.

- I have no conflicts to disclose.
- I represent a private sector employer that has current business/contractual dealings with the NW WDB, or one or more of the One Stop Operators, Partners, or other WIOA-funded service providers.
- I have a family member who is employed by a current or potential WIOA-funded service provider or by another organization that provides services directly to the NW WDB.
- I serve in a board capacity for a WIOA-funded, or potential WIOA-funded service provider/subcontractor.
- I represent a WIOA-funded service provider/subcontractor.
- I represent a One Stop Operator.
- I represent a One Stop Partner.
- Other: (please describe nature of the conflict)

For the reasons stated above, I promise and attest that I will hereby declare, before a vote or discussion on the matter, the nature and extent of the conflict. I will hereby voluntarily withhold from participating in any discussions pertaining to this matter and abstain from voting on the subject. I further understand that this shall not prohibit me from responding to any direct questions on the matter from other Members.

Member Signature

Witness Signature

Signed: _____

Print Name: _____

Date: _____

2016 NW WDB SUB-STATE MONITORING PLAN

Responsible Representative: The Northwest Workforce Development Board (NW WDB) Program Operations Manager, Fiscal Manager and Equal Opportunity Officer are responsible for monitoring activities. The NW WDB does not operate programs, all programs are operated by sub-recipients, and therefore the selected monitors are independent from the duties or systems being monitored.

Accountability: NW WDB staff prepares and submits annual monitoring reports to the NW WDB Board, Chief Local Elected Officials (CLEOs), and Division of Workforce Development.

Compliance and Performance: The annual monitoring reports review compliance with the terms and conditions of each contractual scope of work.

- **Program monitoring** is a review of the customer's program eligibility documentation, adequacy of assessment, employment plan, planning of activities and services, appropriateness and accuracy of data entry, participant payments and training payments, coordination with One-Stop System partners to meet the comprehensive needs of customers, and customer outcomes. Each service provider and each funding stream will be monitored annually by the NW WDB Program Operations Manager and presented to the Board.
 - WIOA Youth program monitoring will take into account:
 - Out-of School Youth 75% expenditure requirement
 - 20% work-based learning with educational component requirement
 - 5% limit on In-School Youth enrolled with the "Requires additional assistance" barrier
 - 5% over-income exception, and
 - New eligibility criteria and barriers
- **Equal Opportunity monitoring** of each service provider is conducted annually by the local Equal Opportunity Officer to ensure compliance with 29 CFR Part 37 (*Implementation of the Nondiscrimination and Equal Opportunity Provision of the Workforce Investment Act of 1998*), 29 CFR Part 38 (*Implementation of the Nondiscrimination and Equal Opportunity Provision of the Workforce Innovation and Opportunity Act*), and the *State of Missouri Methods of Administration In Compliance with the Workforce Investment Act Concerning Non-Discrimination and Equal Opportunity*. To conduct this monitoring, the Local EO Officer will prepare a document to be used by each service provider as a desktop review. This review will be submitted to the Local EO Officer at least one (1) week prior to the onsite review. The Local EO Officer will use this desktop review to find shortfalls that could lead to noncompliance. The Local EO Officer will then prepare a tool to use onsite to investigate potential issues of noncompliance. While onsite the EO Officer will conduct 2 (two) interviews, one (1) with a staff member, one (1) with a participant. After the EO Officer has completed the onsite review, he/she will prepare a final report within two (2) weeks which will include any corrective action for the service provider.
- **Fiscal monitoring** will be conducted on-site annually to ensure fiscal integrity. Monitoring will be conducted to comply with WIOA Section 184 (a) (4) [29 U.S.C. 324(a) (4)], annual DWD agreements, and 2 CFR Part 200 and Part 2900. The financial review will ensure adequacy of internal controls and the reliability of the sub-recipient's financial management systems as they relate to the administrative sub-award. This monitoring review will ensure that the sub-recipient meets the terms and conditions of the sub-award and the fiscal goal or requirement, and that amounts reported are accurate, allowable and supported by documentation and properly allocated. The monitoring review will result in a written report to the WDB identifying areas of noncompliance and recommendations. The review will include, but will not be limited to, reviews of the following processes: financial reporting, internal controls, source documentation, cost allocation, cash management, procurement and inventory review.

Compatibility: The monitoring tools used by the NW WDB staff are updated annually to be in compliance with WIOA regulations, DWD policies, and NW WDB policies.

2016 NW WDB SUB-STATE MONITORING PLAN

Quality Assurance: Monitoring efforts include a comprehensive examination of prior federal, state and local compliance reviews. Monitoring reports address the corrective action steps and the effectiveness of those actions. Training and technical support is provided.

Methodology and Target Universes: NW WDB uses random-sampling techniques in participant file reviews to test eligibility in every funding stream. Sample sizes and universes are determined by following the guidance found in *DWD Issuance 16-2015 Statewide Sub-State Monitoring Policy*.

Northwest Missouri Regional Business Services

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 – Division of Workforce Development 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 – Midland Empire Resources for Independent Living (MERIL) Director of Communications and Transition Services

Don Bonjour – Job Corps Career Transition Specialist

Becky McAtee – Functional Leader at the Trenton and Chillicothe Job Centers and WIOA Youth Program Director

TO BE NAMED – Division of Workforce Development 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. Joseph and Green Hills sub-regions

Rebecca (Evans) Lobina – Small Business Technology and Development Center

Jason Helton – Director of Federal Programs, North Central Missouri College

Rekha Nanchal – Rehabilitation Services for the Blind

Probation and Parole Representative

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 Team Plan is on the following pages and includes detailed action items necessary to reach the established goals.

MISSION: The Business Services Outreach Team will promote services available to businesses that benefit the business and our job-seeker customers alike

GOAL #1: Determine needs of businesses (by industry) and serve them in a way they perceive valuable

Action items	Partner Responsible	Resources Needed	Anticipated Date of Completion	Completed	Updates
Hold a dialogue with that group to talk about needs	One-Stop outreach rep, Core B.S. Group	Call, webinar, time, travel	ongoing		
Form an outreach plan for area businesses <i>by industry cluster</i>	One-Stop Core	Google doc or other collaboration tool	ongoing		
Develop an ongoing business needs assessment with the shared group	Miranda	Survey Monkey	ongoing		
Develop employer consortiums	HR groups, Functional Leaders, Economic Dev, Chamber of Commerce	Space, time, food	ongoing		

Notes:

MISSION: The Business Services Outreach Team will promote services available to businesses that benefit the business and our job-seeker customers alike

GOAL #2: Enhance employer awareness of the services available through the One-Stop System Partners

Action items	Partner Responsible	Resources Needed	Anticipated Date of Completion	Completed	Updates
Host open houses at the Job Centers by industry cluster	WDB/Functional Leader	PRID, procedures for hosting,	Ongoing		
Develop a newsletter on services for business	All partners with primary coordination of Business Representatives	Collaboration tool, task force	June 2016 work on July newsletter. Ongoing		
Create a reputable social media presence	Functional Leaders	Updates to current pages	Ongoing		

Notes: Consider traditional ads: T.V., radio, billboards

MISSION: The Business Services Outreach Team will promote services available to businesses that benefit the business and our job-seeker customers alike

GOAL #3: Connect businesses with a skilled workforce

Action items	Partner Responsible	Resources Needed	Anticipated Date of Completion	Completed	Updates
Research the option of a training bus (i.e. Moberly Area Community College)	DOL, DED, DWD, WDB	\$\$\$\$\$ Grants Borrow a bus	July 2018		
Hold job fairs with other services, schools, etc.	Missouri Job Centers, VR, post-secondary, Vets,	Location space, staff	ongoing		
Develop an apprenticeship program; coordinate with the OJT program	DESE Trade Unions	Existing programs	ongoing		
Work with schools and match up with employers; make a group that meets together to discuss needs and options	Missouri Job Centers, post-secondary	Contacts, marketing,	ongoing		

Notes:

MISSION: The Business Services Outreach Team will promote services available to businesses that benefit the business and our job-seeker customers alike

GOAL #4: Develop a primary point of contact process to reduce redundancy and serve employers effectively

Action items	Partner Responsible	Resources Needed	Anticipated Date of Completion	Completed	Updates
<p>1A) Research successful primary point of contact models.</p> <p>1B) Create/Revise a list of questions regarding Single Point of Contact Methods for Business Survey.</p> <p>1C) Vet survey thru WDB Business Representatives.</p> <p>1D) Partner with local Chamber of Commerce and Economic Development,.</p>	<p>1A) Core B.S. Team</p> <p>1B) Core B.S. Team with Full B.S. Team or One-Stop Operators Team</p> <p>1C) Core B.S. Team/WDB</p> <p>1D) Core B.S. Team</p>	<p>1A) Internet, Phone, Time</p> <p>1B) Internet, networking time, Survey Monkey</p> <p>1C) Survey Monkey, Meeting Time or EMail Listing</p> <p>1D) ???</p>	<p>1A) June 17th</p> <p>1B) June Meeting</p> <p>1C) Early July</p> <p>1D) July/August</p>		
<p>2) Report research findings</p>	<p>Core B.S. Team</p>	<p>Data survey</p>	<p>Aug One-Stop Meeting</p>		

Provide recommendation for guidance and implementation of process	Full One-Stop	Google Docs	Primary results September 2016, Final October 2016		
Coordinate contact with all local business and staff	Primary point person, B.S. Core Team,	Google Docs	On-going		

Notes:

ADDENDUM #3 to
CONSORTIUM PARTNER MEMORANDUM OF UNDERSTANDING

between

(North Central Missouri College), hereinafter referred to as "College" and

(Northwest Region Workforce Development Board), hereinafter referred to as "WDB"

This Addendum #3 to the Memorandum of Understanding is hereby made and entered into by and between the (College) and the (WDB).

Whereas, the (College), as a member of the Missouri STEM Workforce Innovation Networks (MoSTEMWINS) consortium of Missouri colleges, is a co-awardee to Metropolitan Community College on a U.S. Department of Labor: Employment and Training Administration grant under Round IV of the *Trade Adjustment Assistance Community College Career Training (TAACCT) Grant Program* (CFDA #17.282). The grant agreement number is TC-26470-14-60-A-29 with a period of performance from October 1, 2014 through September 30, 2018.

Whereas on June 1, 2012, the (College) and (WDB) executed a Consortium Partner Memorandum of Understanding to establish continued support of the TAACCT Round I grant initiative, MoHealthWINS, whereby both parties agreed to provide integrated workforce services for the target population.

Whereas on April 1, 2013, the (College) and (WDB) executed Addendum #2 to the above referenced Memorandum of Understanding, whereby both parties agreed to provide integrated workforce services for the target population for the TAACCT Round II grant initiative, MoManufacturingWINS.

The language of the Memorandum of Understanding is hereby altered, added to, or amended as provided herein. All such changes are reflected in italics. No other changes are made to the Agreement, which, as amended herein, shall remain in full force and effect.

Purpose

In support of the MoHealthWINS, MoManufacturingWINS, and MoSTEMWINS statewide grant initiatives, the Missouri Workforce Development Boards and the Missouri public community and technical colleges have agreed to provide support for career training and job placement of workers eligible under the MoHealthWINS, MoManufacturingWINS, and MoSTEMWINS programs, as well as other disadvantaged job seekers that may benefit from grant efforts.

Term

The term of the original MOU is (June 1, 2012 through September 30, 2014), which shall now be extended, reviewed and renewed annually *until the conclusion of the MoSTEMWINS grant period, September 30, 2018.*

Scope of Work

The services to be carried out during the term of this Agreement are described in Exhibits A *through N* which delineates the work flow and cooperative efforts of both parties.

Miscellaneous Provisions and Exhibits

Mutual Respect of Organizational Practices

All partners agree to respect each other’s organizational practices and management structures in the provision of services under this Agreement.

Indemnification and Liability

By executing this Agreement, each party agrees to collaborate in delivery of training and workforce services for employer partners and the MoHealthWINS/MoManufacturingWINS/MoSTEMWINS target population. However, the entities are not legal “partners” to the extent that term encompasses joint and several liabilities. Each party is responsible for the acts, or neglect to act, of its own employees, representatives, agents and subcontractors.

Exhibits

The following Exhibits are integrated as part of the overall MOU:

- A. MoHealthWINS - Northwest Region Workforce Investment Board Workforce Investment Act Supportive Services Policy
- B. MoHealthWINS - Data Collection Process: USDOL Data Requirements
- C. MoHealthWINS – Process Flow Chart for Participants
- D. Addendum #1
- E. MoManufacturingWINS Eligibility Guidance
- F. MoManufacturingWINS Required Reporting Data
- G. MoManufacturingWINS Financial Aid Assistance Guidance Tool
- H. MoManufacturingWINS Participant Documentation and Case Management
- I. MoManufacturingWINS Enrollment and Admission Form
- J. Addendum #2
- K. MoSTEMWINS Eligibility Guidance
- L. MoSTEMWINS Financial Aid Assistance Guidance Tool
- M. MoSTEMWINS Participant Documentation and Case Management
- N. MoSTEMWINS Enrollment and Admission Form

Continuous Improvement

The parties will meet at least six times annually to review progress, identify issues and make adjustments as appropriate.

Modification

This Memorandum of Understanding, together with the previous Addendums and any Exhibits, constitutes the entire agreement between (College) and (WDB) and supersedes all prior written agreements or oral understandings. This agreement and said Exhibits may only be amended, supplemented, modified, or canceled by a duly executed written instrument. Both parties to this agreement will comply with all applicable requirements of federal, state, and local laws, executive orders, regulations and policies governing the MoHealthWINS, and MoManufacturingWINS, and MoSTEMWINS programs.

This agreement is made as of June 1, 2015.

(College Name)

(WDB Name)



(President/Chancellor)



(WDB Director)

5/19/15

Northwest Workforce Development Board

Competitive Procurement Process for WIOA Youth, Adult, and Dislocated Worker Programs

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 below. These processes comply with 29 CFR (Code of Federal Regulations) 95, 95.40 through 95.48; TEGL 09-00; TEGL 35-10; and DWD Issuance 01-2012.

Advertisement/Notification:

To foster competitive procurement in accordance with WIOA guidelines, the WDB maintains a list of potential bidders who receive the Request for Proposals either in hard copy or electronic format. That list is updated periodically as the WDB becomes aware of new/different organizations that might have an interest in providing services. The notice of Request for Proposals is also posted on the NW WDB website (www.nwwib.org). The WDB posts notices in conventional media outlets; we also use social media (such as the NW WDB Facebook page).

Proposal Response Time:

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.

Proposal Evaluation:

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).

Conflict of Interest Policy:

Each NW Workforce Development Board member, NW WDB Committee member, NW WDB staff member, and WIOA subcontractor staff member is required to sign and adhere to a Conflict of Interest/Code of Conduct policy. The introductory statement of policy reads:

“Statement of Policy: It is the policy and expectation of the Northwest Workforce Development Board (NW WDB) that its Members will fulfill the fiduciary duties applicable to their service as Members of the NW WDB. Due to the legal and statutory structures of the NW WDB, it is expected that conflicts of interest will arise and this policy is intended to provide a framework that will allow the work of the NW

WDB to be achieved without the fact of or appearance of impropriety. Where this document references "Member" it shall mean any agent, WDB employee, WIOA subcontractor employee, officer, Youth Council and Board Member. "

The intent of the policy is to prevent any obvious or perceived conflicts of interest in selection of WIOA providers and conduct of business at board meetings. Each member is also required to complete and sign a disclosure of interest statement declaring conflict(s) of interest as appropriate.

Review of Proposals:

For the WIOA Adult and Dislocated Worker programs, the Northwest Workforce Development Board (NW WDB) Executive and Program Oversight 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.

Chapter 610, Missouri Revised Statutes, also known as the Sunshine provision, provides authorization for closing meetings and records under very prescribed circumstances. Chapter 510.021(11) states "*...a public governmental body is authorized to close meetings, records and votes to the extent they relate to the following...sealed proposals or any documents related to a negotiated contract until a contract is executed...*" While we believe these conditions are met with the selection of WIOA subcontractors, we like for the process to be as open as possible and choose not to close the committee meeting when proposals are reviewed. We require that individuals who represent an agency which has submitted a proposal not participate in any committee discussion.

Award Recommendation:

During a joint meeting of the NW WDB Executive and Program Oversight Committees, those members discuss and review evaluations; a vote is cast in committee to recommend subcontractor(s) to the full board.

When WIOA Youth service providers are procured, a similar process is followed as described above. The NW WDB Youth Council receives the proposals for review, as do the Executive and Program Oversight Committee Members. The Youth Council members make a recommendation at the joint Executive and Program Oversight Committee meeting. A recommendation is then presented to the full board for vote.

Award/Non-award Notification:

Each organization that responds to the RFP with a written proposal is notified via letter of award/non-award based on majority vote at the board meeting.

CPR

Data Entry for the month of
 April 2016
 Northwest

Funding: WIOA Adult Funding

Grant:

Project:

CFDA: 17.258

DWD Contract: 10-01-01-17

Formula Funds

PY16

Start Date: 7/1/2016

End Date: 6/30/2018

PY16	FY17		
Adult - PY16/FY17		Total Budget:	\$ 69,065.00
Admin			
	Admin Salary/Fringe		\$ 4,144.00
	Admin Other		\$ 2,762.00
	Subtotal:		\$6,906.00
Program			
	Program Sal/Frng		\$ 14,918.00
	Program Other Staffing Costs		\$ 9,946.00
	Individual Training Account		\$ 30,000.00
	On the Job Training		\$ 0.00
	Pre-Apprenticeship		\$ 0.00
	Registered Apprenticeship		\$ 0.00
	Transitional Jobs		\$ 0.00
	Incumbent Worker Training		\$ 0.00
	Work Experience or Internship		\$ 0.00
	Supportive Services		\$ 7,295.00
	Subtotal:		\$62,159.00
	Total:		\$69,065.00

Transitional Jobs: 0%

Incumbent Worker Training: 0%

CPR

Data Entry for the month of
 April 2016
 Northwest

Funding: WIOA Adult Funding

Grant:

Project:

CFDA: 17.258

DWD Contract: 10-01-01-17

Formula Funds

FY17

Start Date: 10/1/2016

End Date: 6/30/2018

PY16	FY17		
Adult - PY16/FY17		Total Budget:	\$ 473,311.00
Admin			
	Admin Salary/Fringe		\$ 28,399.00
	Admin Other		\$ 18,932.00
	Subtotal:		\$47,331.00
Program			
	Program Sal/Frng		\$ 115,015.00
	Program Other Staffing Costs		\$ 76,676.00
	Individual Training Account		\$ 155,000.00
	On the Job Training		\$ 20,000.00
	Pre-Apprenticeship		\$ 0.00
	Registered Apprenticeship		\$ 0.00
	Transitional Jobs		\$ 0.00
	Incumbent Worker Training		\$ 0.00
	Work Experience or Internship		\$ 0.00
	Supportive Services		\$ 59,289.00
	Subtotal:		\$425,980.00
	Total:		\$473,311.00

Transitional Jobs: 0%

Incumbent Worker Training: 0%

CPR

Data Entry for the month of
 April 2016
 Northwest

Funding: WIOA Dislocated Worker

Grant:

Project:

CFDA: 17.278

DWD Contract: 10-01-01-17

Formula Funds

PY16

Start Date: 7/1/2016

End Date: 6/30/2018

PY16	FY17		
Dislocated Worker - PY16/FY17		Total Budget:	\$ 83,681.00
Admin			Transitional Jobs: 0%
			Incumbent Worker Training: 0%
	Admin Salary/Fringe	\$	5,021.00
	Admin Other	\$	3,347.00
	Subtotal:		\$8,368.00
Program			
	Program Sal/Frng	\$	18,075.00
	Program Other Staffing Costs	\$	12,050.00
	Individual Training Account	\$	40,000.00
	On the Job Training	\$	0.00
	Pre-Apprenticeship	\$	0.00
	Registered Apprenticeship	\$	0.00
	Transitional Jobs	\$	0.00
	Incumbent Worker Training	\$	0.00
	Work Experience or Internship	\$	0.00
	Supportive Services	\$	5,188.00
	Subtotal:		\$75,313.00
	Total:		\$83,681.00

CPR

Data Entry for the month of
 April 2016
 Northwest

Funding: WIOA Dislocated Worker

Grant:

Project:

CFDA: 17.278

DWD Contract: 10-01-01-17

Formula Funds

FY17

Start Date: 10/1/2016

End Date: 6/30/2018

PY16	FY17		
Dislocated Worker - PY16/FY17		Total Budget:	\$ 445,872.00
Admin			Transitional Jobs: 0%
			Incumbent Worker Training: 0%
	Admin Salary/Fringe	\$	26,752.00
	Admin Other	\$	17,835.00
	Subtotal:		\$44,587.00
Program			
	Program Sal/Frng	\$	108,347.00
	Program Other Staffing Costs	\$	72,231.00
	Individual Training Account	\$	125,000.00
	On the Job Training	\$	50,000.00
	Pre-Apprenticeship	\$	0.00
	Registered Apprenticeship	\$	0.00
	Transitional Jobs	\$	0.00
	Incumbent Worker Training	\$	0.00
	Work Experience or Internship	\$	0.00
	Supportive Services	\$	45,707.00
	Subtotal:		\$401,285.00
	Total:		\$445,872.00

CPR

Data Entry for the month of
April 2016
Northwest

Funding: WIOA Youth

Grant:

Project:

CFDA: 17.259

DWD Contract: 10-01-01-17

Formula Funds

PY16

Start Date: 4/1/2016

End Date: 6/30/2018

PY16

Youth - PY16

Total Budget: \$ 589,083.00

Admin

OS Budget: 75.00%

Work Experience Budget: 0%

Admin Salary/Fringe \$ 35,345.00

Admin Other \$ 23,563.00

Subtotal: \$58,908.00

In-School

IS Salary/Fringe \$ 35,787.00

IS Other Staffing/Oper Costs \$ 23,858.00

IS Occup Skills Trng \$ 5,000.00

IS Work Experience \$ 39,398.00

IS Work Experience Staffing \$ 10,000.00

IS On the Job Training \$ 0.00

IS Supportive Services \$ 10,000.00

IS Pre-Apprenticeship Programs \$ 0.00

IS Internships \$ 0.00

IS Financial Literacy Education \$ 1,500.00

IS Dropout Prevention and Recovery \$ 1,000.00

IS Alternative Secondary School Services \$ 1,000.00

IS Other Direct Part Cost \$ 5,000.00

Subtotal: \$132,543.00

In-School Summer

ISS Salary/Fringe \$ 0.00

ISS Other Staffing/Oper	\$	0.00
ISS Work Experience	\$	0.00
ISS Supportive Services	\$	0.00
Subtotal:		\$0.00

Out-School

OS Salary/Fringe	\$	107,360.00
OS Other Staffing/Oper	\$	71,574.00
OS Occup Skills Trng	\$	0.00
OS Older Youth Individual Training Account	\$	45,000.00
OS Work Experience	\$	95,000.00
OS Work Experience Staffing	\$	21,198.00
OS On the Job Training	\$	5,000.00
OS Supportive Services	\$	30,000.00
OS Pre-Apprenticeship Programs	\$	0.00
OS Internships	\$	0.00
OS-Financial Literacy Education	\$	2,500.00
OS Dropout Prevention and Recovery	\$	0.00
OS Adult Education and Literacy Activities	\$	5,000.00
OS Other Direct Part Cost	\$	15,000.00
Subtotal:		\$397,632.00

Out-School Summer

OSS Salary/Fringe	\$	0.00
OSS Other Staffing/Oper	\$	0.00
OSS Work Experience	\$	0.00
OSS Supportive Services	\$	0.00
Subtotal:		\$0.00
Total:		\$589,083.00

Northwest Workforce Development Board
STATEMENT OF ASSURANCES CERTIFICATION

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

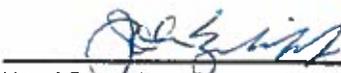
- Assures the local stakeholders (businesses, organized labor, public officials, community-based organizations, and WIOA service providers) were involved in the development of this Plan;
- Assures a written agreement has been developed between the Local Workforce Development Board and the current One-Stop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

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



Chief Elected Official (or CEO Chair)

5-24-16
Date



Workforce Development Board Chair

5-31-16
Date



Workforce Development Board Director

5-31-16
Date



MO Div. of Workforce Development
DWD Issuance 09-2012

Issued: January 3, 2013
Effective: Immediately

Subject: Workforce Investment Act Complaint Resolution Policies

1. Purpose: This Issuance is written to define the procedures that the Division of Workforce Development (DWD) and local program operators will use when individuals file complaints or grievances. This Issuance includes separate policies for general grievances and discrimination complaints.

2. Background: Section 188 of the Workforce Investment Act (WIA) provides that no individual will be excluded from participation in, denied the benefits of, subjected to discrimination under, or denied employment in the administration of or in connection with, any WIA-funded program or activity because of race, color, religion, sex, national origin, age, disability, or political affiliation or belief or, for any beneficiary, because of the beneficiary's citizenship status as a lawfully admitted immigrant authorized to work in the United States or for participation in any WIA Title I financially assisted program or activity. Federal implementing regulations that codify WIA's nondiscrimination and equal opportunity (EO) provisions provide that each WIA recipient must establish a discrimination complaint process that meets certain requirements. *See* 29 C.F.R. Part 37.

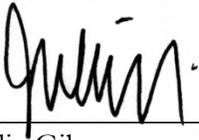
Additionally, every recipient of funds under Title I of WIA must maintain a procedure for general grievances and complaints that do not allege violations of WIA's nondiscrimination and EO provisions, in accordance with 20 CFR 667.600, *et seq.*

Finally, 20 CFR 667.630 and TEGL 2-12 set forth procedures for notifying the appropriate administrators of known or suspected cases of criminal and other illegal or improper activities involving grantees and other recipients or subrecipients of federal funds from the United States Department of Labor's Employment and Training Administration.

3. Substance: To establish the procedures that DWD and local program operators will use to process complaints and grievances, as mandated by the WIA and its implementing regulations. These procedures apply to all levels of DWD and its One-Stop partners. The policies implemented by this Issuance cover:

- 1) WIA EO complaints
- 2) WIA general complaints and grievances; and
- 3) WIA complaints of criminal, illegal, or improper activities.

4. Action: This Issuance is effective immediately. Please distribute this Issuance to all appropriate individuals.
5. Contact: Direct questions or comments regarding this Issuance to Danielle Smith, State WIA EO and Complaint and Grievance Officer, at 573.751.2428, or danielle.smith@ded.mo.gov.
6. Reference: 29 C.F.R. Section 37.4 contains the definitions of the terms used in the implementation of nondiscrimination and EO requirements of the WIA. For convenience, some of the definitions found in that section are listed below. If a conflict exists between terminology, as defined in this policy and 29 C.F.R. Section 37.4, the definition in 29 C.F.R. Part 37.4 is controlling.
7. Rescissions This Issuance rescinds DWD Issuance 16-99, Change 4 dated September 4, 2008; and this Issuance makes the information contained in DWD--100 (8-07), WIA Complaint and Grievance Guide for the Missouri One-Stop System brochure, outdated and no longer applicable.
8. Attachments: Attachment 1 DWD Equal Opportunity Complaint Policy
Attachment 2 DWD WIA Complaint and Grievance Policy
Attachment 3 Equal Opportunity is the Law Poster DWD-102(9-12)



Julie Gibson
Director
MO Div. Of Workforce Development



**DIVISION OF WORKFORCE DEVELOPMENT
EQUAL OPPORTUNITY POLICY
January 3, 2013**

References include the following: Public Law 105-220, Workforce Investment Act (WIA) Section 188, and 29 C.F.R. Part 37.

Who May File

- (1) Any person who believes that either he or she, or any specific class of individuals, has been or is being subjected to discrimination prohibited by WIA or its implementing regulations may file a written complaint, either by him/herself or through an authorized representative.
- (2) WIA prohibits discrimination on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and for beneficiaries only, discrimination on the basis of either citizenship or status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIA title I financially assisted program or activity; Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the basis of race, color and national origin; section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990, as amended, which prohibit discrimination against qualified individuals with disabilities; The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age; and Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs.

Time and Place for Filing

- (1) Complainants may file within one hundred and eighty (180) days of the alleged discrimination.
- (2) Discrimination complaints may be filed with a state or local administrative entity, service provider, One-Stop operator or with the Director of the Civil Rights Center (CRC), U.S. department of labor, 200 Constitution Ave. NW, room N-4123, Washington D.C. 20210.

Time Limits

The Division of Workforce Development (DWD) must complete its discrimination complaint processing procedures and issue a written notice of final action within ninety (90) calendar days from the date the complaint was filed.

Initial Review of Written Complaints

Any DWD or partner employee may take a written discrimination complaint from a complainant or a complainant's designated representative. A written complaint must include: the complainant's name and address; the identity of the individual or entity that the complainant alleges is responsible for the discrimination; a description of the complainant's allegations in enough detail to allow an initial determination of jurisdiction, timeliness, and the apparent merit of the complaint; and the complainant's signature or the signature of the complainant's authorized representative. Complaints may be made on the Discrimination Complaint Form attached hereto as **Attachment 1-A**.

Complaint Routing and Record Keeping

A DWD or local program operator employee who takes a discrimination complaint must immediately route the complaint to the State Equal Opportunity (EO) Officer or the local EO Officer for the region in which the subject matter of the complaint occurred. State and local EO Officers will log all complaints on the form attached to this policy (**Attachment 1-B**) DWD-PO-524 EO Local WIA Discrimination Complaint Log (2012-05)). The log will include: the name and address of the complainant; the basis for the complaint; a description of the complaint; the disposition and date of disposition of the complaint; and any other pertinent information. State and local EO Officers are responsible for keeping any information that could lead to the identification of the person filing the complaint confidential.

Immediately upon receiving and logging a discrimination complaint, a local EO Officer will forward the complaint to the State EO Officer for determination of jurisdiction and further processing.

Jurisdiction of the Discrimination Complaint

DWD's State WIA EO Office has jurisdiction over complaints that:

- Are filed against a WIA recipient;
- Allege a basis for discrimination that is prohibited by WIA; and
- Are filed within one hundred and eighty (180) calendar days of the alleged discrimination.

Notice of Lack of Jurisdiction

If the State EO Officer determines that the DWD EO Office does not have jurisdiction to process a complaint under this policy, she will send a notice of lack of jurisdiction to the complainant within ten (10) days of receipt. Such notice will include the reason for the determination, and notice that the complainant has the right to file a complaint directly with CRC within thirty (30) calendar days from receipt of the notice of lack of jurisdiction.

If the State EO Officer determines that the EO Office does have jurisdiction to process the complaint, the EO Officer will send written notice to the complainant stating that the complaint has been accepted, also within ten (10) days of receipt. The notice will list the issues raised in the complaint, and state for each issue whether it has been accepted for investigation or rejected and the reason for its rejection. The notice will advise that the complainant has the right to be represented by an attorney or another person of the complainant's choice. The notice will also give the complainant the right to choose between an Alternative Dispute Resolution (ADR) process or investigation.

ADR Process

If the party filing the complaint requests to use an ADR process to resolve the complaint, the State EO officer will conduct mediation to attempt to resolve the complaint. The EO Officer will schedule mediation by written notice, mailed to all interested parties at least seven (7) calendar days prior to the first mediation session. The notice will include the date, time, and place of the mediation. The mediation process must be concluded within thirty (30) calendar days from the date the complaint was filed. The complaint is considered resolved when all parties to the complaint enter into a written agreement resolving the issues raised in the complaint. The written agreement will give notice that if the terms of the agreement are breached, the non-breaching party may file a complaint with CRC within thirty (30) calendar days of the date the non-breaching party learns of the breach. If the parties do not reach an agreement, the State EO officer will conduct an investigation, as described herein.

Investigation Process

If ADR does not resolve the discrimination complaint, or if the complainant elects to forego mediation, the State EO Officer will conduct a fact-finding investigation of the allegations contained in the complaint. The investigation may include interviews with the complainant, respondent and any witnesses; requests for pertinent documents; on-site inspection; and research of applicable policies and procedures. Throughout the investigation process, the EO Officer will keep the identity of any individual who furnishes information relating to, or assisting in, the investigation, including the identity of the individual who filed the complaint, confidential to the extent possible, consistent with a fair determination of the issues.

Notice of Final Action

Within ninety (90) days of receipt of the complaint, the State EO Officer will issue to the complainant a notice of final action. The notice of final action will contain: the EO Office's decision on each issue and the reasons for the decision; a description of the way the parties resolved the issue; and notice that the complainant has the right to file an appeal with CRC within thirty (30) calendar days from the date the notice of final action is issued if dissatisfied with the WIA recipient's final action on the complaint.

Retaliation

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



MISSOURI DEPARTMENT OF ECONOMIC DEVELOPMENT
DIVISION OF WORKFORCE DEVELOPMENT

DISCRIMINATION COMPLAINT INFORMATION

For DWD Office Use Only	
DCIF Received	<input type="checkbox"/> Accepted
By: _____	<input type="checkbox"/> Not Accept
Date: _____	Case# _____

COMPLAINT INFORMATION *(Please print)*

FIRST NAME	LAST NAME	SOCIAL SECURITY NUMBER <i>(Voluntary)</i>
ADDRESS	HOME TELEPHONE <i>(Include Area Code)</i>	WORK TELEPHONE <i>(Include Area Code)</i>
CITY	STATE	ZIP CODE

RESPONDENT INFORMATION *(Please print)*

NAME OF AGENCY	TELEPHONE <i>(Include Area Code)</i>
ADDRESS OF AGENCY	FAX <i>(Include Area Code)</i>
CITY	STATE
ZIP CODE	

WHAT IS THE MOST CONVENIENT TIME AND PLACE FOR US TO CONTACT YOU ABOUT THIS COMPLAINT? am pm

TO THE BEST OF YOUR RECOLLECTION ON WHAT DATE(S) DID THE DISCRIMINATION TAKE PLACE?	DATE OF FIRST OCCURRENCE?	DATE OF MOST RECENT OCCURRENCE?
---	---------------------------	---------------------------------

Have you ever attempted to resolve this complaint at the Federal level? (Civil Rights Center, Washington DC, Department of Health and Human Services, U.S. Department of Agriculture) YES NO

Have you been provided with a final decision at the Federal level regarding your complaint? YES NO

Explain as briefly and clearly as possible what happened and how you were discriminated against. Indicate who was involved. Be sure to include how other persons were treated differently from you. Also attach any written material pertaining to your case.

To the best of your knowledge, which of the following Missouri One-Stop System programs or services were involved? (Check one)

Dislocated Worker Program
 Adult Programs
 Youth Programs
 Career Assistance Program (CAP)
 Welfare to Work
 Parent's Fair Share
 Workforce Investment Act
 MO Employment & Training Prog. (METP)
 Other _____

Do you think the discrimination against you involved: (Check one)

Your job or seeking employment? **OR**
 Your using facilities or someone providing/not providing you with services or benefits?
 If so, which of the following are involved?

Discharge/Termination
 Promotion
 Training
 Transfer
 Union Activity
 Application
 Qualification/Testing
 Enrollment
 Referral
 Exclusion
 Layoff/Furlough
 Placement
 Intimidation/Reprisal
 Benefits
 Transition
 Recall
 Union Representation
 Discipline
 Performance Appraisal
 Harassment
 Hiring
 Wages
 Access/Accommodation
 Seniority
 Other _____

Basis of Complaint: Which of the following best describes why you believe you were discriminated against. (Check **all** that apply)

Race Specify: _____
 Reprisal/Retaliation
 Color Specify: _____
 National Origin Specify: _____
 Religion Specify: _____
 Political Specify: _____
 Disability Specify: _____
 Citizenship Specify: _____
 Age Date of Birth: _____
 Other: _____
 Sex Male Female

Why do you believe these events occurred?

What other information do you think is relevant to our investigation?

If this complaint is resolved to your satisfaction, what remedies do you seek?

Please list below any persons (witnesses, fellow employees, supervisors or others) that we may contact for additional information to support or clarify your complaint:

NAME	ADDRESS	TELEPHONE NO. (Area Code)

Do you have an attorney? Yes No

NAME	ADDRESS	TELEPHONE NUMBER (Area Code)
------	---------	------------------------------

Have you filed a case or complaint with any of the following? Missouri Commission on Human Rights
 U.S. Equal Employment Opportunity Commission Civil Rights Division, U.S. Department of Justice

For each item checked above, please provide the following information:

AGENCY	DATE FILED	CASE OR DOCKET NUMBER
LOCATION OF AGENCY OR COURT		DATE OF TRIAL OR HEARING
NAME OF INVESTIGATOR	STATUS OF CASE	
COMMENTS		

AGENCY	DATE FILED	CASE OR DOCKET NUMBER
LOCATION OF AGENCY OR COURT		DATE OF TRIAL OR HEARING
NAME OF INVESTIGATOR	STATUS OF CASE	
COMMENTS		

AGENCY	DATE FILED	CASE OR DOCKET NUMBER
LOCATION OF AGENCY OR COURT		DATE OF TRIAL OR HEARING
NAME OF INVESTIGATOR	STATUS OF CASE	
COMMENTS		

(Complaint NOT valid unless signed): Please Note: Filing a discrimination complaint with the Division of Workforce Development does not protect your legal rights regarding other employment discrimination laws. You may file a separate employment discrimination complaint with the Missouri Commission on Human Rights (MCHR) at 573.751.3325. A complaint must be filed with DWD within 180 days from the date of the alleged violation.

SIGNATURE	DATE
-----------	------

Yes, DWD may disclose my identity as necessary to investigate my complaint.

CONSENT FORM

NAME

I have filed a Division of Workforce Development (DWD) Discrimination Complaint and understand and agree to the following terms and conditions regarding resolution and investigation of my complaint:

SIGNATURE

DATE

- a) In the course of investigating my complaint, DWD may have to reveal my identity to staff of the program named in my complaint in order to obtain facts and evidence regarding my complaint;
- b) I may request and receive a copy of any personal information DWD keeps in my complaint file for investigatory uses, and;
- c) Under certain conditions, DWD may be required by the Missouri Sunshine Law, Chapter 610, to reveal to others personal information I have provided in connection with my complaint.

No, DWD may not disclose my identity, even if necessary to process my complaint.

I do not consent for DWD to disclose my identity during investigation of my complaint. I request that DWD process my complaint, however, I understand that DWD may terminate processing my complaint if it cannot fully investigate without disclosing my identity. I also understand that DWD may close my complaint if it cannot begin an investigation because I have not consented for DWD to reveal my identity.

NAME

SIGNATURE

DATE



MISSOURI DEPARTMENT OF ECONOMIC DEVELOPMENT
 MISSOURI DIVISION OF WORKFORCE DEVELOPMENT
**Workforce Investment Act (WIA)
 Discrimination Complaint Log—Local Level**

- Quarterly Report**
- 1st Quarter: July–Sept
 - 2nd Quarter: Oct–Dec
 - 3rd Quarter: Jan–Mar
 - 4th Quarter: Apr–June

Agency _____ Program Year _____

LWIA Region _____ EO Officer/Representative _____

Complaint File No.	Date Complaint Was Received (mm/dd/yyyy)	Name and Address of Complainant & Status	DOL-Funded Program (Y/N)	Grounds (Bases) of Complaint	Description/Issue/Date of Complaint	ADR (Y/N)	Final Disposition Date & Results

Report Submitted By: _____ Date Submitted: _____



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

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

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

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

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

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

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

General WIA Complaints

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

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

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

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

Complaints Involving Local Programs and Policies

Who May File

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

Complainants with Disabilities

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

Time and Place for Filing

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

Resolution Process

Initial Review- Step One

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

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

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

Informal Resolution- Step Two

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

Formal Resolution-Step Three

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

Hearing-Step Four

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

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

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

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

Final Decision -Step Five

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

Appeal – Step Six

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

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

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

Complaints Involving State WIA Policies, Programs, Activities or Agreements

Who May File

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

Complainants with Disabilities

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

Time and Place for Filing

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

Resolution Process

Initial Review- Step One

DWD will receive the complaint from the complainant, or the complainant's designated representative. If the complaint alleges a violation of any statute, regulation, policy, or program that is not governed by WIA, DWD will refer the complaint to the appropriate organization for resolution and notify the complainant of the referral.

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

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

Informal Resolution- Step Two

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

Formal Resolution- Step Three

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

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

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

Hearing-Step Four

A complainant may amend or withdraw his or her complaint at any time prior to a scheduled hearing. If the complaint is not withdrawn, the DWD will designate a hearing officer to ensure the complaint receives fair and impartial treatment. The hearing must be conducted within forty-five (45) calendar days from the date the complaint was filed. The hearing officer will schedule a formal hearing and mail a written notice to the complainant, the respondent, and any other interested party at least seven (7) business days prior to the hearing. The notice will include the date, time, and place of the hearing.

Parties may present witnesses and documentary evidence, and question others who present evidence and witnesses. The complainant may request that records and documents be produced. Attorneys or another designated representative(s) may represent each party. All testimony will be taken under oath or affirmation. The hearing will be recorded either in writing or by audiotape. The hearing officer's recommended resolution will include a summary of factual evidence presented during the hearing and the conclusions upon which the recommendation is based.

Final Decision- Step Five

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

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

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

Criminal Fraud, Waste and Abuse

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



MISSOURI DEPARTMENT OF ECONOMIC DEVELOPMENT
DIVISION OF WORKFORCE DEVELOPMENT

DISCRIMINATION COMPLAINT INFORMATION

For DWD Office Use Only	
DCIF Received	<input type="checkbox"/> Accepted
By: _____	<input type="checkbox"/> Not Accept
Date: _____	Case# _____

COMPLAINT INFORMATION *(Please print)*

FIRST NAME	LAST NAME	SOCIAL SECURITY NUMBER <i>(Voluntary)</i>
ADDRESS	HOME TELEPHONE <i>(Include Area Code)</i>	WORK TELEPHONE <i>(Include Area Code)</i>
CITY	STATE	ZIP CODE

RESPONDENT INFORMATION *(Please print)*

NAME OF AGENCY	TELEPHONE <i>(Include Area Code)</i>
ADDRESS OF AGENCY	FAX <i>(Include Area Code)</i>
CITY	STATE
ZIP CODE	

WHAT IS THE MOST CONVENIENT TIME AND PLACE FOR US TO CONTACT YOU ABOUT THIS COMPLAINT? am pm

TO THE BEST OF YOUR RECOLLECTION ON WHAT DATE(S) DID THE DISCRIMINATION TAKE PLACE?	DATE OF FIRST OCCURRENCE?	DATE OF MOST RECENT OCCURRENCE?
---	---------------------------	---------------------------------

Have you ever attempted to resolve this complaint at the Federal level? (Civil Rights Center, Washington DC, Department of Health and Human Services, U.S. Department of Agriculture) YES NO

Have you been provided with a final decision at the Federal level regarding your complaint? YES NO

Explain as briefly and clearly as possible what happened and how you were discriminated against. Indicate who was involved. Be sure to include how other persons were treated differently from you. Also attach any written material pertaining to your case.

To the best of your knowledge, which of the following Missouri One-Stop System programs or services were involved? (Check one)

Dislocated Worker Program Adult Programs Youth Programs Career Assistance Program (CAP)

Welfare to Work Parent's Fair Share Workforce Investment Act MO Employment & Training Prog. (METP)

Other _____

Do you think the discrimination against you involved: (Check one)

Your job or seeking employment? **OR** Your using facilities or someone providing/not providing you with services or benefits?

If so, which of the following are involved?

Discharge/Termination Promotion Training Transfer Union Activity Application

Qualification/Testing Enrollment Referral Exclusion Layoff/Furlough Placement

Intimidation/Reprisal Benefits Transition Recall Union Representation Discipline

Performance Appraisal Harassment Hiring Wages Access/Accommodation Seniority

Other _____

Basis of Complaint: Which of the following best describes why you believe you were discriminated against. (Check **all** that apply)

Race Specify: _____ Reprisal/Retaliation

Color Specify: _____ National Origin Specify: _____

Religion Specify: _____ Political Specify: _____

Disability Specify: _____ Citizenship Specify: _____

Age Date of Birth: _____ Other: _____

Sex Male Female

Why do you believe these events occurred?

What other information do you think is relevant to our investigation?

If this complaint is resolved to your satisfaction, what remedies do you seek?

Please list below any persons (witnesses, fellow employees, supervisors or others) that we may contact for additional information to support or clarify your complaint:

NAME	ADDRESS	TELEPHONE NO. (Area Code)

Do you have an attorney? Yes No

NAME	ADDRESS	TELEPHONE NUMBER (Area Code)
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Have you filed a case or complaint with any of the following? Missouri Commission on Human Rights
 U.S. Equal Employment Opportunity Commission Civil Rights Division, U.S. Department of Justice

For each item checked above, please provide the following information:

AGENCY	DATE FILED	CASE OR DOCKET NUMBER
LOCATION OF AGENCY OR COURT		DATE OF TRIAL OR HEARING
NAME OF INVESTIGATOR	STATUS OF CASE	
COMMENTS		

AGENCY	DATE FILED	CASE OR DOCKET NUMBER
LOCATION OF AGENCY OR COURT		DATE OF TRIAL OR HEARING
NAME OF INVESTIGATOR	STATUS OF CASE	
COMMENTS		

(Complaint NOT valid unless signed): Please Note: Filing a discrimination complaint with the Division of Workforce Development does not protect your legal rights regarding other employment discrimination laws. You may file a separate employment discrimination complaint with the Missouri Commission on Human Rights (MCHR) at 573.751.3325. A complaint must be filed with DWD within 180 days from the date of the alleged violation.

SIGNATURE	DATE
-----------	------

Yes, DWD may disclose my identity as necessary to investigate my complaint.

CONSENT FORM

NAME

I have filed a Division of Workforce Development (DWD) Discrimination Complaint and understand and agree to the following terms and conditions regarding resolution and investigation of my complaint:

SIGNATURE

DATE

- a) In the course of investigating my complaint, DWD may have to reveal my identity to staff of the program named in my complaint in order to obtain facts and evidence regarding my complaint;
- b) I may request and receive a copy of any personal information DWD keeps in my complaint file for investigatory uses, and;
- c) Under certain conditions, DWD may be required by the Missouri Sunshine Law, Chapter 610, to reveal to others personal information I have provided in connection with my complaint.

No, DWD may not disclose my identity, even if necessary to process my complaint.

I do not consent for DWD to disclose my identity during investigation of my complaint. I request that DWD process my complaint, however, I understand that DWD may terminate processing my complaint if it cannot fully investigate without disclosing my identity. I also understand that DWD may close my complaint if it cannot begin an investigation because I have not consented for DWD to reveal my identity.

NAME

SIGNATURE

DATE



MISSOURI DEPARTMENT OF ECONOMIC DEVELOPMENT
MISSOURI DIVISION OF WORKFORCE DEVELOPMENT

**Workforce Investment Act (WIA)
Complaint and Grievance Log—Local Level**

Quarterly Report

- 1st Quarter: July–Sept
- 2nd Quarter: Oct–Dec
- 3rd Quarter: Jan–Mar
- 4th Quarter: Apr–June

Agency _____ Program Year _____

LWIA Region _____ EO Officer/Representative _____

Complaint File No.	Date Complaint Was Received (mm/dd/yyyy)	Name and Address of Complainant & Status	DOL-Funded Program (Y/N)	Grounds (Bases) of Complaint	Description/Issue/Date of Complaint	ADR (Y/N)	Final Disposition Date & Results

Report Submitted By: _____ Date Submitted: _____



EQUAL OPPORTUNITY IS THE LAW

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

- Against any individual in the United States, on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief; and
- Against any beneficiary of programs financially assisted under Title I of the Workforce Investment Act of 1998 (WIA), on the basis of the beneficiary's citizenship/status as a lawfully admitted immigrant authorized to work in the United States, or his or her participation in any WIA Title I-financially assisted program or activity.

The recipient must not discriminate in any of the following areas:

- Deciding who will be admitted, or have access, to any WIA Title I-financially assisted program or activity;
- Providing opportunities in, or treating any person with regard to, such a program or activity; or
- Making employment decisions in the administration of, or in connection with, such a program or activity.

WHAT TO DO IF YOU BELIEVE YOU HAVE EXPERIENCED DISCRIMINATION

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

- The recipient's Equal Opportunity Officer (or the person whom the recipient has designated for this purpose); or
- The Director, Civil Rights Center (CRC), U.S. Department of Labor, 200 Constitution Avenue NW, Room N-4123, Washington, DC 20210.

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

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

If the recipient does give you a written Notice of Final Action on your complaint, but you are dissatisfied with the decision or resolution, you may file a complaint with the CRC. You must file your CRC complaint within 30 days of the date on which you received the Notice of Final Action.

FOR INFORMATION OR TO FILE A COMPLAINT, CONTACT

For Career Center services:

Danielle Smith
danielle.smith@ded.mo.gov
State WIA Equal Opportunity Officer
Department of Economic Development
Division of Workforce Development
P.O. Box 1087
Jefferson City, MO 65102
Phone (573) 751-2428
TDD/TTY: 1-800-735-2966
Fax: (573) 751-4088



For Unemployment Insurance services:

Cornell Dillard
cornell.dillard@labor.mo.gov
Chief Human Relations Officer
Department of Labor and Industrial Relations
Division of Employment Security
P.O. Box 1087
Jefferson City, MO 65102
Phone: (573) 751-1339



LABOR.MO.GOV

Local WIA Equal Opportunity Officer:

Name: _____

Address: _____

Telephone: _____

Equal Opportunity Employer/Program

Auxiliary aids and services are available upon request to individuals with disabilities.

DWD-102 (09-12)

Northwest Workforce Development Board
PROGRAM POLICIES/PROCEDURES

Issuance No: XX
Issuance Date: XX, 2016
Subject: Incumbent Worker Training Policy

**Northwest Region Incumbent Worker Training Policy
For WIOA**

Effective – XX, 2016
(In compliance with DWD Issuance 25-2015)

The Northwest Workforce Development Board has not developed an Incumbent Worker Training Policy at this time; the issue will be addressed at the December, 2016 NW WDB meeting.

Jeremiah W. (Jay) Nixon
Governor
Division
of Workforce Development



Mike Downing, CECD
Director
Amy Sublett
Director

September 16, 2015

The Honorable Rick Hull, Presiding Commissioner
Grundy County Courthouse
700 Main Street
Trenton, Missouri 64683

John Zelif, Chair
Workforce Development Board of Northwest Missouri
Zelif Farms
30038 X Avenue
Skidmore, Missouri 64487

Dear Commissioner Hull and Mr. Zelif:

I am pleased to inform you that the member/nominee list submitted by the Northwest Workforce Development Board, received September 15, 2015, meets local Workforce Development Board requirements for certification/recertification. The Northwest Workforce Development Board membership list is approved. Please inform us of changes to your board over time and we will be happy to maintain records of contact information.

Should you have questions or comments on this process, please feel free to contact me at (573)751-3349 or Clinton Flowers, DWD - Performance Research Manager at (573) 526-8261.

We look forward to working with you.

Sincerely,

A handwritten signature in black ink that reads "Amy G. Sublett".

Amy Sublett
Director

c: Lisa Hostetler
Clinton Flowers
Steve Reznicek
Debra Lee

421 E. Dunklin Street • P.O. Box 1087 • Jefferson City, MO 65102-1087
(573) 751-3999 • Fax (573) 751-8162
jobs.mo.gov

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

Jeremiah W. (Jay) Nixon
Governor
Division
of Workforce Development



Department of Economic Development

Mike Downing, CEcD
Director
Amy Sublett
Director

September 30, 2015

The Honorable Rick Hull, Presiding Commissioner
Grundy County Courthouse
700 Main Street
Trenton, MO 64683

John Zeliff, Chair
Workforce Development Board of Northwest Missouri
Zeliff Farms
30038 X Avenue
Skidmore, MO 64487

Dear Commissioner Hull and Mr. Zeliff:

The Division of Workforce Development has reviewed and considered, on behalf of the Governor, your request that your workforce investment area be designated as a workforce development area under the Workforce Innovation and Opportunity Act (WIOA). As proposed, this regional service area would contain all local governments within the same counties formerly comprising your area under the Workforce Investment Act, as follows:

Andrew, Atchison, Buchanan, Caldwell, Clinton, Daviess, De Kalb, Gentry, Grundy,
Harrison, Holt, Linn, Livingston, Mercer, Nodaway, Putnam, Sullivan and Worth.

In compliance with Section 106(b)(2) of the WIOA, your Northwest Workforce Investment Area, is hereby acknowledged as the newly recognized Northwest Workforce Development Board region.

In addition, under WIOA [Section 106(c)(1) and (2)] we look forward to engaging your area in a regional planning process in collaboration with other areas to innovate and improve sector strategies, employer engagement and economic well being of your area and our state as a whole.

Sincerely,

A handwritten signature in black ink that reads "Amy G. Sublett". The signature is written in a cursive, flowing style.

Amy Sublett
Director

421 E. Dunklin Street • P.O. Box 1087 • Jefferson City, MO 65102-1087
(573) 751-3999 • Fax (573) 751-8162

jobs.mo.gov

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