

NORTHWEST MISSOURI REGIONAL PLAN

Program Years 05-06

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I. Local Workforce Investment Board's Vision

State the local board's vision for the workforce investment region and how this vision meets, interprets and furthers the Governor's vision and the national direction.

“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 is one that 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 rapid response).

“Our goal is an economically self-sufficient, productive, and skilled workforce through partnerships with the community, business, and the workforce itself.”

In the past few years, the Northwest Workforce Investment Board has begun to shift 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.

In 2004, the Northwest Region WIB developed and implemented a Business Services Plan that capitalizes on the efforts of the Division of Workforce Development Business Representative, but also creates a synergy with the myriad of workforce development partners who have products to support our local businesses. An integrated team approach to assessing and addressing the human resource needs of business reduces duplication of effort, streamlines communication, and creates a collaborative relationship between all partners involved – business, economic development, education, and workforce development staff. This unified approach minimizes blame; everyone who has a role in the process is committed to finding solutions, not easy targets. The result is that the core issue itself is addressed – be it work ethics, home environment influence on student values, employee reliability, curricular deficiencies, etc. Other efforts in the past few years which underline the region's mission to become a demand-driven system, include:

- Successful and on-going industry collaboration with health care to increase the number of allied health professionals in our region. Initially started as a Sectoral Demonstration planning project in 2002, the Regional Workforce Development Team for HealthCare has enjoyed many successes including; creation of two new programs at a public technical school – Radiologic Technology and Surgical Technician, increased total seat capacity for two different Associate Degree in Nursing (ADN) programs, provided financial support to a public technical school, community college, and university to develop articulation agreements to facilitate bridging for Licensed Practical Nurse (LPN) to ADN to Registered Nurse (RN) to Bachelor of Science in Nursing (BSN), leveraged nearly \$500,000 in private funding for scholarships and financial assistance for training in targeted health occupations, and continue to explore the potential for a health occupation regional employment service.
- In February 2004, another group was formed in the Maryville area to study an industry-wide concern related to recruitment of skilled labor to support production manufacturing against a backdrop of very low unemployment – rarely hitting 2%. The Nodaway County Manufacturing Employee Recruitment Task Force established two major goals:
 1) Promote the benefits of careers in production manufacturing, and 2) Develop training partnerships and collaborations for manufacturing skill development. There are now three working sub-committees:

 1. Employee Skills (includes recruitment of students)
 2. Housing
 3. Knowledge Equals Your Success (KEYS) - Recruiting Released Offenders

This group, or one of the sub-committees thereof, meets at least monthly, and continues to identify challenges and action steps. One of their significant accomplishments has been to begin the profiling of key jobs.
- In addition to past Rapid Response efforts in interpretation and translation in the Northwest region, staff at the Missouri Career Center have recently introduced Command Spanish to any interested staff, and provided during working hours. This is in preparation for an expected influx of Spanish speakers as a new large advanced processing plant is being built in St. Joseph. In addition, the full service Career Center there has state-of-the-art assistive equipment and technology and several software packages available for developing and established entrepreneurs.
- Most recently, the Northwest WIB has undertaken Skills Gap Analysis on a regional basis and has identified several important ways to operationalize their conclusions. These include; directing a majority of our public training resources to those industries and occupations which are plentiful, growing, and pay a living-wage, prioritizing WIB appointments which come from targeted industries, developing incumbent worker training programs for Grade F industries that will provide a “crosswalk” into other similarly-skilled occupations in growth industries, and targeting other financial resources to identified strategies based on Skills Gap data.
- Our future plans to emphasize business services include the exploration of funding additional Business Representatives through WIB contracts for Rapid Response, Bridge projects, etc. Our eventual goal is to have, by contract or through employment, one FTE Business Services Representative in each of our three identified sub-regions, who would each be responsible for the entire continuum of business services – cradle to grave.

II. Local Workforce Investment Priorities

Identify the workforce investment needs of businesses, jobseekers, and workers in the local area, and how those needs were determined.*

- 1. Promotion of Life-Long Learning:** Virtually all gaps in needed skills sets from those currently possessed are resolved through “learning.” While a significant amount of this learning can take place through OJT, a majority – “nearly 60% of the growth jobs in Northwest Missouri”³ – must occur in a more formalized learning environment. At the very root of all we want to accomplish in closing the skills gap is a change in attitude about learning itself...and a clearer understanding by the general public of the direct contribution learning makes to the quality of their lives. Over half of responding companies express an interest in implementing training programs to increase workers skills. Virtually all of them (91%) indicate that in-house training is the preferred method.⁶ The Northwest WIB is committed to employed and incumbent worker training within the statutory limits. *Workers need opportunities for ongoing skill-building, businesses need workers who are aggressive in upgrading their skills to meet the ever changing demands of their industry.*

One of the three goals established in St. Joseph’s Community Plan under Workforce Development, is to establish an initiative that provides opportunities to pursue training and education throughout an individual’s lifetime. The first part of that initiative is to establish a general marketing program that encourages individuals to seek training and education over their lifetime.⁵ *The Northwest Workforce Investment Board needs to collaborate with communities in encouraging life-long learning.*

The percentage of workers in the Northwest region earning self-sufficiency wages for their respective counties is 69% for an adult with one infant, 50% for an adult with two infants, 27% for two adults with two infants, and 16% for two adults with three children.¹ *Job-seekers have an increasingly difficult time securing/ retaining living wage employment with each additional family member.*

Poverty is higher in the Northwest Region (13.9%) than the Missouri average (12.4%); it is particularly pervasive in the very eastern part of the region, which is also where some of the major layoffs have occurred.¹ *Job-seekers need employment opportunities which lead to a lasting, living wage.*

- 2. Regional Work Readiness Certificate:** The prevailing theme of employer focus group feedback was the gap in what they expect from potential employees in work ethics and what many of their applicants possess.² A curriculum to increase the desired work ethics – in particular, knowledge of a for-profit environment, integrity and honesty in the workplace, reliability, attitudes toward substance abuse, and communication/ teamwork needs to be coupled with the Worldwide Interactive Network (WIN) Career Solutions coursework as the likely mechanism for increasing the basic skills capacity. This work readiness certificate will attest to future employers that this job-seeker or worker has either tested at/or above a minimum level for both basic and work ethic skills, or that they have participated in an established curriculum. Those occupations in Northwest Missouri with the largest number of annual openings (including churn) are retail sales, cashiers, food preparation, waiters, waitresses, and service workers. These occupations pay very low wages (<\$15,000) and require minimal education and/or experience.^{1,7} *Job-seekers and workers need a visible and navigable method of skill-building before and during employment and a method for assuring employers that they have met a minimum standard of basic and soft skills.*

In addition, a third of all applicants rejected for employment were due to employability skills. ² Eight out of fourteen “quality of labor” characteristics were ranked highest by responding employers; of these eight high-ranking characteristics, six (75%) were employability skills – honesty, friendly, cooperative, reliability, good work ethic, communicative. ⁶ *Job-seekers need an opportunity to build their employability skills and practice work ethics prior to application and/or interview.*

- 3. Explore apprenticeship programs:** Of the six targeted industry clusters for the Northwest Region; construction trades was one cluster, with the following identified industries – General Building Contractors, Plumbing, Heating, Air-conditioning, Roofing, and Sheet Metal Work. Further, of the seven targeted occupational clusters, there were six separate occupational categories under the skilled construction trades.¹ This high number of prime trade occupations that came up on our final sort, i.e. construction laborers, electricians, painters, sheet metal workers, maintenance, brick/block masons, and iron/steel workers is an indication that the Northwest Region has an opportunity now to increase our activity in preparing workers for these relatively well-paying occupations. While there are several apprenticeship training programs available in the Kansas City area, approximately two hours away from any part of our region; this region has limited opportunities available - only in St. Joseph. *The workforce in the Northwest region needs increased access to apprenticeship programs through our local community college and/or trade unions.*
- 4. Support entrepreneurial development:** *There are nearly 1900 developing and established entrepreneurs in the Northwest Region who need financial, networking, technical, HR, and training support/ assistance to be successful in their venture.* ^{1, 3} Governor Blunt’s economic legislative package known as the Missouri Quality Jobs Act is divided into three separate programs – one of which, the Small Business and Expanding Business Program, is designed specifically to spur economic growth through entrepreneurial development. The Northwest WIB is interested in supporting research, innovative models, and collaborations which will benefit small business in our communities.
- 5. Provide training opportunities to job-seekers, employed workers, and dislocated workers in demand occupations/ targeted industries including;**
 - **allied health professions**
 - **general production in advanced manufacturing**
 - **support specialists, claims, and investigation in banking and insurance**
 - **various professional trades in construction**
 - **correctional/ law enforcement/ and security officers**
 - **truck drivers**

The Northwest Missouri Regional Skills Gap analysis identified six targeted industry clusters (22 actual industries) with seven targeted occupational clusters (35 actual occupations). Further, there is a commitment that at least half of the training funds which are administered through the Workforce Investment Board will be directed to these targeted occupations/ industries. ¹ Nearly half (46.3%) of all applicants rejected for employment opportunities are done so due to lack of technical skills. ⁶ A competitive advantage is essential for the successful operation of business, particularly as the competitive environment continues to expand within a global framework. Businesses recognize and will support the upgrading of skills, especially those that will allow their workforce to grow the company. Over a third of responding companies report some type of company-sponsored

tuition plans for employees. ⁶ *The workforce in the Northwest Region needs access to and financial support for increasing technical skills in demand occupations.*

The Healthcare & Social Assistance sector has over 16% of its workforce over the age of 55. This means that in ten years this sector may potentially have problems finding enough qualified workers when their older workers retire. This sector is also one of the top employing industries in our region.^{1,4} *Young job-seekers and/or workers need access to training and/or re-training opportunities for occupations in these sectors.*

Training in demand occupations in targeted industries will increase the likelihood that the workforce will be engaged on a full-time basis in their chosen field. Most companies report offering health/ life insurance and retirement /401-K plans to their full-time employees. ⁷ *The workforce in Northwest Missouri needs not only living-wages, but benefit packages that will allow them to be able to respond to their family needs, in the present and the future.*

Sources:

1. The recent Workforce Gap Analysis Needs Assessment for the Northwest region completed by the Missouri Economic Research & Information Center (MERIC)
2. Employer Focus Groups (3) facilitated by Alan St. John, Missouri Training Institute
May 10, 2005
3. Missouri Career Education Essential Skills for All Students, DESE - 2004
4. Northwest Region Strategic Plan, 2003
5. The Community's Plan, St. Joseph, Missouri
6. Rural Mid-America Development Association Quality of Labor Survey:
Conducted by Growth Services, completed March 2005
7. 2004 Wage & Benefit Survey, St. Joseph Chamber of Commerce

III. Local Structure

A. Describe the geographical workforce investment area, including the area's major communities, major employers, training and educational institutions in the area (technical and community colleges, universities, etc.), population, diversity of the population, and relevant growth trends.

The Northwest Region consists of eighteen 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 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 do have different characteristics, there are some commonalities. The Northwest Region has an aged population – nearly one-third is over the age of 55. In addition, the population is stagnant; there has been no significant increase or decrease in the past decade - total population for the Region is 256,523. The Northwest Region, though not ethnically diverse, is beginning to experience some growth in minority groups, particularly Hispanic. A full 96% of residents in this region classify themselves as White/Caucasian, 2.5% classify themselves as African American, and 1% are Hispanic and .5% other. The poverty rate is relatively consistent – with an overall rate for the region of 13.9%, as compared to 12.4 for the State. The per capita income range is from a high of nearly \$25,000 per annum in Buchanan County to a low of just under \$15,000 in DeKalb county. 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.

The educational institutions in the Northwest Region collaborate well and have varied articulation agreements in place that allow students to navigate career ladders to demand occupations. There are:

Five publicly-funded technical schools:

Brookfield Career Center – Brookfield, Northwest Technical – Maryville,
Grand River Technical – Chillicothe, North Central Area Vo-Tech – Bethany, and
NS Hillyard Technical – St. Joseph

Two State Universities:

Northwest Missouri State University – Maryville & Missouri Western State University – St. Joseph

A Community College:

North Central Missouri College – Trenton

Major employers in this region include: Altec Industries Inc., American Family Insurance, Cameron Mutual Insurance, Energizer Battery Co., Exide Corporation, Heartland Health Systems, Hedrick Medical Center, Hy-Vee, Johnson Controls Battery, Kawasaki Motor Manufacturing, Landmark Manufacturing, Modine, Premium Standard Farms and Foods, St. Joseph School District, Trenton Home Foods, Walmart, 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. This sub-region 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 eighteen county area, the most recent census update reflects a population decline of 1307 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 eighteen 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 related to the Flood of 93, 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. 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 having employment in other industries, this sub-region is probably more dependant 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. The introduction of corporate hog farming over the past decade, while a topic of strong debate, has re-invigorated a sub-region that was dramatically affected by the sagging agricultural economy, and by the deregulation of the transportation, banking, and communication industries.

B. Describe the region's economic condition, including County and the overall region

- average personal income level;

COUNTY	NORTHWEST REGION PERSONAL INCOME				
	1991	2000	2001	% CHANGE 1991-2000	% CHANGE 2000-2001
Andrew	\$ 227,305	\$ 383,526	\$ 389,646	71.4%	1.6%
Atchison	\$ 112,965	\$ 115,232	\$ 150,662	33.4%	-2.9%
Buchanan	\$1,396,457	\$2,089,324	\$2,146,445	53.7%	2.7%
Caldwell	\$ 105,096	\$ 169,918	\$ 175,905	67.4%	3.5%
Clinton	\$ 264,164	\$ 474,516	\$ 484,961	83.6%	2.2%
Daviess	\$ 104,564	\$ 168,381	\$ 159,563	52.6%	-5.2%
DeKalb	\$ 108,819	\$ 174,995	\$ 170,972	57.1%	-2.3%
Gentry	\$ 97,031	\$ 140,538	\$ 140,921	45.2%	0.3%
Grundy	\$ 154,183	\$ 224,806	\$ 222,006	44.0%	-1.2%
Harrison	\$ 121,316	\$ 178,964	\$ 170,854	40.8%	-4.5%
Holt	\$ 92,727	\$ 115,584	\$ 111,026	19.7%	-3.9%
Linn	\$ 208,480	\$ 292,796	\$ 287,636	38.0%	-1.8%
Livingston	\$ 236,840	\$ 364,407	\$ 367,781	55.3%	0.9%
Mercer	\$ 42,266	\$ 72,787	\$ 71,215	68.5%	-2.2%
Nodaway	\$ 311,985	\$ 440,067	\$ 443,236	42.1%	0.7%
Putnam	\$ 61,162	\$ 91,582	\$ 92,355	51.0%	0.8%
Sullivan	\$ 80,427	\$ 159,070	\$ 157,869	96.3%	-0.8%
Worth	\$ 32,285	\$ 39,561	\$ 38,723	20.0%	-2.1%
NW REGION TOTAL	\$3,758,072	\$5,696,054	\$5,781,776	51.6%	1.5%

- number and percent of working-age population living at or below poverty level;

	NORTHWEST REGION POVERTY		
	Population (in households)	Individuals (18-65) in poverty households	% of individuals (18-65) in poverty households
Missouri	5,433,153	346,859	6.4%
Andrew	16,228	692	4.3%
Atchison	6,133	357	5.8%
Buchanan	81,373	5,636	6.9%
Caldwell	8,850	496	5.6%
Clinton	18,549	844	4.6%
Daviess	7,960	568	7.1%
DeKalb	8,828	466	5.3%
Gentry	6,659	410	6.2%
Grundy	10,079	769	7.6%
Harrison	8,622	546	6.3%
Holt	5,250	350	6.7%
Linn	13,515	953	7.1%
Livingston	13,630	810	5.9%
Mercer	3,697	262	7.1%
Nodaway	19,000	2,274	12.0%
Putnam	5,166	436	8.4%
Sullivan	7,068	550	7.8%
Worth	2,333	168	7.2%
Northwest Region	242,940	16,587	6.8%

- unemployment rates for the last five years;

Unemployment Rates (%)					
County	2005	2006	2007	2008	2009*
Andrew	5.1	4.0	3.8	4.6	7.3
Atchison	4.6	3.9	4.3	4.8	7.5
Buchanan	5.8	4.5	4.4	5.1	7.7
Caldwell	5.9	5.3	5.4	6.6	9.9
Clinton	5.4	4.9	5.1	5.9	9.0
Daviess	4.8	4.4	4.6	5.3	9.0
DeKalb	5.8	5.3	5.1	6.1	8.8
Gentry	4.4	4.0	4.1	4.4	6.3
Grundy	5.1	4.5	4.8	4.7	7.2
Harrison	5.2	4.6	4.5	4.9	7.8
Holt	4.5	3.9	5.0	5.0	7.5
Linn	8.0	6.4	6.4	7.1	10.2
Livingston	4.7	4.2	4.4	5.1	8.1
Mercer	4.3	4.2	4.1	4.6	6.8
Nodaway	3.7	3.3	3.7	4.2	6.6
Putnam	4.7	4.9	5.7	5.4	7.5
Sullivan	5.5	5.4	6.2	5.8	6.8
Worth	4.0	3.8	4.5	5.6	7.7
Northwest Region	5.1%	4.5%	4.8%	5.3%	7.8%

*January – March, 2009 data

- major lay-off events over the past three years and any anticipated layoffs.

**Northwest Region
August 1, 2007 – May 31, 2009**

COMPANY NAME	LOCATION	DATE NOTIFIED	# LAID OFF
Green Hills Sub-region - Chillicothe			
Donaldson Inc.	Chillicothe, MO	10/14/08	15
Modine	Trenton, MO	10/17/08	15
Modine Manufacturing	Trenton, MO	1/6/09	40
Landmark Manufacturing	Gallatin, MO	1/23/09	16
Modine Manufacturing	Trenton, MO	2/5/09	12
Landmark Manufacturing	Gallatin, MO	2/5/09	14
Donaldsons	Chillicothe, MO	2/19/09	10
Donaldson's	Chillicothe, MO	3/15/09	10
ABCD Sub-region – St. Joseph			
IVX Animal Health, Inc.	St. Joseph, MO	1/11/08	70
System and Services Tech/ NCO	St. Joseph, MO	1/26/08	87
Progressive Molded Products	St. Joseph, MO	7/10/08	125

Lear Mfg	Kansas City, MO	7/18/08	80
Snorkel Manufacturing	Elwood, Kansas	8/18/08	125
Prime Tanning	St. Joseph, MO	10/8/08	280
Bradken Engineered Products	St. Joseph, MO & Atchison, KS	12/17/08	100
Altec Industries	St. Joseph, MO	1/21/09	54
Smurfit-Stone	St. Joseph, MO	2/10/09	85 Union
Smurfit-Stone	St. Joseph, MO	2/10/09	15 Salaried
Ball Metal Container	Kansas City, MO	3/10/09	130
Harley-Davidson	Kansas City, MO	3/31/09	85
St. Joseph School District	St. Joseph, MO	4/9/09	>100
PlyGem	Kearney, MO	4/9/09	140
Northwest Sub-region - Maryville			
Auburn Consolidated	Auburn, NE	11/5/07	200; 10 here
Eaton Manufacturing	Shenandoah, IA	11/10/08	30 permanent 60 temporary
Robbins Lightning	Maryville, MO	11/10/08	6
Kelley Services (Kawasaki)	Maryville, MO	12/09/08 & 12/17/08 & 1/30/09	250+ temps
Northwest Services	Maryville, MO	12/17/08 & 1/30/09	250+ temps

This chart reflects major layoffs (50 or more at any one location) over the past three years and multiple layoffs at a company that total will more than 50. The chart is not an accurate reflection of economic downturn in our region. Smaller layoffs tend to have a disproportionate effect in a rural area. Labor market conditions have deteriorated in this region over the past decade; several businesses have closed or downsized. In fact during the period August, 2007 through June, 2009, 97 companies cut 2,905 jobs. The economy of the Northwest Region generally lags behind the economy of Missouri as a whole. Additional lay-offs are anticipated in the manufacturing sector based on recent activity and rumor throughout the region. Attachment 9 is a listing of all layoffs, regardless of size, in the Northwest region between PY07-PY09.

*C. Describe the process used by the local board to provide an opportunity for public comment, including comment by representatives of businesses and labor organizations, and input into the development of the local 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:

- Skills Gap Analysis Planning Meeting.....January 13, 2005
- Skills Gap Analysis Planning Meeting.....March 9, 2005
- Skills Gap Analysis Planning Meeting.....April 20, 2005
- Chief-Elected Officials Meeting.....April 21, 2005
- Employer Focus Group.....May 10, 2005

Initial Local Plan meeting with DWD/ subcontractors.....May 26, 2005

Skills Gap Analysis Planning Meeting.....	May 27, 2005
Workforce Investment Board meeting.....	June 7, 2005
Interagency Team Meeting.....	July 8, 2005
Post public notice of plan's availability for comment/ review.....	July 29, 2005
Workforce Investment Board meeting.....	August 2, 2005
Distribute plan for public comment/ review.....	August 3, 2005
Modifications discussed/ approved.....	October 3, 2006

D. (A comprehensive one-stop center is defined in 20 CFR 662.100(c) as a physical center “that must provide the core services specified in WIA Section 134(d)(2) and must provide access to other programs and activities carried out by the one-stop partners.”) 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 local plan.

The Northwest Region will continue 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, geographic balance, and provide the means for effective area oversight, while allowing planning to be responsive to the unique needs of the respective sub-regions.

We would propose to continue to administer funding allocations, oversight, and contracts for service for WIA 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 only one full-service One-Stop Center with two robust affiliate sites. Our system which includes a Rural Delivery System (RDS) that 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. The Northwest Region has one comprehensive one-stop center in St. Joseph, Missouri. (See Attachment 1 for the address, telephone, and FAX numbers for this site.)

E. Identify the one-stop partners that are physically located at the comprehensive center(s) and the services provided by these partners and list them in **Attachment 1** to the local plan.

The Northwest Region has one comprehensive one-stop center in St. Joseph, Missouri. See **Attachment 1**.

F. (According to 20 CFR 662.100(d)(1), affiliate one-stop sites “can provide one or more partners’ programs, services and activities at each site.”) Identify the local affiliate one-stop sites, including current mailing and street addresses, telephone and fax numbers and list them in **Attachment 1** to the local plan.

Our definition of an affiliated One-Stop Center exceeds the minimum definition in the Act of "one or more of the programs, services, or activities to individuals." We have established the following criteria for our two affiliated sites:

- ✓ The Center must be open with universal access to the public at least 35 hours per week.
- ✓ The Center must provide for telephone messaging during those hours the office is closed, including holidays and weekends.
- ✓ The Center must maintain a resource area which is available to customers, and which provides various equipment and supplies to support job-seeking (telephone, job listings, resume materials and manuals, copier, FAX machine, Internet-linked computers, and software such as Choices CT,

Resume Builders, etc.) The Center must maintain a referral process for services of other workforce development partners not accessible through the Center.

- ✓ The Center must utilize the network of county satellite sites in their "point of delivery" service.
- ✓ The Center must provide access to services of at least six of the mandated workforce development partners, with appropriate cost-sharing for such services.

The Northwest Region's two affiliate sites are located in Maryville and Chillicothe.

*G. Identify the one-stop partners that are physically located at the affiliated sites and the services provided by these partners and list them in **Attachment 1** to the local plan.*

The Northwest Region has two (2) Affiliate One-Stop Centers (Chillicothe and Maryville) and with the inception of the Next Generation Career Center (NGCC) service delivery model, the NW WIB has established four (4) Rural Delivery System sites (Bethany, Cameron, Mound City and Trenton). Each of these sites offers the full range of Next Generation Career Center services. See **Attachment 1** for the address, telephone, and FAX numbers of the Affiliate One-Stop and Rural Delivery System sites.

IV. Economic and Labor Market Analysis

*A. Identify the current and projected employment opportunities in the local area.**

The following occupations are the prime current and projected employment opportunities in the Northwest Region based on Career Outlook 2016 (Northwest Region) by MERIC.

Northwest Region TOP 50

Careers in the Northwest Region with the most job openings between 2006-2016
For a complete listing of occupations, wages, and skills information, visit the MERIC website at:

www.missourieconomy.org

Occupation Title	Total Openings	Average Annual Wage	Education/Experience Typically Required	Grade	WorkKeys [®] Scores AM LI RI
Agriculture, Food and Natural Resource					
Food Batchmakers	354	\$25,265	Short-term on-the-job training	A-	4 4 4
Farm, Ranch, and Other Agricultural Managers	191	\$72,484	Bachelor's or higher degree, plus work experience	A+	5 4 5
Butchers and Meat Cutters	98	\$26,360*	Long-term on-the-job training	A-	3 4 3
First-Line Supervisors/Managers of Farming, Fishing, and Forestry Workers	33	\$45,050*	Work experience in a related occupation	A-	4 4 4
Food Scientists and Technologists	15	\$71,091	Bachelor's degree	A-	5 4 4
Architecture and Construction					
Electricians	100	\$51,066	Long-term on-the-job training	A-	4 4 4
Construction Managers	43	\$69,900*	Bachelor's degree	A-	6 5 5
Arts, Audio/Video Technology and Communications					
Musicians and Singers	270	\$51,792	Long-term on-the-job training	A+	0 4 4
Music Directors and Composers	99	\$64,729	Bachelor's or higher degree, plus work experience	A	0 4 4
Art, Drama, and Music Teachers, Postsecondary	23	\$53,129	Doctoral degree	A-	4 4 6
Business, Management and Administration					
Accountants and Auditors	133	\$48,142	Bachelor's degree	A-	6 5 5
Managers, All Other	103	\$60,385	Work experience in a related occupation	A-	5 5 5
Business Operations Specialists, All Other	67	\$43,039	Bachelor's degree	A	5 4 5
Medical and Health Services Managers	33	\$77,836	Bachelor's or higher degree, plus work experience	A-	5 5 5
Sales Managers	26	\$82,523	Bachelor's or higher degree, plus work experience	A-	5 5 5
Human Resources, Training, and Labor Relations Specialists, All Other	25	\$45,122	Bachelor's degree	A-	5 5 5
Compensation, Benefits, and Job Analysis Specialists	22	\$41,383	Bachelor's degree	A-	4 4 5
Education and Training					
Elementary School Teachers, Except Special Education	267	\$33,331	Bachelor's degree	A-	3 4 4
Postsecondary Teachers, All Other	89	\$60,434	Doctoral degree	A+	5 5 5
Special Education Teachers, Preschool, Kindergarten, and Elementary School	85	\$35,000	Bachelor's degree	A-	4 5 5
Health Specialties Teachers, Postsecondary	62	\$52,392	Doctoral degree	A-	5 5 6
Special Education Teachers, Middle School	27	\$39,568	Bachelor's degree	A-	4 5 5
Education Administrators, Postsecondary	23	\$67,453	Bachelor's or higher degree, plus work experience	A-	5 5 5
Business Teachers, Postsecondary	22	\$63,553	Doctoral degree	A-	5 5 6
English Language and Literature Teachers, Postsecondary	20	\$39,089	Doctoral degree	A-	4 5 6
Finance Cluster					
Insurance Sales Agents	127	\$43,526	Bachelor's degree	A-	5 5 6
Government and Public Administration					
Postal Service Mail Carriers	92	\$43,915	Short-term on-the-job training	A-	3 4 4
Health Science					
Registered Nurses	555	\$50,219	Associate degree	A	4 4 5
Physicians and Surgeons, All Other	41	\$144,830*	First professional degree	A-	5 5 6
Physical Therapists	34	\$59,184	Master's degree	A-	4 5 6
Dental Hygienists	27	\$63,499	Associate degree	A-	3 4 5
Respiratory Therapists	23	\$46,922	Associate degree	A-	4 5 5
Occupational Therapists	20	\$53,906	Master's degree	A-	4 4 6
Dentists, General	18	\$140,374	First professional degree	A-	4 5 6
Human Service					
Medical and Public Health Social Workers	34	\$39,638	Bachelor's degree	A-	4 4 4
Information Technology					
Computer Systems Analysts	86	\$63,069	Bachelor's degree	A	5 5 5
Network Systems and Data Communications Analysts	63	\$54,972	Bachelor's degree	A-	6 5 5
Network and Computer Systems Administrators	62	\$55,728	Bachelor's degree	A-	5 5 5
Computer Software Engineers, Applications	56	\$74,192	Bachelor's degree	A-	7 5 5
Computer Software Engineers, Systems Software	24	\$75,205	Bachelor's degree	A-	7 5 5
Database Administrators	15	\$43,962	Bachelor's degree	A-	5 4 6
Manufacturing Career					
Industrial Machinery Mechanics	120	\$38,608	Long-term on-the-job training	A	4 5 4
First-Line Supervisors/Managers of Production and Operating Workers	90	\$44,778	Work experience in a related occupation	A-	5 4 4
Marketing Sales and Service					
Customer Service Representatives	468	\$26,854	Moderate-term on-the-job training	A-	4 4 4
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	301	\$42,845	Work experience in a related occupation	A-	5 4 5
Sales Representatives, Services, All Other	89	\$43,457	Work experience in a related occupation	A	4 4 4
Science, Technology, Engineering and Mathematics					
Industrial Engineers	40	\$57,670	Bachelor's degree	A-	7 5 6
Vocational Education Teachers, Postsecondary	16	\$39,453	Doctoral degree	A-	4 4 5
Transportation, Distribution, and Logistics					
Automotive Service Technicians and Mechanics	189	\$25,854	Postsecondary vocational award	A-	3 4 4
First-Line Supervisors/Managers of Helpers, Laborers, and Material Movers, Hand	26	\$41,001	Work experience in a related occupation	A-	4 4 4

Career Cluster:
Based on the National Career Clusters with occupations assigned to primary career clusters. Some occupations may be in multiple clusters, therefore, primary cluster status was established.

*Statewide wage data used as a proxy for suppressed regional wage data.

WorkKeys[®] Skills Scores:
Range-least complex (3) to most complex (7)
AM-Applied Mathematics (Level 3-7)
LI-Locating Information (Level 3-6)

Through Recovery Act funding, the NW WIB has established partnership with North Central Missouri College, Crowder Community College, Metropolitan Community College and Northwest Missouri State University to develop curriculum for Alternative Energy certificate and degree programs. The certificate and degree programs will allow students to become employed and provide maintenance to suppliers of wind energy, solar energy, and bio fuel alternative energy equipment. The green energy economy will continue to increase employment opportunities as traditional energy sources are supplemented with alternative energy sources.

B. Identify the job skills necessary to obtain current and projected employment opportunities.*

The chart above reflects the training (skills) necessary and associated Workkeys© scores for these prime current and projected employment opportunities.

V. Overarching Local Strategies

A. Identify which of the DOL-approved waivers (except those approved for the Summer Youth Programs only) the region will utilize and how this waiver(s) will support the local implementation of NGCC. For example, using the cost-allocation methodology, explain how affected program participants are being served and how transferring funds between Adult and Dislocated Worker will impact services accordingly.

The Northwest Region Workforce Investment Board will utilize the following state-approved waivers:

- Waiver of WIA Section 101(31)(B) to increase the employer reimbursement for on-the-job training. This waiver will allow the NW WIB to entice small employers to participate in OJT opportunities. The majority of employers in our region would classify as ‘small’; this waiver will be the incentive needed to provide services to both the employers and program participant employees who so desire on-the-job training.
- Waiver of WIA Section 133(b)(4) to increase the allowable transfer amount between Adult and Dislocated Worker funding streams. This waiver will allow the NW WIB to transfer up to 50% of funds between Adult and Dislocated Worker Programs, ensuring flexibility where needed to best service program participants.
- Waiver of the prohibition at 20 CFR 664.510 on the use of Individual Training Accounts for older and out-of-school youth. The NW WIB will utilize this waiver to assist older (or out-of-school) youth to be served as they would under the WIA Adult Program. Since many older youth are seeking the same services as most adult customers, they would benefit from the opportunity.
- Waiver to replace the performance measures at WIA Section 136(b) with the common measures. This waiver will allow the NW WIB to measure and report on only common measures and not standard WIA performance measures, thus removing redundancy.

B. Describe the local board's policy on providing apprenticeships. (Additional information regarding apprenticeships can be found in Addendum B to this planning guidance, as well as at www.doleta.gov/atels_bat).

As can be seen by the results of our selection of targeted industries below and the preceding companion targeted occupation chart, several skill trade industries which rely on apprenticeship programs for training new practitioners, have been identified in the Northwest Region.

SIC	Industry	Grade	Representative Businesses
602	Commercial Banks	A-	(138) Bank Midwest, Citizens Bank & Trust, Farmers State Bank, Commerce Bank, Nodaway Valley Bank, US Bank, Wells Fargo Financial
615	Business Credit Institutions	A-	Countrywide Home Loans, American Midwest Mortgage
616	Mortgage Bankers/ Brokers	A-	Northwest Financial Services, St. Joseph Credit Bureau
732	Consumer Credit Reporting/ Collecting	A-	
633	Fire, Marine, Casualty Insurance	A-	American Family Insurance, Cameron Mutual Insurance
201	Meat products (M)	A	Premium Standard Foods, Triumph Foods, Premiere Foods
245	Wood Bldngs/Mobile Homes (M)	A-	Morton Buildings, Lovejoy Home Sales
283	Drugs (M)	A-	Forage Research, Boehringer Ingleheim
284	Soaps, Cleaners, Toilet Goods (M)	B+	Hillyard Chemical
285	Paints & Allied Products (M)	B+	ANONYMOUS MERIC DATA
286	Industrial Organic Chemicals	B-	ANONYMOUS MERIC DATA
287	Agricultural Chemicals (M)	B+	HPI Products
289	Misc. Chemical Products	D+	Albaugh Company
154	General Bldng Contractors,	A-	proprietorships
171	Plumbing, Heating, Air Conditioning	A-	proprietorships
176	Roofing, Sheet Metal Work	A-	proprietorships
502	Furniture/home furnishings (WS)	A+	ANONYMOUS MERIC DATA
507	Hardware, Plumbing and Heating supplies	A-	ANONYMOUS MERIC DATA
512	Drugs, Druggist sundries (WS)	A-	ANONYMOUS MERIC DATA
735	Misc. Equip Rental/ Leasing	A-	ANONYMOUS MERIC DATA
763	Watch, Clock, Jewelry Repair	A-	ANONTMOUS MERIC DATA
806	Hospitals	A-	Heartland Health, St. Francis, Hedrick, Wright Memorial, Cameron Regional, Pershing Medical, Harrison County

At the June meeting of the Northwest Workforce Investment Board, these results were reviewed, and five related strategies approved. Our third strategy was to explore apprenticeship programs for the Northwest Region. Apprenticeship has been 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. Our local community college is interested in pursuing the possibility of a collaboration with relevant organizations and entities who might be interested in joint apprenticeship sponsorship to provide quality training and certification of individuals. A representative from the U.S. Department of Labor Bureau of Apprenticeship and Training provided an overview of successful apprenticeship models at the August WIB meeting.

VI. Major Local Policies and Requirements

A. Identify the local areas policy for supportive services and/or needs based payments to enable individuals to participate in Title I activities. This policy should address how resources

and service coordination is managed in the local area and the procedures for referrals to services. In addition, this policy should identify:

- *How such services will be funded when they are not otherwise available from other sources;*
- *The services that may be provided;*
- *Documentation required for requesting service;*
- *The maximum dollar amount and length of time for each supportive service (i.e., transportation, childcare, etc.) or needs-based payments available to participants;*
- *Identify the maximum dollar amount for all supportive services combined per participant, and*
- *Procedures established to justify an exception to the limits established above.*

Based on feedback from the Department of Labor, the NW WIB will modify our Supportive Service and Needs-Related Payments policies. Those revised policies will be presented to the Workforce Investment Board at the March 1, 2011 meeting for their review and vote.

Below are the existing Adult/Dislocated Worker and Youth Supportive Services Policy, which describe the types of supportive services that are allowed and the rates associated with the services.

Supportive Service Rates for
WIA Adult and Dislocated Worker Program
Northwest Region, July 1, 2010

Child Care

Childcare will be paid based on contracted days and will be supported by a class schedule and daycare provider attendance sheet. Each participant must apply for state childcare assistance prior to receiving WIA childcare supportive services. Childcare costs will be paid directly to the participant and the participant is responsible to paying their childcare provider. Childcare may be paid during school breaks to ensure continued availability only if it is documented in the providers policy.

Maximum Childcare rates will be as follows, if funding is available up to:
\$10 per day for one child, maximum
\$15 for two or more children, maximum

Transportation

Transportation will be paid based on the roundtrip mileage from the participant's home directly to the training facility and back. 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. WIA funds will be funds of last resort.

Roundtrip Transportation rates will be as follows, if funding is available up to:
20 – 30 miles \$4
31 – 49 miles \$8
50 miles + \$10

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 WIA. The support must necessary for the participant to continue their education, obtain or retain employment. Examples of other supportive services is background check, application fees, training fees and costs, uniforms, tools, one time rent or one time utility assistance.

Guidelines for Supportive Services

The Workforce Investment Act is not an entitlement program.

Once you have enrolled in the program you will continue to be enrolled until you complete school and/or have been employed for a few months.

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

We are not able to obligate tuition and support 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 strictly on a first come first serve basis. Supportive services such as childcare and transportation reimbursements are also included pending the availability of funding.

The reimbursement policies will be effective from July 1, 2010 to June 30, 2011 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

Supportive Service Rates for
WIA Youth Program
Northwest Region, July 1, 2010

Child Care

Childcare will be paid based on contracted days and will be supported by a class schedule and daycare provider attendance sheet. Each participant must apply for state childcare assistance prior to receiving WIA childcare supportive services. Childcare costs will be paid directly to the participant and the participant is responsible to paying their childcare provider. Childcare may be paid during school breaks to ensure continued availability only if it is documented in the providers policy.

Maximum Childcare rates will be as follows, if funding is available up to:

\$10 per day for one child, maximum
\$15 for two or more children, maximum

Transportation

Transportation will be paid based on the roundtrip mileage from the participant's home directly to the training facility and back. 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. WIA funds will be funds of last resort.

Roundtrip Transportation rates will be as follows, if funding is available up to:

20 – 30 miles \$4
31 – 49 miles \$8
50 miles + \$10

Other Supportive Services

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Participant Signature / Date

Parent/Guardian (if applicable) / Date

Team Member Signature / Date

A customer is notified of supportive services during the initial meeting and on-going throughout their time working with our team members. Services notes are entered when supportive services are offered, for what service, the rate and length of time. In addition to service notes, the team member completes a Summary Sheet of Funding Resources document (please see attached), which includes all the services that are being paid for with WIA, Trade Act funds as well as by any partners. We allow a maximum of \$2000 in supportive services per customer per program year. We allow subcontractors to request exceptions to the

supportive service policies by submitting a waiver request to the WIB Operations Manager. Both the WIB Operations Manager and the WIB Director review and determine if the waiver is approved or not. The waiver request and approval/denial is submitted via e-mail.

Needs Related Payment Criteria
FOR COMPLETION OF NRP DETERMINATION FORM

Needs Related Payments (NRPs) will be processed by the Northwest Region for those eligible customers from within said region coming into the Workforce Development Centers or the Rural Delivery System (RDS) Workforce Development Centers within in the Northwest Region.

In determining eligibility for a customer, the policy that is set out in the ‘Needs Related

Payment Policy” is to be followed by all partners, and the following criteria is to be used to determine eligibility of Adult customers when processing NRPs:

1. Proof that the customer has exhausted his/her Unemployment Insurance (UI) Benefits.
 - Proof the customer is unemployed.
 - Proof the customer does not qualify for unemployment compensation (UI).
 - Proof the customer is enrolled in a program of training services under WIA.

2. A “needs test” based on household income will be applied to each customer applying for NRPs. The following income will be considered (as itemized on the Toolbox documents, excluding Individual Training Accounts (ITAs), grants, scholarships, and/or student loans), supported by the appropriate documentation:
 - Household wages (as defined by WIA Rules and Regulations)
 - Income from retirement and pensions
 - Alimony/Maintenance
 - Regular Social Security

When determining if the customer is eligible under the “needs test” criteria, the higher amount of the Poverty Incomes Level or the Lower Living Standard Income Level (LLSIL) will be used and there must be a demonstrated need.

3. The Dislocated Worker customer applying for NRPs must have been enrolled in a training or education program by the sixth (6) week after the National Reserve Grant is awarded. If not affected by a National Reserve Grant, by the end of the thirteenth (13) week after the most recent layoff that resulted in a determination of eligibility as a Dislocated Worker (of the customer’s initial unemployment insurance period), or if later, by the end of the eighth (8) week after notification that a short term layoff would exceed six (6) months or be permanent.

4. The Dislocated Worker customer will be enrolled in a full-time course of study as defined by the training institute s/he is attending. If the customer is enrolled in a self-paced course of study full-time will be defined as 20 hours per week.

5. The customer will be provided with a form from his/her counselor that verifies his/her weekly attendance. The customer will be responsible for having the form signed by the appropriate training institute official and having the training institute return the form to the counselor before payment will be made.

6. NPRs will not be paid if the training institute is closed for a full week or longer. The full amount of the NRP will be paid during schedule breaks of less than one week. Also, no NRP will be paid to a customer if they miss a week of school.
7. NRP will not be paid if the customer is conducting an out-of-area job search during the time s/he should be in training. The NRP will be prorated for the week an out-of-area job search is being conducted.
8. NRP are not retroactive.
9. A customer will be able to collect NRP until training is ended or the NRP funds are exhausted.
10. All NRP will be in compliance with the Missouri Dislocated Worker and Rapid Response Practices and Procedures, and any Discretionary Grants.

Requests for needs-related payments are reviewed on a case-by-case basis. Service provision is coordinated between NW WIB partner agencies so the requestor, when deemed eligible, receives the maximum benefit. If WIA funds are exhausted, Career Center staff makes referrals to organizations such as United Way, Vocational Rehabilitation, Family Support Division, Community Action Agencies, Goodwill Industries, Regional Planning Commissions, etc. Career Center staff record services provided in the statewide management information system (Toolbox) so continued coordination of services occurs and to prevent duplication of service/disallowed costs. Staff are required to follow policy guidelines as described above, providing assistance at the maximum allowed. If a customer needs financial assistance beyond what is allowed, Career Center staff are encouraged to send a request to the WIB for consideration. The request is reviewed by the WIB Director and Operations Manager to determine if an exemption is allowable.

B. ITEM DELETED *Identify the maximum dollar amount for all supportive services combined per participant.*

C. *Describe the criteria to be used by the local board, under 20 CFR 663.600, to determine whether funds allocated to a local area for adult employment and training activities under WIA sections 133(b)(2)(A) or (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 Northwest Region 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 core services under WIA 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. However, in any discussion regarding priorities for limited funds for workforce development activities, it must be acknowledged that in a demand driven system, business services must also be a priority. Therefore if statutes, regulations, or waivers permit, the Northwest WIB will utilize ten percent of local

formula funds to provide services normally supported as statewide activities...namely incumbent worker training. Otherwise, the Northwest Workforce Investment Board concurs with the priority categories identified in WIA Section 134(d)(4)(E); namely that recipients of public assistance and other low-income individuals shall be given priority for training and some intensive services. Therefore, WIA resources to support training, and some intensive 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 have received intensive services and yet be unable to obtain or retain employment with those services alone. 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. Individuals must have applied for assistance through the Federal Pell Grant with one of the following outcomes: 1) received Pell Grant financial assistance, but the Pell Grant was inadequate to meet the total needs of the customer, 2) unable to obtain assistance under the Pell Grant program, or 3) the application for a Pell Grant is still pending. Individuals will be encouraged to obtain any other grant assistance that is available and appropriate.

There have been no changes in NW WIB policy as a result of additional Recovery Act funding.

D. Define the sixth eligibility criteria for youth, described in WIA section 101(13)(C)(iv) as “an individual who requires additional assistance to complete an educational program, or to secure and hold employment.” The criteria should include at a minimum the following: migrant youth, youth aged out of foster care at 18, youth of incarcerated parent, and youth with behavioral problems at school, family illiteracy problem(s), domestic violence, substance abuse, limited English proficiency, lacks occupational goal / skills, disabled, or has chronic health conditions.

Individuals, including those with disabilities, migrant youth, youth aged out of foster care at 18, youth of incarcerated parent, and youth with behavioral problems at school, family illiteracy problem(s), domestic violence, substance abuse, limited English proficiency, lacks occupational goals/skills, disabled, has chronic health conditions who require additional assistance to complete an educational program, or to secure and retain employment.

- Proof is required for 2 or more of the following conditions (multiple occurrence of one condition is allowable):
 - Fired / Terminated
 - At risk of school dropout (letter from school official)
 - Acting as Head of Household and does not have a barrier (must be supported by lease agreement, utility bill or applicant statement declaring head of household)
 - Has applied for and not eligible for Pell grant assistance
 - No Employment History (supported by Applicant Statement or UI Wage Data)
- OR**
- Any Youth who is in need of improving their Work Readiness Skills through the American Recovery and Reinvestment Act Next-Generation Jobs Team initiative, in which case no additional barrier is required

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

“The requirement for notification about priority of service will be met by providing printed materials to the covered person if that material includes all required elements. Any service delivery point requiring attendance at an orientation before accessing service will include the required priority of service information as part of the orientation. Like all one-stop services, Veterans Priority of Service should be further enhanced by the region's One-Stop Integration philosophy.”

20 CFR Part 1010 requires: Local Workforce Investment Boards (LWIBs) will develop and include in their strategic local plan, policies implementing priority of service for the local One-Stop Career Centers and for service delivery by local workforce preparation and training providers to include sub-contractors. These policies must establish processes to ensure that covered persons are identified at the point of entry so that covered persons are able to take full advantage of priority of service. These processes must ensure that, at the point of entry, covered persons are made aware of:

- (1) Their entitlement to priority of service;
- (2) The full array of employment, training, and placement services available under priority of service; and
- (3) Any applicable (statutory) eligibility requirements for those programs and/or services.

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.

Policies must assure that covered persons accessing Career Center services or programs receiving DOL funding will be placed at the “head of the line” and be served by the next available person. However, they will not displace individuals already utilizing the resource. Because priority means

the right of the covered person to take precedence over non-covered persons in obtaining services, Missouri will provide priority under the precept that:

- (1) The covered person receives access to the service or resource earlier in time than the non-covered person; or
- (2) If the service or resource is limited, the covered person receives access to the service or resource instead of or before the non-covered person.

Covered persons will not be collated separately from non-covered persons when accessing services. If the DVOP/LVER is available and an eligible veteran or eligible spouse requests assistance from the DVOP/LVER, a local process should be developed for notifying the DVOP/LVER that such person has requested assistance from the DVOP/LVER.

As part of implementation of the priority of service regulations, service delivery points will reexamine their policies and procedures and change them if necessary to ensure priority of service is provided to covered persons. For example, program operators might consider adjusting policies to leave appointment slots open for covered persons, or designating staff to see covered persons on a walk-in basis on certain days. Plans must ensure that priority of service is implemented throughout the full array of services provided by the job training programs. To obtain priority, a covered person must meet the statutory eligibility requirement(s) applicable to the specific program from which services are sought, however local or optional priorities must not be applied.

- (1) *Universal access programs* deliver services to the public as a whole and do not target specific must provide priority of service to covered persons.
- (2) *Discretionary targeting programs* In those programs that focus on a particular group, or make efforts to provide a certain level of service to such a group, but do not specifically mandate that the favored group be served before other eligible individuals, covered persons must receive the highest priority for the program or service, and non-covered persons within the discretionary targeting will receive priority over non-covered persons outside the discretionary targeting.
- (3) *Statutory targeting programs* In those programs that mandate a priority or preference for a particular group of individuals or requires spending a certain portion of program funds on a particular group of persons receiving services the provider must determine each individual's covered person status and apply priority of service in the following order:
 - (i) Covered persons who meet the mandatory priorities or spending requirement or limitation must receive the highest priority for the program or service;
 - (ii) Non-covered persons within the program's mandatory priority or spending requirement or limitation, receive the next level of priority.
 - (iii) Covered persons outside the program-specific mandatory priority or spending requirement or limitation receive priority for the program or service over non-covered persons.

As stated in 20 CFR 667.255, "any amounts received as military pay or allowances by any person who served on active duty, and certain other specified benefits must be disregarded. This applies when determining if a person is a 'low-income individual' for eligibility purposes." Aside from military pay and allowances exempted amounts include:

- Compensation for service-connected disability or death;
- Dependency and indemnity compensation for service-connected death;
- Education benefits administered by the Department of Veterans Affairs (VA);

- VA benefits received for training and rehabilitation as a result of service-connected disabilities
- Any other employment or training (or related) program financed in whole or in part with Federal funds.

No policy or plan will be designed to minimize participation by covered entrants.

F. Identify the funding limit for Individual Training Accounts (ITAs).

The Northwest Workforce Investment Board's most recent revision to their Individual Training Account policy was approved at the August 5, 2003 meeting, and establishes a limit of no more than \$5,000 per person, per year for training/ tuition. It does, however, allow for special funding directives that provide unlimited funding or higher caps on training.

There are no changes to our PY05-FY06 plan based on Recovery Act funding nor do we plan to revise the limit for regular WIA formula funds.

G. Describe how the local region will ensure that the full array of one-stop services are available to all individuals with disabilities, so that these services are fully accessible. In particular, identify those resources that are available in the region's Products & Services Box to assist in the provision of these services.

In consultation with our local Vocational Rehabilitation office staff, we provide many assistive technology options, buildings that are accessible and our printed material is available in large print. Rehabilitation Services for the Blind has scheduled office hours in the St. Joseph Career Center. Our Vocational Rehabilitation office is readily available to provide any assistance we need in providing all customers the full array of services.

Services particularly available through the Product Box for individuals with disabilities who come to the Career 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.

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

The most frequent non-English speaking customer is Hispanic. The St. Joseph Career Center has had the customer service form translated into Spanish. This region has used incentive funds to train staff on Command Spanish, which involves learning a series of phrases in Spanish so that they may greet, gather information and direct customers. All partners in the region have had the opportunity to enroll in this training.

Staff have access to translators coordinated by Interserve, a local not for profit organization. All staff are encouraged to directly contact Interserve to access this service.

Through the Product Box, non-English speaking customers and staff can access the language line, which provides phone interpreter services. All new printed material is available and/or provided to customers whose first language is other than English.

I. Describe how the region promotes integration of services through dual enrollment processes, beyond the automatic dual enrollment of the NGCC initiative.

When each team member works with customers that come through the Missouri Career Center System we are always referring individuals to programs that they may be eligible for and to partners in our communities. With the NGCC model, it has helped enhance the already established partnership between the WIA 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 Career 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. If the customer is eligible for and would benefit from dual enrollment in WIA/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.

We understand that the Trade Act/NEG and Dislocated Worker Program dual enrollment is mandatory; it has been explained to our team members and will continue to be reiterated. When a customer is identified as Trade Act/NEG eligible we will ensure that paperwork is completed so they can access any services that are available through the Dislocated Worker Program. We will coordinate funding based on customer’s needs and limits that are established with each program

J. List the local credentials that the board has approved, to include: issuing entity, requirements to earn credential, and the expiration date (if any) of the credential.

The Northwest Workforce Investment Board had originally awarded approval to two curricula for receipt of a credential as defined in DWD Issuance 07-00. However, DWD Issuance 03-06, dated August 1, 2006, establishes new definitions of certificate and diploma consistent with US DOL TEGL 17-05. The result is that the local credentials originally approved are not applicable under this new definition for use in tracking outcomes under Common Measures; therefore only those certificates, credentials, and diplomas meeting the following criteria will be recognized.

Credential - A nationally recognized degree or certificate or state/locally recognized credential. Credentials include, but are not limited to, a high school diploma, GED, or other recognized equivalents, post-secondary degrees/certificates, recognized skill standards, and licensure or industry-recognized certificates. States should include all state education agency recognized credentials. In addition, states should work with local workforce investment boards to encourage certificates to recognize successful completion of the training services listed above that are designed to equip individuals to enter or re-enter employment, retain employment, or advance into better employment. (Please note: this term applies to the current WIA statutory adult, dislocated worker, and older youth measures only, it does not apply to the common measures).”

Certificate – A certificate is awarded in recognition of an individual’s attainment of measurable technical or occupational skills necessary to gain employment or advance within an occupation. These technical or occupational skills are based on standards developed or endorsed by employers. Certificates awarded by workforce investment boards are not included in this definition. Work readiness certificates are also not included in this definition. A certificate is awarded in recognition of an individual’s attainment of technical or occupational skills by:

- A state educational agency or a state agency responsible for administering vocational and technical education within a state.
- An institution of higher education described in Section 102 of the Higher Education Act (20 USC 1002) that is qualified to participate in the student financial assistance programs authorized by Title IV of that Act. This includes community colleges, proprietary schools, and all other institutions of higher education that are eligible to participate in federal student financial aid programs. A professional, industry, or employer organization (e.g., National Institute for Automotive Service Excellence certification, National Institute for Metalworking Skills, Inc., Machining Level I credential) or a product manufacturer or developer (e.g., Microsoft Certified Database Administrator, certified Novell Engineer, Sun Certified Java Programmer) using a valid and reliable assessment of an individual’s knowledge, skills, and abilities.
- A registered apprenticeship program.
- A public regulatory agency, upon an individual’s fulfillment of educational, work experience, or skill requirements that are legally necessary for an individual to use an occupational or professional title or to practice an occupation or profession (e.g., FAA aviation mechanic certification, state certified asbestos inspector).
- A program that has been approved by the Department of Veterans Affairs to offer education benefits to veterans and other eligible persons.
- Job Corps centers that issue certificates.
- Institutions of higher education which is formally controlled, or has been formally sanctioned, or chartered, by the governing body of an Indian tribe or tribes.”

Diploma – The term diploma means any credential that the state education agency accepts as equivalent to a high school diploma. The term diploma also includes post-secondary degrees including Associate (AA and AS) and Bachelor Degrees (BA and BS).”

K. Provide your region’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 WIB, through contracts with its local service providers, proposes that at least 50% of those individuals served through WIA Adult, Dislocated Worker, Wagner-Peyser and partner funds will be enrolled in training services. Of the Adult and Dislocated Worker regular formula funds that are set aside for participant obligations, the WIB proposes that 50% will be spent on training. This will include participants enrolled in any training category regardless of the source of training funds.

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.

VII. Integration of One-Stop Service Delivery

One of the primary expectations of the workforce system under WIA statutory framework is a seamless, integrated one-stop delivery system. The expectation for an integrated service delivery system remains firmly embedded as a key principle of a demand-driven workforce system. The goal of integration is to ensure that the full spectrum of community assets is used in the service delivery system to support businesses, industry and individual customers. *Include as **Attachment 10**, the current Regional NGCC Plan, as well as any local policies that were revised due to NGCC.*

A. Describe the one-stop delivery system in the local region, including:

1. A description of how the local 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;*

Through regular meetings of the Interagency Team, we have borrowed ideas from the One-Stop Operator Designation/Certification Guide: A Framework for High Quality Service and Continuous Improvement as a guide for ensuring that all elements of our Workforce Development System are of high quality and as a way to continuously improve service delivery. We have also experimented with the Malcolm Baldrige National Quality Award Criteria as a basis for our continuous improvement system. The Baldrige premise is that successful organizations operate with the systems, structures, and strategies to achieve 1) superior performance, 2) continuous improvement, and 3) highly satisfied customers. The State of Missouri has already established a vision statement for each of the seven Baldrige measurement categories - Leadership, Information and Analysis, Strategic Planning, HR, Process Management, Performance Results, and Customer Focus. The Northwest Region Workforce Investment Board would like to use those vision statements for excellence in each of these categories. In addition, the Program Oversight Committee of the Northwest Workforce Investment Board will review program activities and expenditures on a quarterly basis. This oversight will be focused on continuous improvement. Finally, the Northwest Region has developed focus group methodology for the employer customer through our Business Services planning, in order to allow us to meet and exceed the expectations of businesses and employers who are our primary customer.

2. Describe how all partner agencies will strengthen their integration of programs and services so that it provides a more seamless system; and

The comprehensive One-Stop Missouri Career Center in St. Joseph is physically set up in such a way that staff are officed in proximity to other staff who share common functions, rather than those who share a common employer. Identification badges reference them as Career Center staff rather than as employees of a particular state agency or CBO. Monthly staff meetings are joint meetings of all staff who live in the Career Center, not by agency or organization. Orientation, greeting and reception, resource room assistance are functions cooperatively shared by all partner staff. These small steps, and many others like them contribute to a sense of identity as a workforce development system and therefore, help staff more easily project a seamless system to customers.

The two affiliate Career Centers in the Northwest Region – in Maryville and Chillicothe are also organized around functionality; however it is more often the case that services are delivered on a scheduled basis rather than full-time presence of partner staff. In the twelve satellite sites, information is available on partner services and the office is available as a neutral meeting space for

all workforce development activities. The MOU, updated annually, describes each partners specific activity in each of the sites in the workforce development system.

3. (UPDATED) A copy of each memorandum of understanding concerning the operation of the one-stop delivery system in the local region.* Include as Attachment 8 an updated copy of the MOU with current signatures and dates. Also include as an addendum to the MOU each Career Center's negotiated cost-sharing worksheet that includes the line items' dollar amounts and percentage rates for DWD and the WIB. (Please note that the WIB can move no more than 10% of each original line item amount without having to re-negotiate with DWD. However, the total budget amount should not be exceeded).

Career Centers must ensure that equal access to employment and training services are provided to the farm workers and agricultural employers in their regions. The Workforce Investment Act of 1998 provides the framework for agricultural services delivery through Parts 668 & 669 (applicable to the 167 Grantee, which is currently UMOS – United Migrant Opportunity Services) and the Wagner-Peyser Migrant Seasonal Farm worker program. *Therefore, the MOU must include UMOS and should address how the region will avoid duplicating employment and training services to this population.*

The Northwest MOU revised in April 2006, which took effect July 1, 2006 is included as Attachment 6. However, because we do not have electronic signature capability at this time, the original hard copy plan will include all signature pages, but the electronic version does not.

The MOU (**Attachment 8**) was revised May, 2010 and effective July 1, 2010. The signature pages indicate collaboration and cooperation amongst the diverse partner organizations in the NW region. A UMOS representative, Mary Kay Vochatzer, has served on the WIB for many years; her presence and participation at our Board meetings means services are provided to farm workers in our region. New brochures for the UMOS Program are available in our Career Centers to help staff and customers distinguish between that and the Wagner-Peyser Migrant Seasonal Farm Worker Program to avoid duplication of services.

B. The expectation is that the local region will involve business, organized labor, local public officials, community-based organizations, WIA 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:

3. Employer and business representatives (both WIB members and others)
4. Chambers of Commerce
5. AFL-CIO representative
6. Chief-Elected Officials Coordinating Committee
7. Community-Based Organizations who participate in workforce development collaborations including; community action agencies, Farm Bureau, disabilities services providers, economic development organizations, minority-serving organizations, senior service providers, etc.

8. Representatives from partner state agencies including; Family Support Division, Parent’s Fair Share, RMI, Vocational Rehabilitation, etc.
9. Educators from K-12, community colleges, and universities

The planning timeline is depicted below:

Skills Gap Analysis Planning Meeting.....	January 13, 2005
Skills Gap Analysis Planning Meeting.....	March 9, 2005
Skills Gap Analysis Planning Meeting.....	April 20, 2005
Chief-Elected Officials Meeting.....	April 21, 2005
Employer Focus Group.....	May 10, 2005
Initial Local Plan meeting with DWD/ subcontractors.....	May 26, 2005
Skills Gap Analysis Planning Meeting.....	May 27, 2005
Workforce Investment Board meeting.....	June 7, 2005
Interagency Team Meeting.....	July 8, 2005
Post public notice of plan’s availability for comment/ review.....	July 29, 2005
Workforce Investment Board meeting.....	August 2, 2005

VIII. Administration & Oversight of Local Workforce Investment System

A. Identify the one-stop operator(s) for the comprehensive and affiliate one-stop centers in the region.

DWD Issuance 13-06 provides guidance on the roles and responsibilities of One-Stop Operators, DWD Regional Coordinators, Managers, and Supervisors. It also emphasizes the original intent of Public Law 105-220 – The Workforce Investment Act of 1998 related to a streamlined One-Stop delivery system. While Missouri in general, and the Northwest Region, in particular, have made great strides in integrating services, there is still progress to be made in the integrated administration of these services. To that end, Issuance 13-06 describes the role of a functional manager in a Missouri Career Center.

All workforce development research regarding the selection of the One-Stop Operator (OSO)/ functional manager emphasizes the benefits of a neutral party who has no vested interest or plays no role in the delivery of any specific program service. This neutrality obviously allows them to maintain impartiality when coordinating the services and functions of the Center. Additionally, it allows them to focus their full attention on the administrative and operational issues of the Center rather than operating a specific program.

While contracting for a One-Stop Operator is the normal process for acquiring these services, there have been models where the OSO is instead employed by the Workforce Investment Board. By its very nature described prescriptively in law, the WIB is a neutral party and is equipped and commissioned to provide general oversight to all workforce activities in their designated region. Our experience has been that every agency or organization with whom we have partnered, either as a WIA Title 1 Operator or on special projects under Skills Gap or Skilled Workforce Initiatives, has their own primary mission which may overlap a lot or a little with the mission of the WIB. Procuring an OSO through contract with an agency/ organization involves the agency “filter” on the functional manager’s commitments and focus. Their job description may be OSO functional manager, but they may also be expected to perform additional duties for the organization who has employed them. Procuring an OSO functional manager through an employment selection process with the WIB ensures that:

- They are a neutral overseer.
- Their first (and only) commitment is to the Missouri Career Center they manage.
- They are accountable directly to the WIB.

Therefore, a **One-Stop Functional Manager** employed by North Central Missouri College, the administrative entity for the Northwest Workforce Investment Board, serves as the OSO Functional Manager

for the single comprehensive Career Center in the Northwest Region. The One-Stop Functional Manager maintains their fulltime office in the Missouri Career Center in St. Joseph and reports directly to the WIB Director. The job description includes; integration of program services (includes Business Services), functional supervision for all Missouri Career Center staff, center operations, reporting, facility management, continuous improvement in cooperation with the Operations Manager, and performance accountability. While the latter responsibility includes mandated state and federal outcome measures, WIB designated standards, and customer satisfaction feedback; the opportunity for a performance bonus payment to the One Stop Manager is based exclusively on the following definition of full performance.

Full performance is based on all US DOL programs over which the One-Stop Functional Manager has responsibility, and for which performance targets have been negotiated by the region. Because our incentive potential with the State of Missouri, Division of Workforce Development is based on full attainment of all performance targets, that is also the indicator of full performance for purposes of the performance bonus – all program performance measurers must be met or exceeded, based on negotiated targets. The \$5,000 bonus will be paid not later than March 1 of each year where the prior performance targets were met or exceeded.

Each of the two (2) non-comprehensive Career Centers, Chillicothe and Maryville, has a Functional Manager designated by and contracted with the WIB. The non-comprehensive Career Center Functional Managers are Becky McAtee at the Chillicothe Career Center and Kim Mildward at the Maryville Career Center. The functional Managers coordinate programs and ensure that the Partners integrate services to provide seamless services that meet the performance standards. The Partners oversee their contracts, individual budgets, scopes of work, and staff to ensure compliance with the requirements of their funding authority. These designated Functional Managers at the non-comprehensive centers are program operators who receive a small fee (\$5,000 per year) for the additional oversight responsibilities. As a condition of this designation, they must maintain an office in the Center they manage at least one day per week and will report (functionally) to the WIB employed One Stop Functional Manager. The St. Joseph Career Center Functional Manager communicates with these designated Functional Managers to maintain a comprehensive understanding of regulatory standards and to stay apprised of best practices for the public workforce system.

B. Identify the members of the local workforce investment board, the organization or business they represent, and the area (i.e. business, education) in Attachment 2 to the local plan.

The Northwest WIB roster is included as **Attachment 2** and includes all requested information as well as appointment date. (Northwest WIB members serve a five-year term; officers serve a two-year term.)

C. The local WIB must review their by-laws annually and complete the “Local Workforce Investment Board’s ATTESTATION FOR REVIEW OF BY-LAWS” form which is included near the end of this document. Include a copy of the local workforce investment board’s current by-laws in Attachment 3 to the local plan.

The Northwest Workforce Investment Board By-Laws were most recently revised and approved on January 5, 2008; Board members had a first reading of our By-Laws on June 2, 2009 in a process to revise them and include the Adult Education and Literacy Advisory Council as an official Committee of the NW WIB. The By-Laws dated January 5, 2008 are included as **Attachment 3**; after the second reading on September 1, 2009, our By-Laws will be resubmitted.

At the September 7, 2010 NW WIB meeting, Board members and By-Laws Committee members reviewed the By-Laws. The Committee is recommending changes to the By-Laws that will reinvigorate our Board. In December, 2010, the WIB will again review the By-Laws and recommended revisions. The current By-Laws (with recommended changes, highlighted in yellow)

are included as **Attachment 3**. When the changes have been ratified, the NW WIB staff will submit the required ATTESTATION FOR REVIEW OF BY-LAWS and newly adopted By-Laws.

- D. *If the region includes more than one unit of local government, include a copy of the Chief Local Elected Officials' (CLEO) agreement that specifies the respective roles of the individual chief elected officials as Attachment 4, and include the name, jurisdiction and official title of each member, if not included in the agreement. Also, include any CLEO by-laws that are in effect.* (The CLEO membership should be reviewed after each county and/or municipal election, as applicable, for any changes. If there are changes in the CLEO membership, a new CLEO agreement will need to be signed and submitted to DWD within 90 days of the date of the election.)

The Attached CLEO agreement was signed by Presiding Commissioners in our 18-county region except for the Linn County Commissioner. That Commissioner has resigned his position and a new Commissioner will be elected in November, 2010.

- E. *If applicable, include a copy of the region's Performance Improvement Plan (PIP) for any sanctions they have been given, as well as an update on the effectiveness of the PIP's strategies. The PIP should be included Attachment 11 to this plan.*

Not applicable; the Northwest Region has met or exceeded all performance measures since the implementation of the Workforce Investment Act.

IX. Service Delivery

A. One-Stop Service Delivery Strategies

(UPDATED) *Describe how the local region 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 region's Products & Services Box to assist in the provision of these services.*

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 shown 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 Career Center; they gather information, conduct initial assessment of skills and needs, and promote (schedule) the first service. An initial basic skills assessment, via WIN, is conducted to assess math, reading, and locating information skills. From that point, individuals may also access the following Product Box services: Work Keys testing/MoCRC; pre-employment screening and testing; labor market information (wage comparisons, training requirements, job grade); and training provider information that explains costs, etc.

B. Adults and Dislocated Workers

1. Provide a description and assessment of the type and availability of all adult and dislocated worker employment and training activities in the local area. *

CORE SERVICES

AVAILABILITY

SERVICE	Comprehensive ONE-STOP	Non-comprehensive ONE-STOPS	RDS* Sites
1. Eligibility Determination	X	X	X
2. Outreach, Intake, Orientation	X	X	X
3. Initial Assessment (needs, skills, aptitudes)	X	X	X
4. Job Search / Placement Assistance	X	X	X
5. Labor Market Information	X	X	X
6. Consumer Reports / Provider Profiles	X	X	X
7. Performance Measures Feedback	X	X	X
8. Supportive Services Information	X	X	X
9. Unemployment Compensation Information	X	X	X
10. Financial Aid Information (WtW, FAFSA)	X	X	X
11. Follow-Up	X	X	X

INTENSIVE SERVICES

1. Comprehensive Objective Assessment	X	X	X
2. Individual Employment Plan	X	X	X
3. Individual/ Group Career Counseling	X	X	X
4. Case Management	X	X	X
5. Short-Term Pre-Vocational Services	X	X	X

TRAINING SERVICES

1. Occupational Skills Training	X	X	X
2. On-the Job Training	X	X	X
3. Combined Workplace/Instruction (Coop. Education)	X	X	X
4. Private Sector Training	X	X	X
5. Skill Upgrading/ Retraining	X	X	X
6. Entrepreneurial Training	X	X	X
7. Job Readiness Training	X	X	X
8. Combined ABE or Literacy/ Other Services	X	X	X
9. Customized Training	X	X	X

*RDS - Rural Delivery System

Services are provided to customers under the following eligibility standards:
CORE SERVICES will be available to all citizens and legal aliens. There is no eligibility requirement for the employer or job-seeking customer.

INTENSIVE SERVICES will be available to:

- a) Adults and dislocated workers who are unemployed, have had at least an initial assessment, and are in need of intensive services to obtain employment; and/or
- b) Adults and dislocated workers who are employed, have had at least an initial assessment, and are in need of intensive services to obtain, retain, or upgrade to employment that leads to self-sufficiency.

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

- a) have failed to find, retain, or upgrade to employment through intensive services, and
- b) as a result of case management, have been determined to be in need of training services, and to have the skills and qualifications necessary to succeed in their selected program of training, and
- c) select training that is directly linked to employment opportunities, and
- d) require financial assistance, and
- e) meet eligibility priorities described later in this plan.

Through Recovery Act funding, the same types and availability of all adult and dislocated worker employment and training activities are available. We have, however, established partnership with North Central Missouri College, Crowder Community College, Metropolitan Community College and Northwest Missouri State University to develop curriculum for Alternative Energy certificate and degree programs. The curriculum will allow students to become employed by companies that provide maintenance to suppliers of wind energy, solar energy, and bio fuel alternative energy equipment. With Recovery Act funds, our number of Adult and Dislocated Workers has increased.

Our Comprehensive, Non-comprehensive and RDS sites all provide the full array of services, including core, intensive and training. Each site also offers 4-week UI reporting service. The Product Box document in our NGCC Regional Plan indicates the comprehensive services available at all sites. The NGCC model has broadened the services available to all individuals in our region.

2. *Include a description of the local individual training account (ITA) system and the procedures for ensuring that exceptions to the use of ITAs, if any, are justified under WIA section 134(d)(4)(G)(ii) and 20 CFR 663.430.*

Individual Training Accounts are the funding mechanism for classroom and occupational skills training. Utilizing the criteria for access to training resources described above, and considering reasonableness of cost for a selected program of training, the Title I Operators issue a training voucher up to a prescribed amount, but not to exceed \$5000 per year, per person. (Exceptions to this ceiling would require written approval of the Workforce Investment Board, or would be allowed where special funding directives that provide unlimited funding or higher caps on training exist.) 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. The voucher will also have an expiration period, determined by the issuing Title I Operator. While the customer will have their choice of training providers, the provider must be a certified training program/provider, and they must demonstrate acceptable placement rates in, and related to, the selected program of training. As requested by the State, the Northwest Workforce Investment Board has yielded all functions under Section 122 of the Workforce Investment Act to DESE, including the certification of eligible providers and programs. (The WIB may still require higher levels of training provider performance than established by DESE). The list of certified training providers is available at the DESE website.

Finally, while all workforce development partners in the Northwest Region support informed choice by the customer, the Workforce Investment Board will support a flexible approach to ITA use by the Title I Operators during the “consultation with the case manager” described in CFR 663.440. This approach allows for 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 Workforce Investment Board within 30 days of notification of such decision. The final determination shall be made by the full Workforce Investment 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.

With budget cuts (and with the Recovery Act funds simply filling the budget-cut gaps), we have not modified our ITA system, policies nor procedures.

The NW WIB is requesting use of the state- and DOL approved waiver that allows older / out-of-school youth to access ITAs.

3. *Provide a description of how Wagner-Peyser Reemployment Services (Worker Profiling) will be delivered on a weekly basis between 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 Career Center for reemployment services. The Profiled Claimants will follow the NGCC service delivery model process as would any WIA 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. Each month the Profiled Claimants return to do a 4-week reporting and they will meet one-on-one with staff to follow-up on service needs.

C. *Rapid Response*

(UPDATED) Describe how the local board will coordinate workforce investment activities carried out in the local area with statewide rapid response activities, as appropriate. Specifically, identify the services (not programs) that may be provided to dislocated workers in the region under NGCC.*

The Northwest Region Workforce Investment Board will retain the Rapid Response Coordinator in order to ensure a coordinated response throughout the eighteen county area. The actual services will be provided through WIA Title I Dislocated Worker operators as appropriate to the sub-region. Information regarding plant closures or layoffs will be forwarded to the Northwest Region Rapid Response Coordinator through a variety of sources, including; customer interviews, media releases, employer contacts, Chambers of Commerce communications, labor organizations, etc. The WIB staff shall immediately verify the action, or pending action, regardless of the source. 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:

WIA Title 1 Program Operators (Job Training)

Wagner-Peyser , NAFTA/ TAA

Veteran's services (Priority in service as required by Title 38, Chapter 41 USC)

Unemployment Insurance
WIA 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 Rapid Response 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 WIB's Rapid Response Coordinator, (or the designated WIA Title I Operator for Dislocated Adults) shall lead such a team. If the event affects 50 or more employees, the Northwest Region Rapid Response Coordinator shall immediately notify the Division of Workforce Development. The Northwest Region Rapid Response Coordinator will be available to assist DWD in State-level Rapid Response activities, as requested. In addition, the WIB will include a requirement for participation in State-level Rapid Response activities in the Scope for WIA Title I Dislocated Worker Operator.

Dislocated Workers will be made aware of services available through the Career 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.

D. Youth

1. *Provide a description and assessment of the type and availability of youth activities in the local area, including an identification of successful providers of such activities.* (This should include the local board's policy on partnering with and prioritizing services for serving youth most in need, such as out of school youth, those at risk of dropping out, youth in foster care, those aging out of foster care, youth offenders, children of incarcerated parents, homeless youth, and migrant and seasonal farm worker youth.)*

Youth activities in the Northwest Region are in compliance with the Workforce Investment Act, Section 129, and serve youth ages 14-21 that are income eligible and have an identified barrier. All participants are registered, and Equal Employment Opportunity data collected. The Northwest Workforce Investment Board solicits and awards contracts for youth services ~~utilizing the Outcome Funding model~~ described in detail in X.C. The Youth Council makes recommendations to the WIB regarding the final selection of youth services providers. The current WIA Title 1 youth providers, selected in April 2008, are Community Services, Inc., Community Action Partnership, and Green Hills Community Action Agency. Section 129 of the Workforce Investment Act includes the following youth activities, which the Northwest Region has implemented:

- Outreach to the eligible population 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, including those receiving funds through the WIA Youth Program;
 - 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. Recent assessments by another provider may be used as deemed appropriate where the participant has applied for or accessed another education or training program.
- Provision of a service strategy for each participant including an employment goal (including, if appropriate, nontraditional employment), appropriate achievement objectives and appropriate services for the participant taking into account the assessment conducted. A new service strategy for a participant will not be required if the provider determines it appropriate to use a recent service strategy developed for the participant under another education or training program.
- Preparation for postsecondary educational opportunities, in appropriate cases.
- Provision of strong linkages between academic and occupational learning.
- Preparation for unsubsidized employment opportunities, in appropriate cases.
- Effective connections to intermediaries with strong links to the job market and to local and regional employers.

Program elements shall include, as necessary (and not otherwise available through other local entities serving youth), the following elements mandated by WIA:

- Tutoring, study skills training, and instruction, leading to completion of secondary school, including dropout prevention strategies.
- Alternative secondary school services, as appropriate.
- Summer employment opportunities that are directly linked to academic and occupational learning.
- Paid and unpaid work experiences, as appropriate, including internships and job shadowing.
- Occupational skill training, as appropriate.
- Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social behaviors during non-school hours, as appropriate and not otherwise available to participants through similar/complementary programs that are otherwise available in the community.
- Supportive services necessary to successful completion of the program outlined in the service strategy. The following are allowable support services for youth of all programs:
 - Purchase of medical examinations;
 - Special clothing or tools necessary to start or complete training;
 - Needs based payments;
 - Child care costs;
 - Transportation costs;
 - Costs for lodging
 - Meals; and
 - Special services and materials for individuals with disabilities
 - Fees for licensing
- Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months (utilizing existing mentoring programs that are otherwise available in the community to the extent possible).
- Follow-up services for not less than 12 months after the completion of participation, as appropriate.
- Comprehensive guidance and counseling, which may include drug and alcohol abuse

counseling and referral, as appropriate.

Since all youth served with WIA funds will have barriers, all will have special needs. Joint programming with other youth providers in the community is imperative. A directory of Youth-serving organizations was last updated in 2009 . This effort has strengthened collaboration with agencies serving some of our neediest youth including, CASA (Court-Appointed Special Advocates), Juvenile offices, Family Support Division, Buchanan County Youth Academy (residential facility for youth offenders), and the Noyes Home (residential facility for legally orphaned children and youth). This, in conjunction with adequate funds for supportive services /special needs of participants, and quality case management, should result in successful outcomes. All work components for summer experiences are tied to academic programs and the needs of the youth enrolled. Youth served throughout the year will be provided activities that are directly linked to their formal academic goals. These will be identified in each youth's service strategy, updating as needed. Based upon a Workforce Investment Board decision, at least thirty-five percent (35%) of youth funds shall be spent on out-of-school youth, and who meet at least one of the following criteria:

- Dropout
- Has a high school diploma or GED, but meets one of the following
 - Basic Skills Deficient
 - Unemployed
 - Underemployed

2. *(UPDATED) Provide a description of any innovative service delivery projects for youth currently operating in the region. Describe the local boards involvement in the projects, and the boards efforts to continue involvement and funding for the continuation of these projects. (Examples include JAG, work experience, or internship opportunities (SPYC), Diploma Equivalency Classes (GED), Youth-focused Career Fairs, Youth Offender Collaborations, Youth Build, I Can Learn, Cisco etc.)*

The most innovative youth opportunity provided in the NW Region is the MySuccessEvent, an experiential career lab that allows 10th grade students an opportunity to interact with business and industry representatives to learn about careers and their respective educational/training requirements. This project was originally funded with WIA dollars but has since been supported by regional businesses and industries. The St. Joseph Area Chamber of Commerce leads the project and solicits assistance from WIA partner agencies for volunteer services.

Other youth skills opportunities available include the State Parks Youth Corps and Missouri Summer Jobs Programs, both of which have allowed youth to gain work experience while earning a wage.

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

3. *(NEW) Include the local Youth Council membership (name, business / organization represented, position title, and contact information – telephone*

number, mailing address, and email address for each member) as **Attachment 5** to the local plan.

The NW WIB Youth Council membership roster is attached and depicts representation from regional organizations and key stakeholders. At the September 7, 2010 NW WIB meeting, Board Members reviewed NW WIB Youth Council membership and agreed to begin recruitment that will revitalize the Council. In that recruitment effort, WIB staff will seek out parents of eligible youth seeking assistance under WIA and juvenile justice representatives to serve on the Council. An updated Youth Council membership roster will be submitted after Board Member approval at December 7, 2010 NW WIB meeting.

E. Business Services

(NEW – replaces both previous planning items in this section) Each region should form and maintain an integrated Business Services Team that is dedicated to all career centers within the region and whose mission is to connect businesses to a skilled workforce. Each Business Services Team should have a plan that guides Team members. Business marketing and outreach activities of Team members should be defined and clearly outlined. The Business Services Team Plan should also outline the Team’s purpose(s), goals, policies and procedures to ensure a seamless delivery of services, avoid duplication and ensure feedback to the region’s career centers. *Include the Business Services Team Plan as **Attachment 9**.*

The NW WIB Business Services Outreach Team has been active for many years and has recently been revitalization. The NW WIB Special Projects Manager is co-leading the Team with the DWD Business Representative. Review and revision of the Business Services Outreach Plan has begun; a final plan will be enacted in December, 2010. Attached is the first draft of revised goals and action items with an excerpt of the ongoing work activities included in narrative form.

F. Innovative Service Delivery Strategies

1. *Describe how the region will support the Missouri Re-entry Process (MRP) 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.*
2. *(NEW) Explain the region’s strategies for increasing the number of participants receiving Career Readiness Certificates, as well as increasing the participation in and awarding of credentials for GED (i.e., provide space and extended evening and/or weekend hours) OJT and short-term training, and strategies for encouraging local employers and eligible Unemployment Insurance recipients to participate in Work Ready Missouri.*

The Northwest Region has been a leader in advocating for Career Readiness Certificates. The Northwest WIB requires that any customer that is enrolled into a training activity that we are providing funding for must utilize the Worldwide Interactive Network (WIN), obtaining a Level 3; before being WorkKeys assessed. Each customer must complete the WorkKeys assessment in the areas of Locating Information, Reading for Information and Applied Mathematics prior to funds being spent on training level services. This WorkKeys assessment leads to a Career Readiness Certificate.

GED classes are conducted at the St. Joseph Career Center and are designed to upgrade basic educational skills in preparation for future training, future employment or retention in present employment. They may include such curriculum as remedial reading, writing, mathematics, literacy training, and study skills, English for non-English speakers, bilingual training, and GED test-taking preparation. The NW WIB administers the AEL/GED Program for nine (9) of the 18 NW counties; we collaborate with partners in several communities to provide classroom space and hours that range from morning, afternoon and evening to accommodate as many individuals as possible. Our administrative goal is to fill a gap where AEL/GED does not exist and prepare individuals for GED attainment.

OJTs are actively marketed to employers in our region; we encourage employer referrals of employees to the Career Centers for potential OJT enrollment. While the number of businesses engaged in OJT is minimal due to the number of regional employers with lay-offs, continued and persistent marketing and change in the economic climate will result in increased OJTs in the future.

The NW WIB Special Projects Manager has worked closely with the DWD Business Representative to promote Work Ready Missouri. To lead by example and advocate for the program, the WIB has screened a potential participant who will work in the WIB office. Our experience will make the Special Projects Manager even better prepared to market Work Ready Missouri.

The LVER, Parents Fair Share Case Manager and the Career Counselor will be making presentations in a Transition Housing Units (THU) in our St. Joseph. The presentations will focus on the services that the Missouri Career Centers provide. Department of Corrections THU will register the individuals on Great Hires and have “read only” access to Toolbox in order to track their progress. The released offenders will report to the Career Centers for services and assigned staff will help facilitate the services they received. After a seated interview with DWD staff, the customer will then be referred to jobs as well as the appropriate partner services to assist with the individuals becoming re-employed. The Business Representative and LVERs during their outreach efforts will identify employers and that are will consider hiring ex-offenders and make staff aware of occupations and businesses where referrals and job development contacts would be an appropriate.

2. (NEW) Explain the region’s strategies for increasing the number of participants r

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

Describe those activities to be undertaken to: (1) increase the opportunities for participation of faith-based and community organizations as committed and active partners in the one-stop delivery system; and (2) expand the access of faith-based and community-based organizations’ clients and customers to the services offered by the one-stops in the state. Outline efforts for conducting outreach campaigns to educate faith-based and community organizations about the attributes and objectives of the demand-driven workforce investment system. Indicate how these resources can be strategically and effectively leveraged in the local workforce investment area to help meet the objectives of WIA. (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 three community-based organizations as successful subcontractors of WIA Title 1 programs. All three have representatives from various faith-based congregations on their tri-partite 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. Many of our youth activities and events involve faith-based organizations such as the Young Men and Women's Christian Associations and various church youth groups, including our Future Search Conference held last year and the Youth InfoShare conference scheduled for October, 2005. Two recent initiatives that connect us directly to the faith-based community are:

- Mid-City Excellence, TREC (Traveling the Road Exploring Careers)
Mid-City Excellence is a faith-based, minority-serving organization located in midtown St. Joseph. In our recent competitive procurement for non-WIA youth serving organizations, MCE was selected to implement a 6-week career exploration program utilizing field trips and guest speakers to improve educational skills and develop marketable skills in the target minority population.
- 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. They recently agreed to submit the Northwest Missouri Enterprise Facilitation (Andrew, Atchison, Gentry, Holt, Nodaway, and Worth counties) for submission as a pilot project to US Department of Labor. 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.

As a result of DWD Issuance 02-06, which is a Faith Based / Community Based Policy developed by the Missouri Training and Employment Council (MTEC), the Northwest Region has approved a concurrent plan. It is included as ~~Attachment 11~~.

X. Local Administration

- A. *A description of the local levels of performance negotiated with the Governor and chief elected official to be used to measure the performance of the local area and to be used by the local board for measuring the performance of the local fiscal agent (where appropriate), eligible providers, and the one-stop delivery system in the local area.**

Performance measures for PY 09-FY10 are included as **Attachment 12**.

- B. *An identification of the entity responsible for the disbursement of grant funds described in section 117(d)(3)(B)(i)(III), as determined by the chief elected official or the Governor under section 117(d)(3)(B)(i).**

The eighteen Chief-Elected Officials in the Northwest Region have developed two documents:

1) 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.

2) Letter of Agreement between the CLEO , the Northwest Region Workforce Investment Board, and North Central Missouri College (NCMC) -designates NCMC as the local grant subrecipient, responsible for the disbursal of grant funds. Further, this agreement stipulates that NCMC shall hire staff for the Workforce Investment Board.

Both documents have recently been approved in May, 2005 and are included as ~~Attachment 8~~. Because we do not have electronic signature capability, only the original hard copy plan document includes actual signatures.

- C. A description of the competitive process used to award the grants and contracts in the local area for activities carried out under subtitle I of WIA, including the process to procure training services for youth (reference DWD Issuance 03-02) and any that are made as exceptions to the ITA process.* Please update only if the region's process has changed from their current plan's response.

The Northwest WIB conducted a competitive *Call for Implementors (CFI)* in January, 2005, and as a result, awarded five contracts. We would propose to continue to use this approach in the event of future grants and contracts under this subtitle of the Workforce Investment Act which would be procured.

The Youth Council makes recommendations to the WIB on a need for services, and the presence of resources to invest in such services to determine if a *Call for Implementors* shall be issued.

When a *Call for Implementors (CFI)* is issued, the need for services shall be presented to the public in each of the eighteen county courthouses, and in at least the following newspapers of general circulation in each of Northwest sub-regions: St. Joseph News-Press, Maryville Forum, Chillicothe Constitution-Tribune, and Trenton Republican-Times. The complete CFI will be issued to anyone responding to such advertisement and all those on our existing "bidders list". In addition, written notification of the *Call for Implementors* will be made to current program/service subcontractors.

Contracts for services shall normally be issued for a one-year period, with two additional year extensions. It is the sole decision of the Workforce Investment Board whether or not the extensions are exercised.

Once subcontractors are selected, performance targets and milestones may be negotiated in order to bring the entire workforce investment area into compliance with goals created by performance indicators. More importantly, we believe that the Workforce Investment Board will be equipped to select those subcontractors who have the right target, are most likely to hit the target, and who will do so with a reasonable investment from the WIB.

With the implementation of Next Generation Career Center (NGCC) service delivery model, the NW WIB released a request for proposals for subcontractors to provide integrated Career Center services. The RFP was released April 12, 2010 and sent to potential service providers of WIA Adult and Dislocated Worker Programs. Potential applicants were to complete the proposal by addressing the following sections:

- I. Organizational Management Capacity
- II. Staffing Functions Narrative

- III. Functional Leader Narrative
- IV. Accounts Payable Functions Narrative
- V. Budget and Staffing

Each proposer was to provide a comprehensive response that demonstrates their understanding of and commitment to the integrated service delivery model.

Proposal review was conducted by NW WIB staff, NW WIB Executive Committee, and Program Oversight Committee Members. Each proposal was scored and a recommendation of service providers was presented to the full Board. The NW WIB voted to award contracts to Mo-Kan Regional Council for Staffing and Functional Leader services for the Andrew, Buchanan, Clinton and DeKalb service delivery area; to Northwest Missouri Regional Council of Governments for the Atchison, Gentry, Holt, Worth and Nodaway service delivery area; and to Green Hills Regional Planning Commission for the Caldwell, Daviess, Grundy, Harrison, Linn, Livingston, Mercer, Putnam and Sullivan service delivery area. Those contracts are for a one year period, commencing July 1, 2010 and ending June 30, 2011; with two additional year extensions. It is the sole decision of the Workforce Investment Board whether or not the extensions are exercised.

Each of the other partners in the Workforce Delivery System shall provide the mandated services required from its own funding streams and share in operational costs of the system as set forth in the Memorandum of Understanding.

The Northwest WIB has chosen to enter into a contract with the Department of Elementary and Secondary Education (DESE) to meet the requirements outlined in DWD Issuance 03-02, Competitive and Non-Competitive Procedures for providing Occupational Skill Training to WIA Eligible Youth.

D. Describe how the region is working towards eliminating duplicative administrative costs to enable increased training investments.

While the United States Department of Labor has determined that all funds contracted to a provider are program costs, we believe that our first step toward reduction of administrative costs has been to ensure that, whenever possible, our selected WIA Title 1 contractors are coordinating and collaborating on the administration of their contracts. Our most recent success is that two providers in our Northwest sub-region submitted a combined proposal during our competitive procurement process in January – April, 2005. This will result in a better product for customers with less overhead expenses. Additionally, while the Northwest WIB approves a 10% hold-back of formula funds for the administration and operation of the WIB office, we have requested and received approval from the WIB to use nearly 15% of these funds for various special workforce development projects, including; the Educator Institute, Operation Discover, and grant-writing and or campaign development work with life-long learning and health occupation development.

With the inception of the NGCC service delivery model, the NW WIB is conducting the accounts payable functions for all sub-contractors. With this policy change we are able to better manage and control funds. While we are early in the process, we hope to find that the difference will be more funds available for training activities.

- E. (UPDATED) Identify how the local region ensures that services are not duplicated. In particular, explain how the NGCC initiative has impacted this issue.

Through regular communication, both electronically in ToolBox, and in person at monthly Interagency Team and Management Team meetings, quarterly Subcontractors and Regional Coordination Meetings, and bi-monthly meetings of the Northwest WIB, we are able to ensure that not only are services not duplicated, but they are coordinated to create the best outcome for the customer, make the best use of public resources, and support our goal of thriving communities.

The NGCC initiative has fortified our efforts to coordinate rather than duplicate services. With Functional Leaders responsible for coordinating all Career Center services under WIA, Wagner-Peyser, Trade Act and METP, we are assured that services are provided responsibly. Each staff member in the Career Centers and RDS offices 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.

- F. Establish and define the local policy and procedure for Complaint and Grievance in accordance with the WIA Act 20 CFR 667.600 and 29 CFR Part 37.70, Implementation of the Nondiscrimination and Equal Opportunity Provisions of the Workforce Investment Act of 1998. (This policy should be incorporated into the MOU and disseminated throughout the region for all workforce development professionals to understand and implement. This should adhere to federal, as well as state complaint and grievance guidance.) Include a copy of this policy as Attachment 6 to the local plan.

The WIA Complaint and Grievance Guide is made available as a brochure to all WIA Title 1 customers. The complaint and grievance policy is included as **Attachment 6**.

Northwest Workforce Investment Board

NONDISCRIMINATION and EQUAL OPPORTUNITY PROVISIONS OF WIA

WIA COMPLAINT and GRIEVANCE POLICY

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 this part, may file a written complaint, either by him/herself or through a representative.

Protected Category: Only those complaints filed on the basis of discrimination against a protected category of individuals are subject to processing via the WIA Complaint Guide. These include complaints on the basis of: race, sex, national origin, age, citizenship, political affiliation or belief, color, religion, disability, and participation.

Protected Individuals: Anyone who visits or works in a site where WIA funds are used to support staff, equipment or the facility is protected under the WIA Complaint Guide. This includes WIA staff and customers, partner activities operating within the facility; 4-week reporters, etc. If no

WIA funds are used to support an office or if customers at no time have any contact with WIA-funded staff, they are not protected under these procedures.

Protected individuals may file a formal complaint of a protected category with the local, state or Federal Civil Rights Center.

Protected individuals may file formal complaints of a protected category under the State-issued WIA Complaint Guide but will normally be required to exhaust local agency procedures before escalating to the State system.

In the event a formal complaint of a protected category is filed under local agency procedures, notification of such filing must be submitted to the Missouri Career Center EO Officer.

Copies of the Complaint Guide should be distributed to all protected individuals (i.e., staff and customers who have a customer or personal file of any nature) who shall sign an Acknowledgment of Receipt, which receipt shall be retained in the protected individual's file and is subject to State audit.

Availability of Complaint Guide: All full-service or satellite locations where WIA funds are used to support staff, equipment or the facility must stock the State-issued WIA COMPLAINT GUIDE, which may be made available to anyone who visits the site.

Equal Access to Services:

Limited English Proficiency

The full array of services offered to English-speaking populations must be equally available to non-English speaking populations.

Interpreters or Language Line must be made available to non-English speaking populations as needed to ensure equal access to services.

Locations with non-English speaking population(s) of 10% or greater must display signs and posters in the language of such populations (Spanish, Asian, etc.)

Signage and posters should be displayed in English and Spanish.

Hearing/Visually Impaired:

The full array of services offered to the general population must be available to hearing-impaired and visually-impaired customers.

Interpreters should be provided/available at the site where services are available to accommodate the needs of impaired customers.

Documentation:

Notification of formal complaints of a protected category filed at the local agency level shall be submitted to the Missouri Career Center EO Officer. (Required information: complainant name, address, telephone, date complaint was filed, basis of the complaint, description of complaint)

Final resolution and/or disposition and date shall be provided the Missouri Career Center EO Officer once the complaint has been resolved or referred to another level.

The Missouri Career Center EO Officer shall maintain a Discrimination Complaint Log inclusive of all formal complaints reported and/or filed and shall submit same to the State EO Officer.

Grievances that are not filed on the basis of a protected category should be processed in accordance with local agency procedures but no formal report to the

Missouri Career Center EO Officer is required. Documentation and a record of disposition should be retained by the local agency.
Designated Missouri Career Center EO Officer:

North Central Missouri College
Donna Callihan, HR Director
1301 Main Street, Trenton, MO 64683
Phone: 800/880-6180 Ext. 1502

Board approved December 7, 2010

- G. *Include the Planning Budget Summaries for PY 2010 and FY 2011 in **Attachment 7** to the local plan.*

Planning Budget Summaries for PY10 and FY11 are included as **Attachment 7**.