

The NEMO Workforce Development Board
Local Workforce Innovation and Opportunity Act Plan

Program Years 2016 through 2020

I. Local Workforce Development Board’s Vision	3
II. Local Workforce Development Goals	4
III. Local Workforce Development Board’s Priorities	5
IV. Economic, Labor Market and Workforce Analysis.....	9
V. Local Structure.....	33
VI. Local Strategy Implementation	36
VII. Assurances	40
VIII. Local Policies and Requirements	41
IX. Integration of One-Stop Service Delivery.....	53
X. Administration & Oversight of Local Workforce Development System.....	55
XI. Service Delivery.....	57
A. One-Stop Service Delivery Strategies	57
B. Adults and Dislocated Workers	58
C. Employment Transition Team	68
D. Youth.....	69
E. Business Services.....	78
F. Innovative Service Delivery Strategies.....	82
G. Strategies for Faith-based and Community-based Organizations.....	86
XII. Regional Planning Guidance.....	87
XIII. Local Administration	87
ATTACHMENTS	91

I. Local Workforce Development Board's Vision

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

The vision of the Northeast Missouri Workforce Development Board (NEMO WDB) is that of a skilled workforce that supports the current and future needs of business and industry, and enhances the economic prosperity of the citizens of the Northeast Region in Missouri. The NEMO WDB functions as the convener in connecting, brokering, leveraging workforce system stakeholders. The NEMO WDB provides coordinated and efficient use of workforce development resources, develops workforce policy, and maintains accountability for the resources.

The Board will foster better alignment of Federal investments in job training, to integrate service delivery across programs and improve efficiency in service delivery, and to ensure that the workforce system is job-driven and matches employers with skilled individuals. One of the principal areas of WIOA reform is to plan across core programs and foster development of more comprehensive and integrated approaches, such as career pathways and sector strategies, for addressing the needs of businesses and workers. Successful implementation requires robust relationships, enhanced coordination and partnerships with local entities and supportive service agencies.

The strategic direction of the workforce development system identifies the following priorities:

- Implementation of a demand-driven workforce system preparing workers to take advantage of new and increasing job opportunities in high growth/high demand and economically vital industries and sectors as identified by the NEMO Talent Development Pipeline Partnership.
- Utilize the Next Generation Career Center model focusing on services rather than programs; increased focus on business services utilizing employer engagement strategies.
- Implementing work-based learning opportunities, including pre-apprenticeships, apprenticeships, on-the-job training, including targeted efforts on youth work experiences, pre-apprenticeships, and on-the-job training.
- Identifying and implementing job training best practices and programs
- System reform to eliminate duplicative administrative costs and to enable increased training investments;
- A continued focus of the WIOA youth investments on out-of-school youth populations, collaborative service delivery across Federal programs with increased accountability and programs for youth-serving job programs;
- Continued utilization of workforce information to support strategic planning and investments; increased use of tools and products to provide quality labor market information to students and job seekers and their counselors through

our local job centers, in turn supporting economic development and the regional economy.

- Support strong regional partnerships by ensuring the full array of job center services are offered to participants referred to the job centers by CORE partners and community-based organization referrals.
- Local job centers will provide quality customer service and coordinate planning and service delivery strategies to ensure continuous improvement and attainment of performance.
- Ensure all customers are given access to all eligible services, with priority given to qualified veterans. Provide services to individuals with disabilities through the assistive technology equipment available in each one-stop job center, as well as provide access to foreign language interpreters to ensure services are made available to all populations.

II. Local Workforce Development Goals

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

The Board has identified the following goals to align and integrate education, employment, and training programs, guide investments to ensure that training and services are meeting the needs of employers and job seekers and consistent job-driven training strategies across all relevant programs are being applied and engaging economic, education, and workforce partners in improving the workforce development system in order to prepare an educated and skilled workforce and meet the skilled workforce needs of employers.

- A. Assist all jobseekers by identifying and assisting them in overcoming barriers to employment
- B. Work with partners to create methods of referral that will develop improved service access and maximize efficiency. While each partner develops knowledge of all available services, the job center will provide the conduit to the required partners.
- C. The sector strategies will satisfy employers by providing qualified candidates for available positions. Clients seeking employment will use the sector strategy information to assist them in choosing the best opportunities for finding self-sufficient employment.
- D. Education and training are clear paths to better careers. NEMO WDB, with representatives of secondary and postsecondary education programs, shall lead efforts in the local area to develop and implement career pathways within the local area by aligning the employment, training, education, and supportive services needed by adults and youth, particularly individuals with barriers to employment.

- E. Leverage all the required partners' services to focus on helping clients maintain success in employment. Sector strategies and labor market information will help job centers determine employment that will be available for years into the future rather than short-term employment opportunities.
- F. Engagement between partners, employers, and business service representatives will result in meeting current employment needs and forecasting employment opportunities and career advancement. The website jobs.mo.gov, a common employment support system, can be accessed by both WIOA partner agencies and employers.
- G. The region will strive to achieve negotiated performance measures (Employment Goals, Median Earnings Goals, Credential Attainment Rate, Measurable Skill Gains, Effectiveness in Serving Employers, etc)

III. Local Workforce Development Board's Priorities

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

The LWDA has taken into consideration the current available workforce, demographic groups including minorities, people with disabilities, older workers, ex-offenders, youth, skill gaps, level of education and experience, and other barriers to employment along with the impact it will have on determining the training and education needs of the job seekers in order to fulfill the needs of the job seekers and the local employers for now and for the future. The recession and prolonged recovery displaced a large number of workers and made it difficult for young job seekers entering the labor force as fewer openings and delayed retirements increased job competition. Due to the economy, employers have looked for ways to increase worker productivity to keep cost down. The need for higher productivity means employers will demand higher levels of basic and specialized skills.

Workforce Development Needs of Businesses

According to a recent report *Northeast Missouri Workforce Investment Board Labor Supply Certification* (published in July 2015) "The **total available workforce** is determined from the workers and non-workers perspective and provides information for the supply side of labor markets. The demand side is determined from the employer's perspective and provides information about the skills, quality, and availability of the labor force. While employers are concerned about over-employment and workers with deficient skills and who are under-qualified, the worker and community are concerned about underemployment and workers who have excess skills who are over-qualified for those jobs and presents opportunities for expansion and new investments. Although the dynamics of the workplace will not change dramatically, employers will continue to recruit the best employees with the best skills for the best value and workers will continue to seek the best jobs with the best compensation package and work environment. The balance for a competitive workforce is critical with the employer,

community, education, and workers all having a major stake in developing skills and enhancing productivity with a goal of a just-in-time skill and talent pool to meet the demand. With increasing workforce challenges for the future anticipated from the demographic changes in an aging population, the question of a more active approach to increasing the labor pool with productive workers is crucial. Weighing the cost for education and other programs with the social and economic benefits will be key in remaining competitive in a global economy.”

Available Workforce Work Status

Category	Population	Percent
Total Available Workforce	99,237	100.0%
Worker Available	71,572	72.1%
Working Student	7,332	7.4%
Working (withholdings)	63,807	64.3%
Self-employed (no withholdings)	10,823	10.9%
Military	0	0.0%
Non-Worker Available	27,665	27.9%
Unemployed	16,533	16.7%
Homemaker	4,190	4.2%
Retired	6,284	6.3%
Non-working Student	658	0.7%

Northeast Missouri Workforce Investment Board Labor Supply Certification (published in July 2015)

The **total available workforce** represents those who indicate that they are looking for employment or would consider changing their employment for the right job opportunity. However, on occasion, it is advantageous to compare the **total available workforce** with data from all respondents. At that time the terminology used will be Census Population Estimate, Census 18–64 Population Estimate, Census Male Population Estimate, and Census Female Population Estimate.

Throughout the workforce, job applicants often lack basic personal effectiveness competencies such as communication skills, work ethic, discipline, critical thinking or interpersonal skills. Many jobs are entry level in nature and sometimes require little technical training but do require basic skills such as common business skills of professionalism, communication, and problem solving abilities. Additionally, improved HSE attainment needs to be moved to a top priority of the workforce system.

A. The Missouri Labor Supply & Demand Analysis Report, published March 2015, takes job seeker information from people who registered with jobs.mo.gov during 2014 and compares it to employer job ads during the same time period. *Healthcare* and *Transportation* have the highest gaps, while *Construction/Related* and *Production* have the largest surplus of workforce.

Northeast WIA	Total	Health Care & Related	Transportation	Business & Sales	Science & Technology	Other Services	Food Service	Management & Support	Production	CIMR*
# Job Ads	6,574	1,341	1,084	1,053	317	504	431	1,160	221	463
% Job Ads	100.0%	20.4%	16.5%	16.0%	4.8%	7.7%	6.6%	17.6%	3.4%	7.0%
# Jobseekers	6,833	632	558	596	173	438	445	1,754	991	1,245
% Jobs Sought	100.0%	9.3%	8.2%	8.7%	2.5%	6.4%	6.5%	25.7%	14.5%	18.2%
Gap		11.1%	8.3%	7.3%	2.3%	1.3%	0.0%	-8.0%	-11.1%	-11.2%

*CIMR = Construction, Installation, Maintenance, & Repair Source: Missouri Labor Market Supply & Demand Analysis, March 2015

B. The largest employers in the Northeast Region are in a variety of industries, including state government and universities, along with many private sector firms such as; health care with Moberly Regional Medical Center, Hannibal Regional Hospital and Northeast Regional Medical Center; processing operations at General Mills and Kraft Foods; distribution centers such as Walmart; manufacturers such as Watlow Missouri, Bodine Aluminum, BASF, Cerro Flow Products, and SAF-Holland, Inc.; and food manufacturing at Con Agra Foods.

Workforce Development Needs of Jobseekers

The primary need of jobseekers in the Northeast Missouri Workforce Development Area is accurate, relevant, easily accessible information related to their job search, training and supportive service needs. In the past, many jobseekers have conducted their job search poorly prepared, or have had to search for information through various agencies and resources, often at different locations. The NEMO Workforce Development Board, in conjunction with One-Stop Partner agencies, has taken on the task of consolidating the needed information in ways that will empower the job seeker to more efficiently obtain employment which meets their needs and desires.

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

The population of the workforce is aging. In the Northeast Region, 23.41% of the workforce is age 55 or older. The percentage for the state is lower, with an average of 21.44% for the same age group.

The education attainment rate for the Northeast Region is the same as the average for Missouri. In the Northeast Region, 88% of the workforce has a high school diploma or higher, compared to 88% for the state. The number of those who have not obtained a high school diploma is 12% in the Northeast Region and 12% statewide.

The key avenue to providing the needed information will be the provision of Wagner-Peyser and WIOA Adult Basic Career Services through the One-Stop system. These services, available to all jobseekers, will ensure that they have

easy access to information crucial to successful job search and career advancement. All job seekers will receive membership information and an orientation informing them of all the products and services available to them at the One-Stop Center, and will have the opportunity to have their eligibility determined for any services which have associated eligibility requirements. An initial assessment will provide the jobseeker with information regarding their work readiness skills, interests and aptitudes.

Labor market information will be available to assist the customer in targeting employment with the desired wages, benefits, growth potential and working conditions. Those in need of supportive services will be able to identify providers and eligibility requirements of the needed service(s). Computers for customer use in preparing resumes and cover letters, internet access to research job openings, copiers, fax machines and telephones are available tools for the jobseeker to access as a Basic Career Service. Many jobseekers either do not have access to these items elsewhere, or need assistance in using them. Additionally, customers will have access to the Next Generation Career Center system online at jobs.mo.gov.

These, and other Basic Career Services, will enable the majority of jobseekers to reach their employment goals. Some customers, however, especially those with significant barriers to employment, will require additional assistance to meet their employment goals and objectives. Individualized and training services such as classroom training, workplace readiness, on-the-job training and pre-vocational training will be available to assist those in- need, as determined by the One-Stop Operator. Follow-up services will help ensure that those enrolled in individualized career and training activities have on-going support and, when needed, assistance in the areas of job holding and job retention skills.

In the Northeast Missouri Workforce Development area, there are many workers employed at low-wage jobs; whose skill levels prevent them from advancing within a company; whose skill levels are no longer adequate to meet the needs of business; who are employed in an occupation that is in decline; or who are facing layoff due to downsizing or closure of their place of employment. These incumbent workers need access to services which will help them transition to new employment, or give them the skills needed to retain employment and prosper at their current workplace.

Workforce Development Needs of Workers

According to a recent study "*Labor Supply Certification*" completed for the Northeast Missouri Workforce Development Board in July 2015, approximately 30 percent of the total available workforce (99,237 individuals) are underemployed (29,676). The **total available workforce** represents those who indicate that they are looking for employment or would consider changing their employment for the right job opportunity. Sixty-nine percent of the underemployed respondents in the ALM (Area Labor Market) have some college

or associate degree and the other 31 percent have bachelors or advanced degrees. This compares to 65.6 percent of the total available workforce with post-high school education.

General Findings, Opportunities, and Challenges from the Study, also states that “With the right employment opportunities, the NEMO ALM appears positioned to retain and attract the talent necessary for growth of new and existing businesses representing regional, national, and international markets. NEMO has several advantages. The location provides advantages with rural amenities with easy access to both two and four-year education institutions in the sixteen county ALM. NEMO has a large and diverse workforce talent pool within easy commute to most local and county labor market centers and reflects the cost advantages of a rural setting.”

A full menu of all products and services is available to customers at all Missouri Job Center locations and available at all times online at jobs.mo.gov. These types of services will continue to be offered to customers in need. Finally, the immediate need of assistance in filing unemployment claims will be made available as a Basic Career Service to all who request such assistance. All three of our full service Missouri Job Center locations are connected electronically and by phone with the Division of Employment Security to assist customers with the filing of unemployment claims.

Through continued dialogue, consultation and cooperation with education, business and industry leaders, we will be in a position to develop and/or modify existing programs and services to mirror the changing needs of local businesses. Opportunities for long-term economic growth will increasingly depend on a well-educated, flexible workforce that responds quickly to changing business needs. Taking steps to better equip our workforce for success will be one of the strongest economic development tools in retaining and attracting the industries of the future.

IV. Economic, Labor Market and Workforce Analysis

A. Economic Analysis

1. Describe the LWDA’s current economic condition, including the following information by county and the overall region:

- *Average personal income level*
- *Number and percent of working-age population living at or below poverty level;*
- *Unemployment rates for the last five years*
- *Major lay-off events over the past three years and any anticipated layoffs; and*
- *Any other factors that may affect local/regional economic conditions*

The average personal income level and number and percent of working-age population living at or below poverty level is detailed in the chart below:

2014 Northeast Missouri Area Poverty and Income Estimates					
State / County Name	All Ages in Poverty Count	All Ages in Poverty Percent	Under Age 18 in Poverty Count	Under Age 18 in Poverty Percent	Median Household Income in Dollars
United States	48,208,387	15.5	15,686,012	21.7	\$53,657
Missouri	908,394	15.5	289,287	21.3	\$48,288
Adair County (MO)	6,109	26.9	1,078	23.4	\$35,425
Clark County (MO)	1,067	15.7	367	23.5	\$43,298
Knox County (MO)	757	19.4	316	33.6	\$37,581
Lewis County (MO)	1,341	14.3	518	23	\$41,891
Lincoln County (MO)	8,376	15.7	2,911	20.8	\$53,804
Macon County (MO)	2,569	17	917	25.6	\$35,345
Marion County (MO)	4,965	18	1,709	25.8	\$42,088
Monroe County (MO)	1,353	15.8	479	24.9	\$41,376
Montgomery County (MO)	1,830	16.1	637	24.5	\$42,105
Pike County (MO)	3,058	18.9	1,052	26.7	\$44,408
Ralls County (MO)	1,186	11.6	368	16.7	\$51,738
Randolph County (MO)	4,131	18.3	1,419	26.3	\$41,346
Schuyler County (MO)	779	18.2	315	29.5	\$34,644
Scotland County (MO)	774	16.3	335	24.9	\$38,281
Shelby County (MO)	979	16.6	324	24.1	\$42,498
Warren County (MO)	4,222	12.8	1,541	19.4	\$52,959

<http://www.census.gov/did/www/saipe/data/interactive/saipe.html>

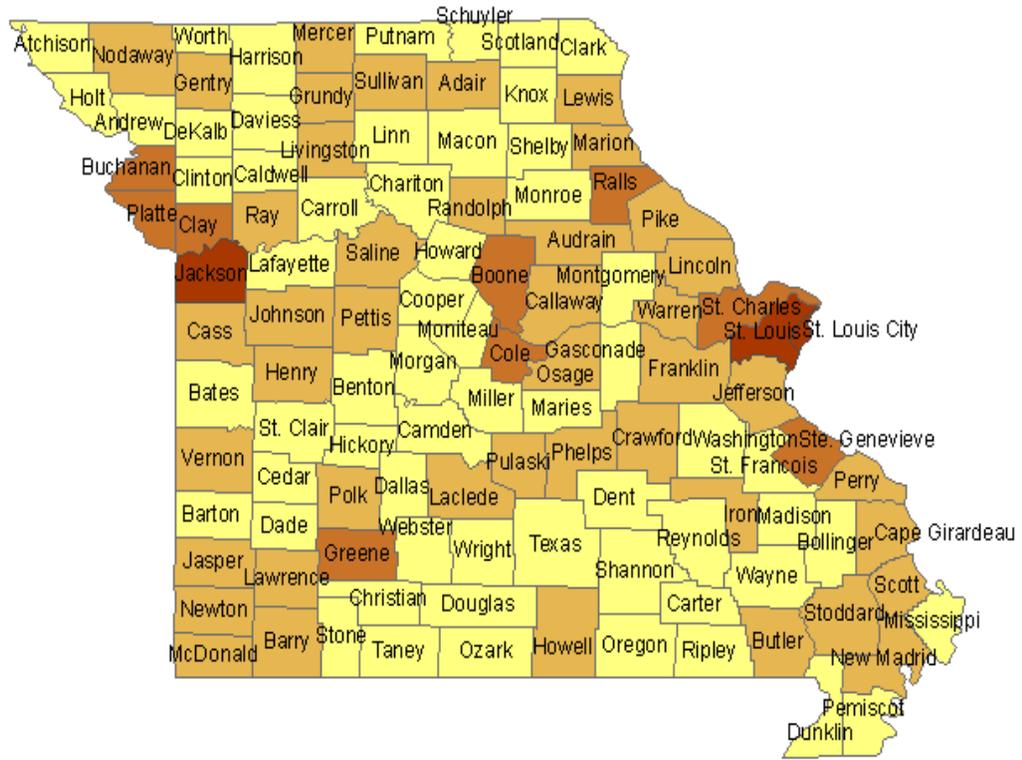
The chart below details the comparison on unemployment data gathered over a five-year period for the United States, the State of Missouri and the Northeast Workforce Development Board Region.

Area	2014	2013	2012	2011	2010
	Rate	Rate	Rate	Rate	Rate
United States	6.20%	7.40%	8.10%	8.90%	9.60%
Missouri	6.10%	6.70%	7.00%	8.50%	9.60%
Adair County	6.10%	6.60%	6.80%	8.30%	8.40%
Clark County	6.80%	7.80%	7.90%	10.00%	12.40%
Knox County	4.50%	5.40%	5.60%	7.10%	7.70%
Lewis County	5.20%	5.50%	5.50%	7.00%	8.50%
Lincoln County	6.50%	7.60%	8.30%	10.10%	11.80%
Macon County	6.10%	6.50%	6.70%	8.20%	9.30%
Marion County	5.50%	6.00%	6.10%	7.50%	9.10%
Monroe County	6.60%	7.40%	7.70%	9.90%	12.30%

Montgomery County	6.00%	7.20%	7.90%	9.90%	11.10%
Pike County	5.70%	6.50%	6.90%	8.30%	9.80%
Ralls County	5.30%	5.80%	6.40%	7.50%	8.80%
Randolph County	6.80%	7.90%	8.60%	10.40%	11.50%
Schuyler County	7.00%	7.50%	7.10%	8.80%	10.10%
Scotland County	4.80%	5.30%	5.00%	6.60%	8.10%
Shelby County	6.00%	5.60%	6.10%	7.20%	8.60%
Warren County	6.20%	6.90%	7.50%	9.10%	11.00%

5 Year Unemployment Data (US Bureau of Labor Statistics)

With a population of 10,167 in Ralls County, it is about mid-range of the NEMO LWDA but has the highest wages and that can be primarily attributed to the manufacturing and healthcare jobs in the county, i.e. General Mills, Watlow, Enduro, Spartan, and Hannibal Regional Hospital.



Average weekly wages

U.S. average = \$974

- \$900 or higher
- \$750 - \$899
- \$600 - \$749
- \$599 or lower

Source: U.S. Bureau of Labor Statistics.

2016

Below is a list of the major layoffs and closings for the Northeast Region from the last three years. However, this is not an all-inclusive list of lay-offs or business closures. Many of the businesses in our region have less than 10 employees and do not fit the definition of a major layoff event. Due to the volume of these companies, they too have a dramatic effect on our local and regional economies.

Major Lay-Off/Closings

Company Name	Location(s)	County	Type of Notice	# Affected	Layoff or Closing Date
ConAgra	Macon	Macon	Layoff	24	7/28/2013
Department of Mental Health	Kirksville	Adair	Closing	9	12/15/2014
	Hannibal	Marion	Closing	9	12/15/2014
KPF (Foundry)	Kahoka	Clark	Layoff	40	7/2/2015
Wilson Trailer	Moberly	Randolph	Layoff	42	10/22/2015
Architectural Woodworking	Palmyra	Marion	Closing	17	12/18/2015
Kraft Foods/Kelly Services	Kirksville	Adair	Closing	70	12/31/2015
Ajs Food & Drink	Macon	Macon	Closing	40	3/7/2016

It is important to note that the LWDA Employment Transition Team also deals with a number of smaller layoffs that aren't listed in the above chart. This includes companies that have laid off fewer than 10 workers at one time. It is important to note that this does not include an accurate count of displaced workers from the companies that did not allow the NEMO WDB to provide Employment Transition services.

Currently, the LWDA is working in coordination with economic development to assist with employer engagement, workforce sector strategy, and new business start-ups.

B. Labor Market Analysis

1. Existing Demand Industry Sectors and Occupations

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

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

Real-Time Labor Market Analysis

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

Industrial Demand

Industry demand analysis from February 2015 through January 2016 showed that the Healthcare Industry (Hospitals, Health Practitioner’s Offices and Nursing Care) was a top job advertisement. Colleges, Universities, and Professional Schools, Insurance Carriers, and General Freight Trucking also had a high number of job advertisers. A few of the industries, such as Restaurants and Retail Stores, have high turnover rates so the large number of job advertisements can reflect the need to refill positions rather than to add new jobs.

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

Industry	Job Postings
General Medical and Surgical Hospitals	656
Colleges, Universities, and Professional Schools	263
Insurance Carriers	250
General Freight Trucking	208
Building Material and Supplies Dealers	185
Offices of Other Health Practitioners	171
Restaurants and Other Eating Places	153
Nursing Care Facilities (Skilled Nursing Facilities)	142
Department Stores	136
Management, Scientific, and Technical Consulting Services	130

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

Occupational Demand

Job analysis highlights the top ten occupations Northeast Region employers advertised for in the past year. Heavy and Tractor Tractor-Trailer Drivers were in the greatest demand, followed by Registered Nurses and Retail Salespersons. First-Line Supervisors of Retail Sales Workers and Customer Service Representatives followed. Several Healthcare occupations, such as Licensed Practical & Licensed Vocational Nurses and Physical Therapists also made the list.

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

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

Occupation	Job Postings
Heavy and Tractor-Trailer Truck Drivers	1,052
Registered Nurses	568
Retail Salespersons	303
First-Line Supervisors of Retail Sales Workers	213
Customer Service Representatives	210
Licensed Practical and Licensed Vocational Nurses	172
Physical Therapists	162
Laborers and Freight, Stock, and Material Movers	156
Maintenance and Repair Workers, General	156
Sales Representatives, Wholesale and Manufacturing	152

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

2. Emerging Demand Industry Sectors and Occupations

Provide an analysis of the industries and occupations for which demand is emerging.

Industry

MERIC develops long-term employment projections based on industry trends and staffing patterns for the Northeast Region. The table below describes the industries projected to have the most job openings from 2012 to 2022 based on both growth and replacement needs.

For the 2012-2022 time period, the top net change for industry employment in the Northeast Region are projected to be Educational Services (824); Professional, Scientific and Technical Services (690); Ambulatory Health Care Services (666); and Nursing and Residential Care Facilities (482).

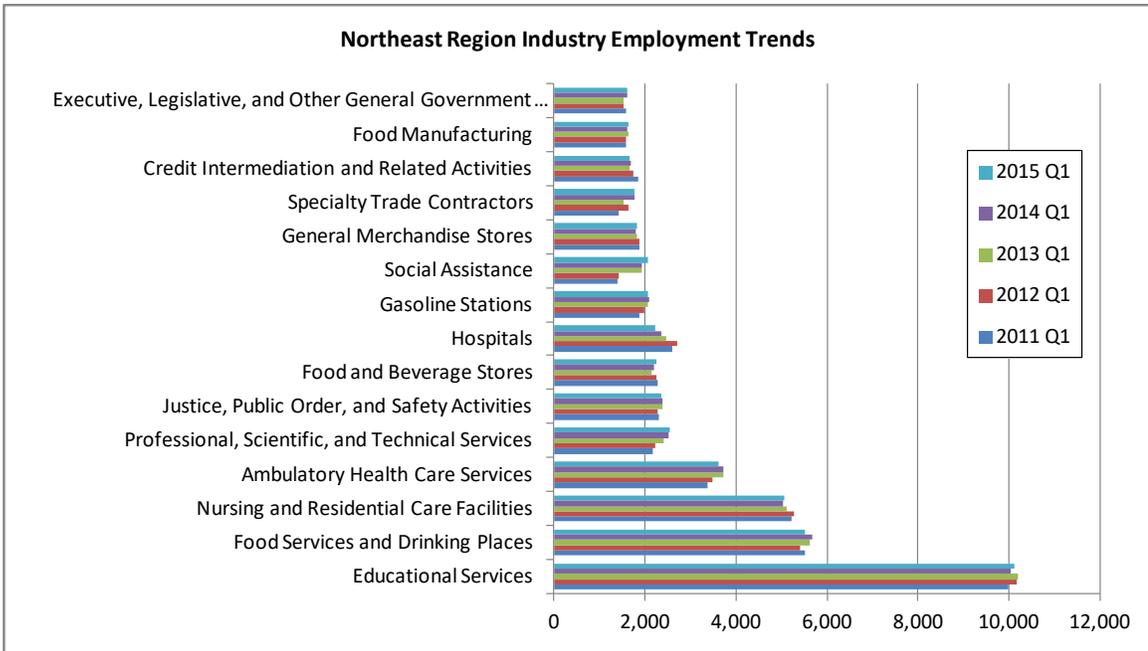
Northeast Region 2012-2022 Industry Projections

Title	Employment		Change	
	2012	2022	2012-2022	
	Estimated	Projected	Numeric	Percent
Educational Services	9,269	10,093	824	8.89%
Food Services and Drinking Places	5,918	6,608	690	11.66%
Ambulatory Health Care Services	2,852	3,518	666	23.35%
Nursing and Residential Care Facilities	3,599	4,081	482	13.39%
Administrative and Support Services	1,160	1,600	440	37.93%
Social Assistance	1,665	2,042	377	22.64%
Professional, Scientific, and Technical Services	1,522	1,893	371	24.38%
Hospitals	2,530	2,823	293	11.58%
General Merchandise Stores	2,408	2,643	235	9.76%
Truck Transportation	1,320	1,544	224	16.97%

Source: MERIC Employment Projections

Industry employment trends offer insight on the industries that are growing over time in a given area. Although not in the top fifteen, Administrative and Support Services and Non-Store Retailers grew by a high percentage and added significant employment to the Northeast region workforce. The chart below is a snapshot of employment for the top fifteen employment sectors over 5 years in industries located in Northeast Region. During the 5 year period, the highest employment growth was in the industries of Social Assistance; Professional, Scientific and Technical Services; Specialty Trade Contractors; Ambulatory Health Care Services, and Gasoline Stations.

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



Occupations

The long-term occupational projections for the Northeast Region show that the top job openings are in the Food and Retail Service Industries. The definition of Total Openings is the projected new growth along with replacement needs. Cashiers, for example, shows a total projected employment of 3,144 for 2022, only 129 more than the 2012 estimate of 3,015 jobs. This means that of the 3,144 job openings over 10 years, 1,303 are replacement openings due to turnover while only 129 are new. Total openings are important to job seekers while new jobs indicate where new training needs may be found.

Several occupations are projected to grow much faster than the overall region and have a large number of openings (at least 450 over 10 years). Combined Food Preparation and Serving Workers, Truck Drivers, Laborers and Freight, Stock, and Material Movers, and Customer Service Representatives are expected to grow by 15 percent or more. Larger occupations included in the top ten are Cashiers, Waiter and Waitresses, Retail Salespersons, General and Operations Managers, General Office Clerks and Secretaries and Administrative Assistants, except Legal, Medical and Executive.

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

Occupation	2012	2022	Growth Openings	Replacement Openings	Total Openings
	Estimated Employment	Projected Employment			
Cashiers	3,015	3,144	129	1,303	1,432
Combined Food Preparation and Serving Workers, Including Fast Food	1,687	1,980	293	644	937
Waiters and Waitresses	1,583	1,704	121	762	883
Retail Salespersons	2,040	2,220	180	698	878
Heavy and Tractor-Trailer Truck Drivers	1,877	2,193	316	300	616
Laborers and Freight, Stock, and Material Movers, Hand	1,147	1,334	187	355	542
General and Operations Managers	1,721	1,902	181	322	503
Customer Service Representatives	1,131	1,312	181	308	489
Office Clerks, General	1,878	1,970	92	395	487
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	2,215	2,416	201	267	468

Source: MERIC Employment Projections

3. Employers' Employment Needs

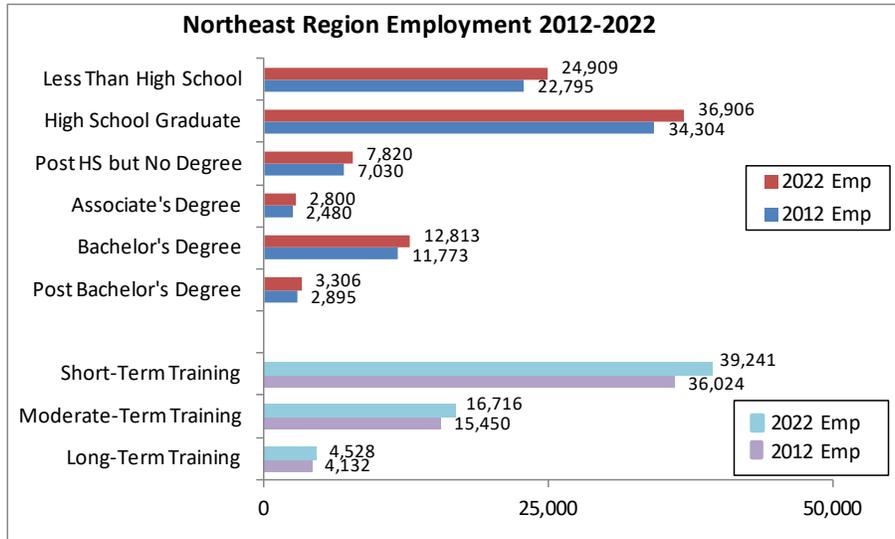
Identify the job skills necessary to obtain current and projected employment opportunities. With regard to the industry sectors and occupations, provide an analysis of the employment needs of employers. Describe the knowledge, skills, and abilities required, including credentials and licenses.

Long-Term Projections – Jobs by Education Level

Occupations typically requiring short-term OJT are expected to account for the largest portion of 2022 employment change in the Northeast Region. Occupations requiring short-term OJT are projected to experience the highest number of increased employment at over 3,200, or 8.9 percent growth. Employment in occupations requiring moderate-term OJT is also expected to grow by over 1,250, or 8.2 percent.

Increased employment is also anticipated for occupations requiring a bachelor's degree. Employment for this education level is projected to increase by over 1,000, or 8.8 percent. Occupations requiring an associate's degree or some post-high school training will increase by over 1,100 workers.

As estimated for the year 2022, nearly 70 percent of workers in the Northeast Region will be employed in occupations that require no formal postsecondary education (includes short-term OJT to work experience in a related occupation). Workers in occupations that require just a bachelor's degree will account for just under 15 percent of the total employment in 2022.



Top Occupations by Education Level

The 2012-2022 long-term occupations projections were used to identify the top ten occupations based on total openings and level of education or training needed. Top occupations requiring short to moderate-term training include service and support sector occupations. Healthcare, Driver and Education occupations dominate the top new openings requiring at least long-term training or as much as an Associate's degree. The top occupations requiring a bachelor's degree or higher include Management, Education, Information Technology and Business and Financial occupations.

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

Occupation	2012 Estimated Employment	2022 Projected Employment	Growth Openings	Replacement Openings	Total
Now - Typically requires short-term on-the-job training					
Cashiers	3,015	3,144	129	1,303	1,432
Combined Food Preparation and Serving Workers, Including Fast Food	1,687	1,980	293	644	937
Waiters and Waitresses	1,583	1,704	121	762	883
Retail Salespersons	2,040	2,220	180	698	878
Laborers and Freight, Stock, and Material Movers, Hand	1,147	1,334	187	355	542
Customer Service Representatives	1,131	1,312	181	308	489
Office Clerks, General	1,878	1,970	92	395	487
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	2,215	2,416	201	267	468
Childcare Workers	1,146	1,234	88	337	425
Personal Care Aides	1,208	1,519	311	86	397
Next - Typically requires an associate's degree or long-term training					
Heavy and Tractor-Trailer Truck Drivers	1,877	2,193	316	300	616
Registered Nurses	1,267	1,430	163	246	409
Nursing Assistants	1,403	1,517	114	267	381
First-Line Supervisors of Food Preparation and Serving Workers	683	783	100	193	293
Licensed Practical and Licensed Vocational Nurses	645	727	82	157	239
Maintenance and Repair Workers, General	878	945	67	169	236
Cooks, Restaurant	636	744	108	125	233
First-Line Supervisors of Retail Sales Workers	822	870	48	179	227
First-Line Supervisors of Office and Administrative Support Workers	594	658	64	141	205
Automotive Service Technicians and Mechanics	539	604	65	136	201
Later - Typically requires bachelor's degree or beyond					
General and Operations Managers	1,721	1,902	181	322	503
Secondary School Teachers, Except Special and Career/Technical Education	1,084	1,142	58	295	353
Elementary School Teachers, Except Special Education	703	788	85	155	240
Child, Family, and School Social Workers	551	645	94	117	211
Substitute Teachers	817	871	54	139	193
Accountants and Auditors	372	419	47	110	157
Educational, Guidance, School, and Vocational Counselors	394	445	51	84	135
Farmers, Ranchers, and Other Agricultural Managers	753	651	0	122	122
Coaches and Scouts	225	263	38	67	105
Loan Officers	295	330	35	54	89

Source: MERIC Employment Projections

C. *Workforce Analysis*

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

Geographic Change

With the most recent census, the Northeast Region shows some shifting of populations from the remote rural areas to closer to the urban core. The overall population for the Northeast Workforce Development Area has increased by over 22,500, with most of the increase coming from Lincoln and Warren counties. Details for all counties can be found in table below.

Population Projections - Total Population Missouri Counties: 2000 through 2030							
County	2000	2005	2010	2015	2020	2025	2030
Adair	24,977	24,690	24,709	24,779	24,875	24,912	24,913
Clark	7,416	7,260	7,181	7,117	7,054	6,982	6,904
Knox	4,361	4,156	4,005	3,894	3,825	3,782	3,758
Lewis	10,494	10,197	10,128	10,099	10,126	10,184	10,283
Lincoln	38,944	46,849	56,010	65,293	74,529	83,294	91,294
Macon	15,762	15,622	15,668	15,746	15,847	15,942	16,028
Marion	28,289	28,366	28,625	28,957	29,281	29,540	29,759
Monroe	9,311	9,224	9,259	9,340	9,438	9,513	9,590
Montgomery	12,136	12,008	11,881	11,803	11,727	11,622	11,513
Pike	18,351	18,653	18,589	18,614	18,669	18,702	18,728
Ralls	9,626	9,676	9,813	9,967	10,116	10,238	10,299
Randolph	24,663	25,350	25,847	26,341	26,842	27,308	27,738
Schuyler	4,170	4,115	4,071	4,056	4,050	4,035	3,999
Scotland	4,983	4,788	4,754	4,799	4,893	5,011	5,130
Shelby	6,799	6,667	6,417	6,223	6,067	5,917	5,764
Warren	24,525	28,306	32,377	36,410	40,174	43,468	46,241
Northeast Total	244,807	255,927	269,334	283,438	297,513	310,450	321,941
Statewide Total	5,596,687	5,781,293	5,979,344	6,184,390	6,389,850	6,580,868	6,746,762

<https://oa.mo.gov/budget-planning/demographic-information/population-projections/2000-2030-projections>

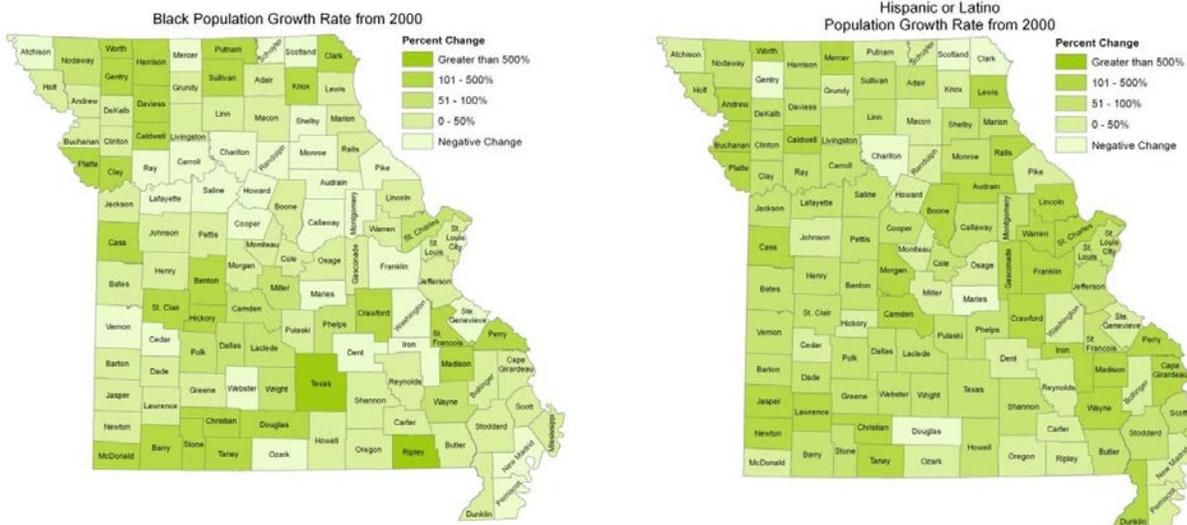
¹ Individuals with barriers to employment include displaced homemakers; low-income individuals; Indians, Alaska Natives, and Native Hawaiians; individuals with disabilities, including youth who are individuals with disabilities; older individuals; ex-offenders; homeless individuals, or homeless children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

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

Minority Population Growth

Missouri experienced population increases in the Black and Hispanic or Latino minority groups during the 2000's. Northeast Region experienced similar increases. In 2010, the Black population is just over 7,500 in Northeast Region, and accounts for 2.8 percent of the region's population. By comparison, the Missouri and U.S. Black populations represent larger percentages of the total population at 11.6 and 12.6 percents, respectively.

The Hispanic or Latino population in Northeast Region also increased. The minority group numbers just over 4,500, and represents 1.7 percent of the total population. 3.5 percent of Missouri's total population was Hispanic or Latino in 2010, compared to 16.3 percent for the U.S. The full datasets are available in Table 2: Black Population Rates and Table 3: Hispanic or Latino Population Rates in the Appendix.

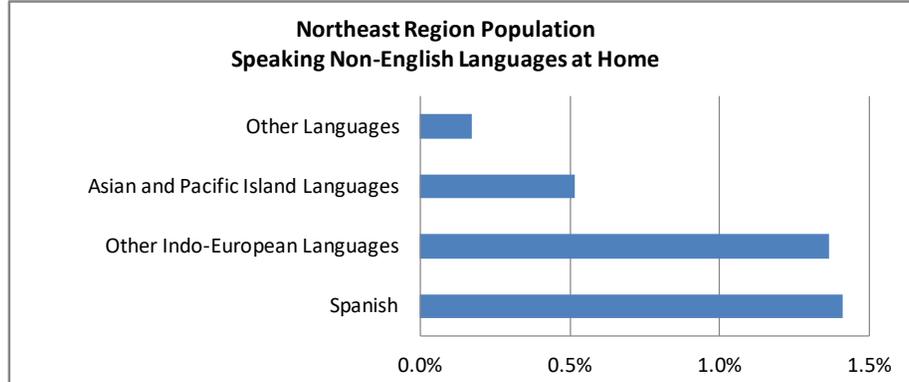


Limited English Proficiency

According to the 2010-2014 American Community Survey 5-Year Estimates, 3.5 percent (5,605) of Northeast Region's population age 18-64 spoke a language other than English at home. The most common non-English languages spoken in Northeast Region homes were Other Indo-European Languages (1.4 percent); Spanish (1.4 percent); Asian and Pacific Island Languages (0.5 percent); and Other Languages (0.2 percent).

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

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

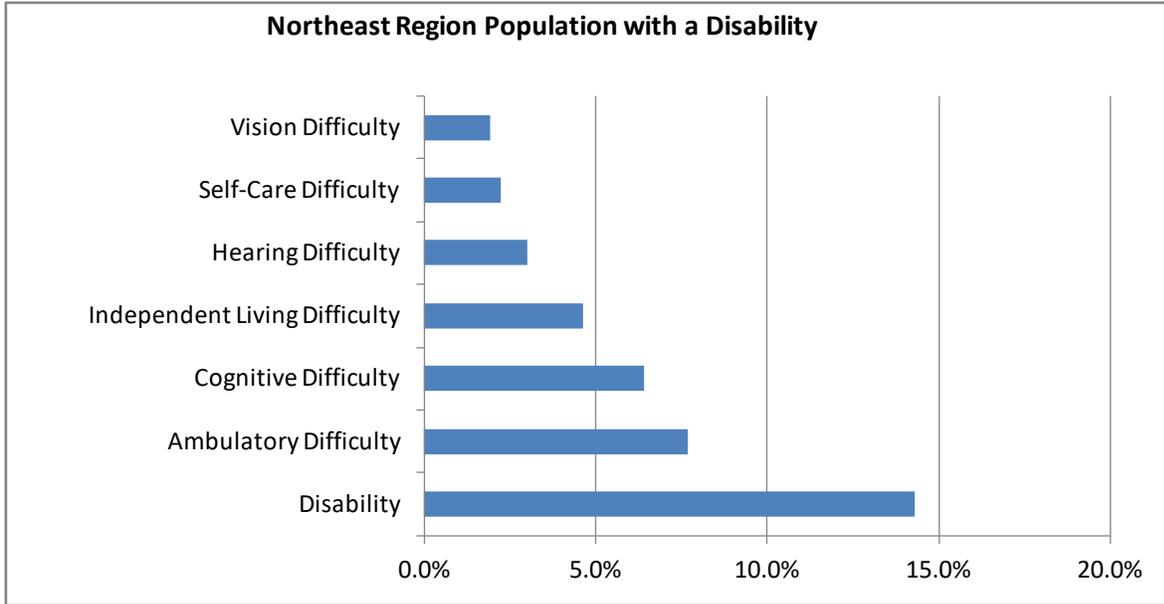


Individuals with Disabilities

According to the American Community Survey 2010-2014 estimates, 14.3 percent, or 22,447 Northeast Region residents age 18-64 had a disability. Ambulatory difficulty was the most prevalent disability type at 7.7 percent of the county population. About 6.4 percent of the population had a cognitive difficulty, followed by 4.6 percent with an independent living difficulty.

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

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

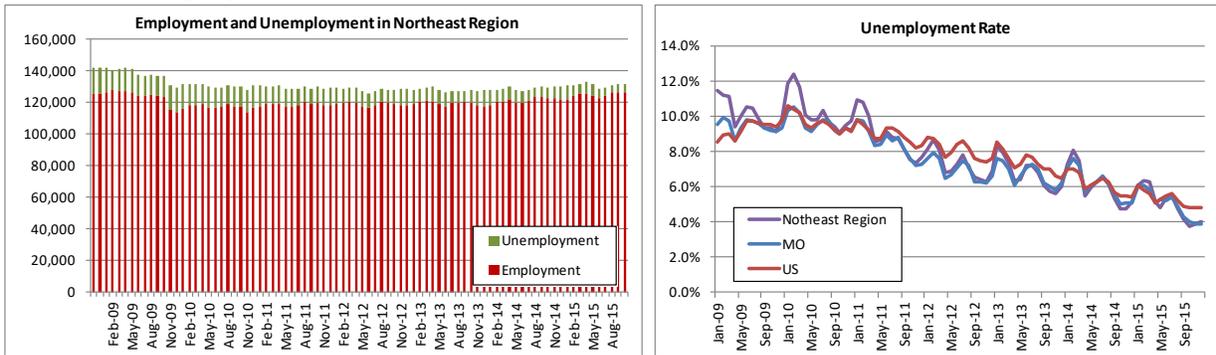


This includes:

1. Employment and Unemployment

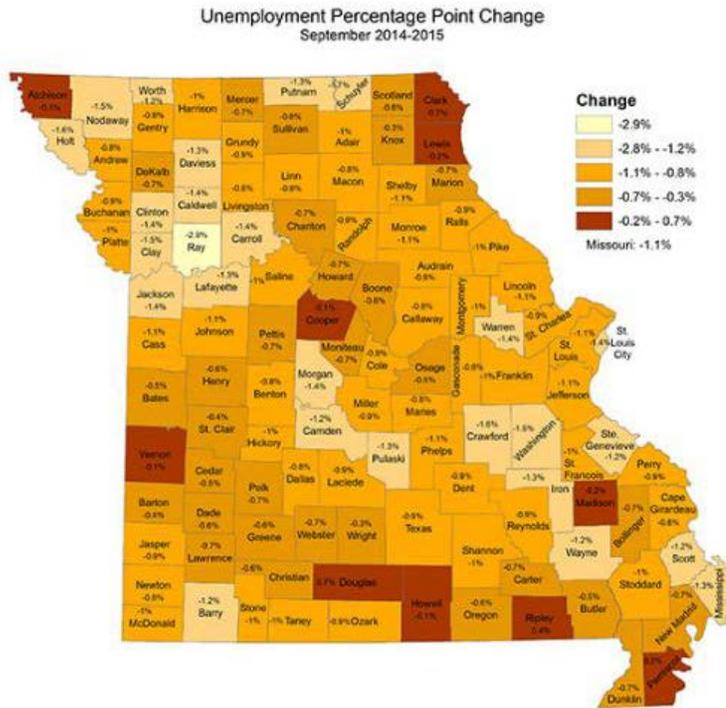
Provide an analysis of current employment and unemployment data and trends in the LWDA.

During the recession, the number of Missourians employed in Northeast Region decreased, while the number of unemployed increased to a high of 12.4 percent. Over time, employers have become more confident in hiring workers, increasing total employment to just over 126,000 at the end of 2015. The unemployment rate has decreased to a low of 4.0 percent in December 2015, between the Missouri unemployment rate of 3.9 percent and the US at 4.8 percent. These numbers, queried from Local Area Unemployment Statistics (LAUS), include all employment, including self-employed workers.



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

Even with the low unemployment rate statewide, Missouri still has pockets where the unemployment rate is high. The brighter news is that unemployment has decreased in every county during the past year. In Northeast Region, the unemployment rate decreased by 1.2 percent from September 2014 to September 2015.



2. Labor Market Trends

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

Industry Employment Trends

The combined Northeast Region experienced overall employment increase of 2.5 percent from 2009 to 2014, which was slightly higher than the statewide employment growth of 2.2 percent for the same period. Industries with the largest employment growth were Social Assistance (47.3), Ambulatory Health Care Services (18.6 percent), Professional, Scientific, and Technical Services (17.0 percent), and Food Service and Drinking Places (5.7 percent). Four industries, based in health care and retail industries lost employment during the period: Hospitals (-13.5 percent), General Merchandise Stores (-5.4 percent), Food and Beverage Stores (-4 percent), and Nursing and Residential Care Facilities (-3.3 percent).

NAICS Sector	2009 Employment	2014 Employment	Change	Percent Change
Total Region Employment	78,309	80,228	1,919	2.5%
Educational Services	10,531	10,739	208	2.5%
Food Service and Drinking Places	5,754	6,079	325	5.7%
Nursing and Residential Care Facilities	5,087	4,917	-170	-3.3%
Ambulatory Health Care Services	3,225	3,826	601	18.6%
Professional, Scientific, and Technical Services	2,379	2,783	404	17.0%
Hospitals	2,771	2,397	-374	-13.5%
Justice, Public Order, and Safety Activities	2,336	2,370	34	1.5%
Food and Beverage Stores	2,284	2,193	-91	-4.0%
Social Assistance	1,401	2,064	663	47.3%
General Merchandise Stores	1,953	1,847	-106	-5.4%

Industry Wage Trends

The Northeast Region saw overall wage growth of 9.8 percent, or almost \$2,800, from 2009 to 2014, slightly higher than the statewide growth of 9.4 percent. Industries with the largest wage growth were Management of Companies and Enterprise (56.1 percent), Merchant Wholesalers, Nondurable Goods (50.0 percent), and Professional, Scientific, and Technical Services (26.8 percent). The industries with the highest wages in 2014 were Merchant Wholesalers, Nondurable Goods (\$48,624), Heavy and Civil Engineering Construction (\$16,344), and Management of Companies and Enterprises (\$44,508). (see table below)

NAICS Sector	2009 Wages	2014 Wages	Change	Percent Change
Overall Region Average Wage	\$28,584	\$31,380	\$2,796	9.8%
Merchant Wholesalers, Nondurable Goods	\$32,412	\$48,624	\$16,212	50.0%
Heavy and Civil Engineering Construction	\$41,628	\$46,344	\$4,716	11.3%
Management of Companies and Enterprises	\$28,512	\$44,508	\$15,996	56.1%
Food Manufacturing	\$39,408	\$43,380	\$3,972	10.1%
Hospitals	\$39,864	\$43,236	\$3,372	8.5%
Ambulatory Health Care Services	\$39,312	\$42,516	\$3,204	8.2%
Merchant Wholesalers, Durable Goods	\$38,796	\$40,056	\$1,260	3.3%
Educational Services	\$37,332	\$40,044	\$2,712	7.3%
Professional, Scientific, and Technical Services	\$30,660	\$38,808	\$8,220	26.8%
Truck Transportation	\$32,976	\$38,808	\$5,832	17.7%

Industry Clusters

The Northeast Region's highly concentrated industries are divided between retail, manufacturing, construction, social assistance and health care according to the location quotient indicator. The location quotient (LQ) indicator describes how concentrated an industry is in a region in relation to the nation, with 1.00 being the national average. The most concentrated service industries in the Northeast Region were Non-Store Retailers, Food Manufacturing; Heavy and Civil Engineering Construction; and Nursing and Residential Care Facilities. The most concentrated production/manufacturing industries were Food Manufacturing; and Transportation Equipment Manufacturing.

NAICS Sector	2009 Location Quotient	2013 Location Quotient
Non-Store Retailers	4.37	5.02
Food Manufacturing	2.15	2.74
Heavy and Civil Engineering Construction	2.08	2.15
Nursing and Residential Care Facilities	2.25	2.09
Building Material and Garden Equipment and Supplies Dealers	1.92	1.84
Truck Transportation	1.97	1.71
Transportation Equipment Manufacturing	1.52	1.47
General Merchandise Stores	1.53	1.44
Printing and Related Support Activities	1.12	1.37
Credit Intermediation and Related Activities	1.45	1.36

The industry demand is consistent with occupational job postings seen in the Top Ten Real-Time Labor Demand Occupations by Job Ads data found in Section IV.B.1. In this table, the highest number of job ads is for Truck Drivers, consistent with the highly concentrated Manufacturing, Construction and Transportation Industries. In addition, Laborers; Maintenance and Repair Workers and Sales Representatives are employed in these industries. Demand for Healthcare is also strong, with postings for Registered Nurses, Licensed Practical and Vocational Nurses and Physical Therapists.

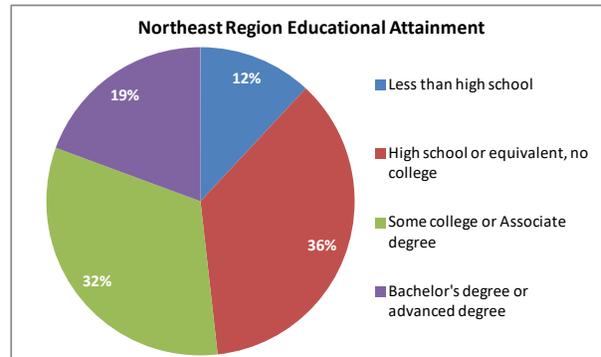
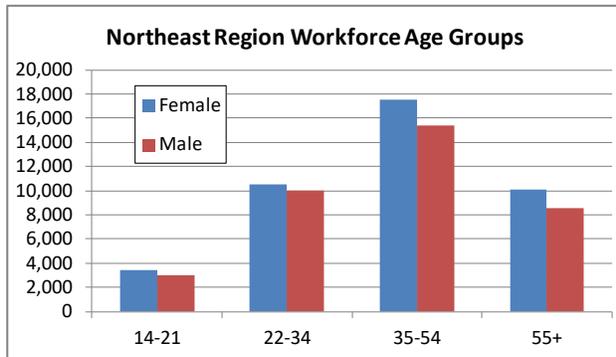
3. Education and Skill Levels of the Workforce

Provide an analysis of the educational and skill levels of the workforce.

The total population of the Missouri workforce is 2,594,137, and Northeast Region is home to over 78,000 or 3.0 percent of the state's workforce. The workforce demographic numbers are queried from census data, and include only workers employed by firms in Missouri (*self-employed individuals not included*). The age group for workforce is defined as 14 years or more.

The population of the workforce in the state is aging. In Missouri, 22 percent of the workforce is age 55 or more for both the male and female populations. In the Northeast Region, the percentages are higher for the same age group at 24 percent for females and 23 percent for males.

The educational attainment rate for Northeast Region is equal to the average for Missouri. In Northeast Region and in Missouri, 88 percent of the workforce has a high school diploma or higher. The number of workers who have not obtained a high school diploma is 12 percent in Northeast Region and statewide. Those attaining a bachelor degree or higher in the Northeast Region is lower at 19 percent than the state average of 23 percent.



4. Skill Gaps

Describe apparent “skill gaps.”

Analysis of the skills and education gaps that employers have identified is an important step in determining what training issues need to be addressed. National business surveys point to skills gaps that have negatively impacted the economy, such as a 2015 manufacturing survey that indicated 6 out of 10 positions remain unfilled due to talent shortage, even with a large number of unemployed manufacturing workers available for hire³. MERIC has developed target industry competency models, conducted business surveys, and recently acquired a real-time labor market skills demand tool that provides valuable insight into the needs of Missouri employers.

MERIC conducted Industry Competency Model analysis for many of the state’s targeted industry sectors, such as Energy, Information Technology, Transportation, and Life Sciences. In doing so, the reports revealed that workers will need to enhance their existing skills sets to meet the demands of new and evolving technologies used in these growing industry sectors, and employers seek a good skill mix of both technical and soft skills in their workers. Interdisciplinary knowledge is a key ingredient to success, especially in high-tech sectors. Proficiency in rules and regulations was also rated as highly important and necessary for work in today’s complex business environment.

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

Top Northeast Region Real-Time Labor Demand Skills

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

HEALTHCARE	
Top Specific Skills Needed	Rank
Patient Care	1
Treatment Planning	2
Critical Care	3
Post Anesthesia Care Unit (PACU)	4
Therapy	5

INFORMATION TECHNOLOGY	
Top Specific Skills Needed	Rank
Technical Support	1
Mechanical Engineering	2
SQL	3
LINUX	4
Spreadsheets	5

FINANCE	
Top Specific Skills Needed	Rank
Sales	1
Labor Relations	2
Accounting	3
Personal Computers	4
Employee Relations	5

ENGINEERING	
Top Specific Skills Needed	Rank
Mechanical Engineering	1
Optimization	2
Chemical Engineering	3
Repair	4
Six Sigma	5

MANUFACTURING/PRODUCTION	
Top Specific Skills Needed	Rank
Inspection	1
Repair	2
Packaging	3
Machine Operation	4
Machining	5

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

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

Each year MERIC staff assists the St. Louis Community College to survey hundreds of companies in the St. Louis MSA regarding workforce issues⁴. In 2015 the survey found that 57 percent of businesses identified a “shortage of workers with knowledge or skills” as the main barrier to expanding employment, followed by “economic conditions” at a distance second of 35 percent. The top shortcomings of job applicants were mostly soft skills such as poor work ethic (#1), lack of critical thinking (#2), and lack of communication or interpersonal skills (#3). Lack of general business or industry knowledge rounded out the top four. These shortcomings are consistently the top issues business identify in this survey and mirror the “soft skills” challenge that can be seen across the country in various business surveys. This very large business survey, while limited to the St. Louis MSA, is a good proxy for the issues other businesses face throughout the state. Furthermore, the importance of soft skills revealed in these surveys can be seen in online job ads that consistently rank these skills as a top desire for applicants.

MERIC analyzes the real-time job ads for workforce regions, which are one representation of job demand, versus the supply of job seekers in the state’s workforce development system and develops a report each year highlighting results⁴. In 2015 the Northeast region had the largest labor supply and demand gaps in Health Care and Related; Business and Sales; and Science and Technology occupations. For example, Health Care and Related job ads accounted for nearly 30 percent of all postings but 9.2 percent of job seekers were looking for employment in these occupations. These gaps represent opportunities for job seekers, who can get training, to apply for occupations that are in higher demand.

Northeast Region employers indicate through job advertisements the basic and specialized skills needed to be successful in their business. While these needed skills do not necessarily point to gaps, it does provide a snapshot of skill demand and reinforces some of the findings from earlier surveys and competency model analysis. MERIC researchers analyzed over 8,560 online job advertisements from February 1, 2015 to January 31, 2016 using a tool from Burning Glass Technologies, to determine what skills were in greatest demand over the year.

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

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

⁴ State of the St. Louis Workforce 2015. St. Louis Community College Workforce Solutions, August 2015. Available at: <http://www.stlcc.edu/Workforce-Solutions/St-Louis-Workforce/>

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

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

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

MERIC, the WIOA agency leadership and the Sector Strategy research will strive to incorporate real-time feedback from employers about the current status of labor market information in each region and for the state.

- D. Workforce Development, Education and Training Activities Analysis.*
Describe the workforce development services and activities, including education and training in the LWDA, to address the education and skill needs of the workforce. Include education and training activities of the core programs and mandatory and optional One-Stop Delivery System partners.

The Northeast region offers an array of products and services to address the education and skills needs of its workforce. The one-stop system offers services to all job seekers to help them assess their skill level, career interests, and training and education needed to achieve their career goal. Products and services such as career interest inventories, Talify, WorkKeys, LMI help customers identify their skills, strengths, interests and determine what their needs are. A variety of workshops are offered targeted at helping customers with employment application and selection process, such as resume assistance, job search, online application, basic computer skills, mock interviews, etc. For eligible individuals that qualify, work-based learning opportunities are available to address needs, and are a good avenue to address soft skills needs. These opportunities are available through the Job Center and additional One-Stop partners in the region. Examples include work experience, internships, on-the-job training, pre-apprenticeship, apprenticeship. Training and education assistance is also available for eligible individuals through the One-stop system partners. Many opportunities for training and education assistance are available to customers. Through the region's strong partnerships, collaboration to leverage services, provide wrap-around services (including supportive services), and enhance support for the customer exists and increases the likelihood for customers to take advantage of opportunities and achieve success. Education and training providers offer programs for customers at any level within the region; and the majority of in-demand occupation training is available within the region. Increased accessibility is needed in the areas broadband and transportation to enable all potential customers to participate in the opportunities available. One-stop system partners all contribute education and training activities to the system; and a resource guide as well as referral process have been developed and will continue to be improved on to ensure customers are receiving information and assistance on the opportunities available.

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

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

Strengths

- The Northeast region includes several major cities such as Kirksville, Hannibal, Moberly, Troy, and Warrenton. Several of Missouri's major highways cross through this region. Interstate 70 crosses the southern part of the region. In addition, Highway 63 and Highway 61 run north/south and Highway 24, Highway 54, Highway 36 and Highway 136 run east/west, allowing a great deal of travel through the area. The three Port Authorities and two major railroads in the LWDA also increase economic marketability of the region. Economic developers use these resources to attract new business and industry. The Northeast Region lies between St. Louis and Kansas City and has a direct route to Chicago and other major metro areas that should continue to attract people and business.

- The area boasts strong partnerships with agencies and educational institutions that serve people with disabilities, veterans, older workers, youth, ex-offenders, low-income and other populations with barriers to employment. Most of these agencies and institutions have been in business in the area for decades and their management is stable or growing. As we focus on sector strategies and continue to strengthen relationships with these partners and the area businesses we will be able to be more successful in matching jobseekers with employment that will sustain them long-term and make them self-sufficient.

Weaknesses

- Lack of public transportation in majority of region which significantly impacts the vitalization of the economy.
- Lack of adequate internet broadband capability.
- Some of our more remote, rural locations, lack training facilities and programs making it difficult to offer employer requested skills training.
- Creating and sharing participant information across institutions to better measure outcomes.
- Continue efforts to develop affordable, flexible, and credential-based training.

2. Local Workforce Development Capacity

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

Northeast Missouri Workforce Development Board acts as the convener to bring together partners who are motivated to meet the demands of the workforce and the employers. Each partner offers unique strengths that will further enrich service delivery through collaboration. The partnerships engage the core agencies and programs which are working to strengthen services, increase capacity, reduce duplication, and enhance educational integration. Performance attainment by core partners has historically met or exceeded expectations and further demonstrates to the capability and capacity of the entities to meet the needs of the LWDA.

The workforce development system uses the NGCC model for customer registration, intake and assessment. This process encourages each participant to know their skills, explore career choices and determine if any skills training, education, or certification is needed. Customers will be offered workshops in a range of subjects, i.e. resume preparation, job search, networking, interviewing and occupational exploration to assist them in a more effective job search and application procedure.

Customers will also have the opportunity to obtain a National Career Readiness Certification (NCRC) using the ACT skills certification system.

For eligible individuals that qualify, work-based learning opportunities are available to address needs, and are a good avenue to address soft skills needs. These opportunities are available through the Job Center and additional One-Stop partners in the region. Examples include work experience, internships, on-the-job training, pre-apprenticeship, apprenticeship. Training and education assistance is also available for eligible individuals through the One-stop system partners. Many opportunities for training and education assistance are available to customers. Through the region's strong partnerships, collaboration to leverage services, provide wrap-around services (including supportive services), and enhance support for the customer exists and increases the likelihood for customers to take advantage of opportunities and achieve success. Education and training providers offer programs for customers at any level within the region; and the majority of in-demand occupation training is available within the region. One-stop system partners all contribute education and training activities to the system; and a resource guide as well as referral process have been developed and will continue to be improved on to ensure that customers are receiving information and assistance on all services, resources, and educational opportunities available.

The One-Stop System partners, Business Services Team, Northeast region's economic development partnership groups, Northeast region's Sector Strategy team, Workforce Development regional committees are all continually working to meet the employment needs of employers and enhance services to employers and job seekers in order to retain and attract employers. Again, through strong partnerships, the region is able to utilize the One-Stop System and other partners to address the needs of employers. Limitations due to accessibility (broadband, transportation, training) in rural locations hinder meeting employer needs.

V. Local Structure

A. LWDA Profile

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

The NEMO Workforce Development Board (NEMO WDB) together with the region's Chief Local Elected Officials (CLEOs), provides leadership in developing the workforce for the Northeast Region of Missouri. The Region is made up of 16 counties and covers 8500 square miles. The county with the largest population is Lincoln County with 52,566, followed with Warren County with 32,513 and Marion with 28,781. The counties are Adair, Clark, Knox, Lewis, Lincoln, Macon, Marion, Monroe, Montgomery, Pike, Ralls, Randolph, Shelby, Schuyler, Scotland, and Warren located in the northeast corner of Missouri. It is primarily a rural area and agriculture is an important economic factor in the region along the Missouri-Iowa border.



Missouri experienced population increases in the Black and Hispanic or Latino minority groups during the 2000's. Northeast Region experienced similar increases. In 2010, the Black population is just over 7,500 in Northeast Region, and accounts for 2.8 percent of the region's population. By comparison, the Missouri and U.S. Black populations represent larger percentages of the total population at 11.6 and 12.6 percent, respectively.

The Hispanic or Latino population in Northeast Region also increased. The minority group numbers just over 4,500, and represents 1.7 percent of the total population. Missouri's total Hispanic or Latino population was 3.5 percent in 2010, compared to 16.3 percent for the U.S.

Some industries experienced overall growth over the past 5 years. The highest levels of growth are seen in the industries of Administrative and Support; Health Care and Social Assistance; and Manufacturing. Industries employing the most people at the end of the second quarter of 2014 are Health Care and Social Assistance, Educational Services, and Retail Trade. Employment in these industries equals 43% of the total employment available for reporting purposes in the region. Four of the largest cities in the region are Troy, Hannibal, Kirksville, and Warrenton. There are no metropolitan statistical areas (MSA's) in the Northeast Region; however, Lincoln and Warren counties in the southern part were added to the St. Louis MSA after the 1990 census. The southern part of the Northeast MO WDBA derives considerable economic benefits from its proximity to the St. Louis MSA.

The largest employers in the Northeast Region are in a variety of industries, including state government and universities, along with many private sector firms such as; health care with Moberly Regional Medical Center, Hannibal Regional Hospital and Northeast Regional Medical Center; processing operations at General Mills and Kraft Foods; distribution centers such as Walmart; manufacturers such as Watlow Missouri, Bodine Aluminum, BASF, Cerro Flow Products, and SAF-Holland, Inc.; and food manufacturing at Con Agra Foods.

Training and Educational Institutions

The following educational institutions provide training throughout the Northeast Region:

- | | |
|--|--------------------|
| • Truman State University | Adair County |
| • A.T. Still University | Adair County |
| • Moberly Area Community College-Moberly
(Satellite sites in Hannibal, Kirksville, Macon) | Randolph County |
| • St. Charles Community College | St. Charles County |
| • East Central College | Franklin County |
| • Hannibal-LaGrange University | Marion County |
| • Culver-Stockton University | Lewis County |
| • Central Christian College of Bible | Randolph County |
| • Kirksville Area Technical Center | Adair County |
| • Pike Lincoln Technical Center | Pike County |
| • Hannibal Career & Technical Center | Ralls County |
| • Moberly Area Technical Center | Randolph County |

B. Local Workforce Development System

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

The six Core Programs offered in the Northeast Region are:

1. Adult Program (Title I of WIOA)
2. Dislocated Worker Program (Title I)
3. Youth Program (Title I)
4. Wagner-Peyser Act Program (Wagner-Peyser Act, as amended by Title III)
5. Adult Education and Family Literacy Act Program (Title II)
6. Vocational Rehabilitation Program (Title I of the Rehabilitation Act of 1973, as amended by Title IV)

The LWDA brings a wide range of partners together to meet the education and skill needs of the region’s workforce and the employment needs of its employers. The

Missouri Job Centers in the region have developed an intake and registration process that encourages the participant in each program to know their skills and to determine the best manner for application and job search with those skills. Client's needs are determined through an initial skills assessment and workshops and specialized training is available for participants to increase their skills. Partners have developed effective methods of appropriate referral to meet customer needs.

The partnerships being created through WIOA will engage the core agencies and programs to strengthen these workforce oriented services with better educational integration. The LWDA will be working with Department of Elementary and Secondary Education, Missouri Vocational Rehabilitation and Rehabilitation Services for the Blind, as well as the Family Support Division and other involved partners, i.e., Adult Education Literacy, Career and Technical institutions, Community Colleges, Probation and Parole, Senior Community Service Employment Program, Faith Based Community partners, i.e. Caring Communities, etc. to ensure that all clients are being informed, and have access to the services offered through the Region's workforce partners. These core partnerships are dedicated to the further integration of their programs for the ongoing development of sector strategies and career pathways with the ultimate goal of providing increased opportunities to job seekers, more qualified candidates to satisfy employer and business needs, and improving the economy of Northeast Missouri.

The Standing Committees of the LWDB are listed below.

- Executive Committee
- One-Stop Committee
- Access Committee
- Employer Engagement Committee
- Youth Council/Committee

In addition, the Region has a Sector Strategy Team comprised of all mandatory WIOA partners and a Business Services Team that includes the Workforce Coordinator, Employer Service Representative and other Job Center staff assigned to business services, Local Veterans Employment Representative, VR Business Outreach Specialist and a variety of other partners.

C. Local Facility and Partner Information

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

See **Attachment 1**.

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

See **Attachment 1**.

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

See **Attachment 1**.

4. *Identify the One-Stop partners that are physically located at each of the affiliated sites and the services provided by these partners and list them in **Attachment 1** to the Plan.*

See **Attachment 1**.

VI. Local Strategy Implementation

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

WIOA required strategies. Please include strategies addressing:

1. *Career Pathways;*

The focus for career pathways is on the client and employer. Education and training are clear paths to better careers. Ideally, it is better if the client has completed the education and has the skills needed but many of the clients need assistance and guidance to complete the proper assessment and career exploration to help them choose the right pathway. The sector strategies developed in the LWDA will satisfy employers by providing qualified candidates for available positions and the jobseekers will use the information to know which career cluster will have the best opportunities for finding self-sufficient employment and the pathways available to reach their goals.

All partners are committed to support the efforts of the other partners by ensuring that their services are available to the participants referred by WIOA partners. Once a partner sets an individual on a career pathway, it is every other partner's responsibility to contribute, as appropriate, to the participant's success along the pathway.

The WDB, with representatives of secondary and postsecondary education programs, shall lead efforts in the local area to develop and implement career pathways by aligning the employment, training, and education that are needed by adults and youth, particularly individuals with barriers to employment.

2. *Employer Engagement;*

The Sector Strategy Team, NEMO Talent Development Pipeline Partnership, comprised of all mandatory WIOA partners, has identified industry clusters and contacted employers to begin the process of identifying the training and

other resources needed to skill up the workforce to fill the current and future job openings. The Local Board will coordinate with the Business Services Team; whose mission is to connect employers to a skilled workforce. The members of the Business Services Team will include at a minimum, the Workforce Coordinator, Business Representative and other Job Center staff assigned to business services, Local Veterans Employment Representatives, VR Business Outreach Specialists and a variety of other partners who work with businesses. The partners from local and regional Economic Development and Labor will play a key role in Employer Engagement. The Board, Job Centers, and partners will continuously seek alignment of the workforce system and Job Center services with the identified needs of the targeted sectors. The LWDA will strive for implementation of a demand-driven workforce system preparing workers to take advantage of new and increasing job opportunities in high growth/high demand and economically vital industries and sectors as identified by the NEMO Talent Development Pipeline Partnership. Utilization of the Next Generation Career Center model to increase focus on business services through employer engagement strategies will be implemented. The NEMO WDB recognizes the importance of effective employer engagement and chose to form a new committee focused on Employer Engagement. This committee is comprised of key Board members (business owners, labor representatives, apprenticeship, economic development) and partners focused on employer engagement that bring a wealth of knowledge to guide the strategic initiatives for innovation and improvement of Employer Engagement for the WDB.

3. *Business Needs Assessment;*

The Board, Job Centers, and Business Services Team will work to develop strategies to actively engage businesses in order to develop effective, demand-driven services for workforce system customers. To assist business and economic development partners, labor market information will be customized and disseminated upon request. The Board will coordinate with state, regional, and local economic development partners to assist in recruiting, retaining, and expanding businesses.

The Job Centers will provide customized comprehensive recruitment services to businesses to assist them in finding the workers they need. Entrepreneurial skill development to help individuals start and grow businesses will be supported by the LWDA.

The Board is in the process of completing a Labor Demand Certification focused on industry in the region, and including a breakout on healthcare. Additionally, a targeted survey for metal and metal fabrication was conducted to assess training needs and demand for welding and metal fabrication skills.

The Board will continue its work with the NEMO Talent Pipeline Partnership to ensure businesses have available the qualified workforce needed and will continuously seek alignment of the workforce system and Job Center services with the identified targeted sectors.

4. *Alignment and Coordination of Core Program Services;*

The Job Centers will deliver a true integrated service to all of the customers and businesses. The Core program partners will actively work with the Job Centers so the customers can realize their full benefits. Each partner can refer where appropriate, but while each partner develops knowledge of all available services, the job centers will provide the conduit to the required partners.

Cross-trained Job Center staff will promote and provide all services needed until the customer reaches his/her goal. This flow will include the three major functions: welcome/assessment, skills development, and employment. Enhanced opportunities will be provided for the customers of Adult Education, Vocational Rehabilitation, and TANF program partners.

5. *Outreach to Jobseekers and Businesses;*

The LWDA will reach out to businesses through the Business Service Team and networking with local human resource groups, regional employer meetings and forums, business and industry associations, Chamber of Commerce, working with Economic Development, hosting and participating in Job Fairs and recruiting events, and direct contact with business.

The LWDA will stay involved with the county inter-agency organizations, which are comprised of primarily governmental, non-profit and faith-based organizations. Participation will further educate community leaders, who serve the most-in-need people in the community, of the services of workforce development and Job Centers. Sharing this information will potentially lead to WIOA eligible referrals as well as recruitment of partners for on-the-job training and other needed resources.

6. *Access – Improvements to Physical and Programmatic Accessibility; Customer Service Training;*

The Region's Jobs Centers will provide program access, including communication and physical access, as required by the WIOA and the Americans with Disabilities Act (ADA). Each Missouri Job Center is required to maintain specific Assistive Technology including: Window Eyes Screen Reader, Zoom Text, Big Keys LX Keyboard, Trackball Mouse, Phone Amplifier, Hands Free speaker phone with large keypad, Height Adjustable Table, Tape Recorder, Large Monitor, Portable Assistive Listening Devices, and Ubi Duo (Face to Face Communication, TTY, and Relay Service). All

three NEMO Job Centers are equipped with Assistive Technology. Additionally, interpreters are available upon request and provided on an as-needed contractual basis. Additional equipment is available on request from the Equipment Technology Consortium, Mo Assistive Technology (MoAT), and Job Centers utilize partner agencies and other community agencies (such as Centers for Independent Living) to obtain other assistive devices as needed. JAWS is also available upon request and staff will work with individual to obtain. All Job Centers are wheelchair accessible. Parking, entrances, bathrooms, and computer tables are available for assisting individuals in wheelchairs. Signs are displayed indicating disability accessibility. These resources have been valuable in ensuring services provided to customers with disabilities are as effective as those provided to other customers.

The NEMO WDB's annual review monitors each Job Center and satellite site for accessibility to individuals with disabilities, including wheelchair accessible entrances, signs indicating the nearest accessible entrance, designated restrooms, and TTY-TDD or Relay Services. To ensure that all Job Center staff offer programmatic accessibility, the State-level EO Officer has organized several training sessions in the past that focus on program accessibility and services to individuals with disabilities.

The NEMO WDB recently formed an Access Committee that includes individuals with expertise in assisting the disability community, and other core partners to evaluate the referral processes and program and training services to ensure quality access for all individuals. Future plans are to request training from Vocational Rehabilitation and other core partners for Job Center staff.

The LWDB recently employed a Compliance/Program Coordinator whose duties include providing guidance and assisting in the coordination of compliance and quality assurance including equal opportunity; and to maintain linkages with all partner agencies/organizations that are pertinent to the operation of WIOA. Other specific duties of the position include:

- Monitoring the region's service delivery system to ensure compliance with the State's Methods of Administration and the equal opportunity and non-discrimination provisions of the Workforce Innovation and Opportunity Act.
- Assisting with training and technical assistance to ensure accessibility of facilities, programs, services, technology and materials for individuals with disabilities.
- Continual evaluation of the One-Stop System including staff intake, customer service, and program services.

The NEMO WDB also meets with its core partners to discuss ways to improve access to programs and services as a part of its monitoring and evaluation processes. Staff has assured the LWDB that none of the region's

policies and procedures are causing a negative impact to individuals with disabilities.

7. *Assessment;*

Training, education, employment and supportive services are identified for job seekers based on a comprehensive assessment of work history, skills, education, career interest, and occupational information upon their first visit to the Job Center. A quick, short sample of the WorkKeys test is also administered to each job seeker to provide a base of their abilities in reading for information, location information, and applied mathematics.

Assessment tools:

The Job Center staff use a variety of assessment tools to further assess each job seeker. These may include WorkKeys testing or other aptitude testing to assess ability to complete training program, career interest or exploration tools, Talify, LMI information, financial needs assessment, etc.

The Board continually explores additional tools to ensure effective assessment and resources are utilized to best serve the job seeker and employer, as well as identify continuous improvement methods.

8. *Support Services*

All of the partner agencies recognize that not all job seekers have the same opportunity to achieve competitive employment. Workforce staff and partner agencies will work together to help these job seekers identify and overcome their barriers to employment through further education and training, and assistance with rehabilitation, transportation, and independent living services.

Building relationships with partners and other organizations that provide resources to those in need of services will allow the NEMO WDB to offer supportive services to customers to assist them in removing barriers to employment. Active involvement and networking in community organizations will build on the list of resources available.

VII. Assurances

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

To provide adequate opportunity for public comment, the Local Board will

- Make copies of the proposed local plan available to the public through electronic and other means, such as public meetings and local news media;

- Include an opportunity for comment by members of the public, including representatives of business, labor organizations, and education;
- Provide no more than a 30-day period for comment to the plan before its submission to the Governor, beginning on the date on which the proposed plan is made available prior to its submission to the Governor;
- The Local Board will submit any comments that express disagreement with the plan to the Governor, along with the plan, the LWDB’s response to those comments, and a copy of the published notice; and
- Consistent with WIOA section 107(e), the Local Board will make information about the plan available to the public on a regular basis through electronic means and open meetings.

The Northeast Missouri Workforce Development Board 2016-2020 WIOA Local Plan and subsequent updates will be posted on the NEMO WDB website (www.nemowib.org) for an initial 30-day public comment period. Hard copies will be available at the NEMO WDB office at 111 East Monroe Street, Paris, Missouri 65275. Notice of this publication and comment period will be announced to the public via the following means:

- Publication in two newspapers in the Region
- The local plan will be made available to local board members, including representatives of business and labor organizations by publishing public notices on the Region’s website or through electronic means.
- Notice will be sent to diverse groups and organizations inviting them to review and provide comments

Public comments can be made to Executive Director, Northeast Missouri Workforce Development Board, 111 East Monroe Street, Paris, Missouri 65275 or by email at brandi.glover@nemowib.org.

VIII. Local Policies and Requirements

- A. *SUPPORTIVE SERVICES* – Please include as **Attachment 2**, the Board’s policy for Supportive Services to enable individuals to participate in Title 1 activities. This policy must address the requirements in DWD Issuance 12-2010, “Statewide Supportive Services Policy.”

See **Attachment 2**.

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

The NEMO Workforce Development Board has determined that funds for adult employment and training activities in the Northeast Region are limited. This determination is based on the following information:

- Funding for adults under the WIA programs has not been adequate to meet the demand for services in the Northeast Region’s Workforce Development Area;
- Adult services, under WIOA Title I, are available to any citizen or legal alien.

These factors demonstrate that funding under Title I of WIOA for adult employment and training will not adequately meet the projected needs and should be prioritized to ensure those “most in need and most likely to benefit from” will receive training assistance.

The NEMO Workforce Development Board concurs with the “Priority of Service” cited in the Act; namely recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient. WIOA allows one-stop operators to provide individualized career services to individuals who are not members of these groups, if determined appropriate by the one-stop operator.

In accordance with WIOA provision and regulations, Northeast Missouri Workforce Development Board provides workforce-related services and training to eligible participants to the broadest extent possible. It shall be the policy of NEMO WDB to give priority to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient in accordance with WIOA sec. 134(c)(3)(E).

First Priority will be given to adults who are recipients of public assistance and other low-income individuals. When veterans and non-veterans are eligible for services, veterans shall receive priority. Low-income individual means an individual who:

- Receives, or is a member of a family who receives, cash payments under a Federal, State, or local income-based public assistance program;
- Received an income, or is a member of a family that received a total family income, for the 6-month period prior to application for the program involved (exclusive of unemployment compensation, child support payments, payments described in 1 above, and old-age and survivors’ insurance benefits received under section 202 of the Social Security Act) that, in relation to family size, does not exceed the higher of:
 - a) the poverty line, for an equivalent period; or
 - b) 70 percent of the lower living standard income level, for an equivalent period
- Is a member of a household that receives (or has been determined within the 6-month period prior to application for the program involved to be eligible to receive) food stamps;
- Qualifies as a homeless individual, as defined in subsections (a) and (c) of section 103 of the Stewart B. McKinney Homeless Assistance Act;
- Is a foster child on behalf of whom State or local government payments are made;

- Is an individual with a disability, whose own income meets the criteria in 1 or 2 above

Second Priority will be given to unemployed and/or employed individuals who are not recipients of public assistance or low-income individuals but are within 150% of the current poverty level as identified by HHS or LLSIL whichever is higher, and possess multiple barriers to employment. Those possessing the higher number of barriers will be given preference for individualized career and training services over those with fewer barriers. A request for waiver to serve individuals in the second priority level must be approved by the WDB prior to enrollment into individualized career or training services. Barriers to employment will include but not be limited to the following:

- School dropout (an individual who is not attending school and has not received a high school diploma or high school equivalency (HSE) certificate)
- Basic skills deficient
- Ex-Offender (an individual who has a record of arrest or conviction of a misdemeanor or felony)
- Older individual (age 55 or older)
- Long-term unemployed (has not been employed for 15 out of the last 26 weeks, concurrently or consecutively, including those that quit or have been fired)
- Lacks significant work history (has not worked full-time or part-time for the same employer longer than 3 consecutive months in the prior two-year period)
- Limited English proficiency (inability to communicate in English for an individual whose native language is not English)
- Veteran (a person who served in active duty in the military, naval, or air service and was discharged, separated, or released with other than a dishonorable discharge or was discharged or released from active duty for a service connected disability)
- Substance Abuse (an individual who abuses alcohol and/or other substances)
- Migrant Seasonal Farm Worker (an individual whose farm work experience during the preceding 24 months required travel such that the worker was unable to return to his/her residence in the same day)
- Pregnant or Parenting Teen (an individual who is currently a pregnant teen, teen parent or became a parent prior to reaching age 20)
- Unique circumstances as approved by the WDB through a waiver request.

Priority of Service is defined as the right of eligible covered persons to take precedence over eligible non-covered persons in obtaining DOL-funded services. This means: The covered person receives access to the service or resource earlier in time than the non-covered person; or 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. It is important to understand that Priority of Service does not change the intended function of a program or service. Covered persons must meet all statutory eligibility and program requirements for participation in order to receive priority for a program or service. See Section D for more.

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

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

The WIOA provides for employment and training programs for youth ages 16-24 not attending school and meeting at least one barrier to employment which includes the locally defined needs additional assistance barrier. Additionally, under this specific needs additional assistance barrier, the out of school youth must also be low-income. WIOA also provides programs for in-school youth ages 14-21 that are low income and meet at least one mandated barrier to employment, including the locally defined needs additional assistance barrier. No more than 5 percent of the in-school youth may be made eligible under this needs additional assistance barrier. Criteria under this barrier have been determined and reviewed to be significant barriers in the Northeast region by the Youth Council and WDB. The criteria below were determined to allow youth with regional significant challenges to meet eligibility. The criteria listed below are common reasons in our region that impede youth from obtaining the skills they need to enter the workforce and become productive, taxpaying citizens. By serving youth who are affected by one or more of the reasons listed below, we are able to help them address their barriers and reach their employment goals in spite of their significant barriers. In order for an eligible low-income in-school or out of school youth to qualify for services using the criterion of *“Is an individual who requires additional assistance to enter or complete an educational program or to secure or hold employment,”* the following conditions must be met:

1. Verification obtained from a professional source (school official, physician, drug or alcohol rehab agency, psychologist, literacy center, AEL coordinator, HSE or ESL instructor, employer (current or past), Veteran’s administration, Vocational Rehabilitation, Missouri Department of Social Services – Children’s Division, Family Support Division, Division of Youth Services, Migrant and Seasonal Farmworker Jobs Program) or documentation (school records, attendance records, medical records, SSD records, social service records, worker’s compensation records, case records, applicant statement, employment records, job search log) validating that the youth does require additional assistance either related to education or employment. This criteria includes the following:

- Youth has poor school attendance (as defined by school)
- Attending an alternative school
- Children of incarcerated parent(s)
- Migrant youth
- Youth with behavioral problems at school
- Youth from a family with illiteracy problem(s)
- Youth in a situation of domestic violence
- Youth with a substance abuse problem
- Youth with chronic health conditions
- Youth with no or lack of access to transportation
- Youth that lacks occupational goals/skills
- Youth that has a poor work history (been fired from 1 or more jobs within the last six months, OR has a history of sporadic employment, such as “has held 3 or more jobs within the last 12 months, and is no longer employed”), or
- Youth that has been actively seeking employment for at least 2 months, but remains unemployed or underemployed. This includes a youth with no employment history, a youth with limited part-time experience (those working on an as-needed or seasonal basis), and youth actively seeking full-time employment, but have only achieved part-time employment.
- Youth with other extenuating circumstances that requires additional assistance to obtain education or employment.

D. VETERANS – Describe how veteran’s priority, as required by Public Law 107-28, will be incorporated into all programs.

The Northeast Region recognizes the preferences allowed to veterans required by Public Law 107-288 and apply those applicable laws according to priority. When veterans and non-veterans are eligible for services, all veterans shall receive the priority of service.

Veterans’ priority of service is a requirement in all programs funded wholly or in part by DOL. Priority of service will be measured in terms of enrollment in affected programs. Referral to the DVOP/LVER does not constitute priority of service. For all programs with statutory requirements, veterans must meet the program eligibility requirements in order to obtain the priority of service.

In the WIOA Adult and Dislocated Worker Programs, the current law requires that priority for individualized career and training services be given as shown below when adult funds allocated to a local area are limited:

First Priority shall be given to veterans and/or eligible spouses who are recipients of public assistance, are otherwise low income or are basic skills deficient.

Second Priority shall be given to individuals who are recipients of public assistance, are otherwise low income or are basic skills deficient.

Third Priority shall be given to non-low income veterans and/or eligible spouses.

Fourth Priority shall be given to non-low income adults.

In programs where targeting of groups is discretionary or optional at the local level, veteran's priority takes precedence. Veterans priority is applied in advance of the opportunities and services provided to the population group covered by the optional priority.

Provision of Information to Covered Individuals

Each provider will provide information regarding priority of service to covered persons regarding benefits and services that may be obtained through other entities or service providers, and ensure that each covered veteran or eligible spouse who applies to or is assisted by any covered program is informed of the employment related rights and benefits to which the person is entitled.

Program Registration

When there is a registration requirement associated with receipt of services for an impacted program or grant, collection of the individual's veteran status is required. Jobs.mo.gov, Missouri's automated public labor exchange system, provides the opportunity for veterans to self-declare veterans' status.

The region consists of three full-time (DVOP) and one full-time Local Veteran Employment Representative (LVER). These representatives have been strategically placed throughout the region to enhance veterans' access to veterans' services and are located at the Kirksville, Warrenton, and Hannibal full-service Job Centers.

The veteran representatives conduct outreach to businesses and veterans, develop job opportunities, and provide services in outreach locations within the region. Veterans are provided the full array of services available in the Job Centers, and the Veteran's Representative and Job Center staff will coordinate services among programs to ensure veterans receive a priority of service.

E. INDIVIDUAL TRAINING ACCOUNTS (ITAs) – Identify the funding limit for ITAs.

All adult and dislocated worker customers provided with Individual Training Accounts (ITAs) through WIOA Title I funds are limited up to \$7500 in local formula funds per program year for tuition, books, supplies and fees. WIOA adults and dislocated workers attending training for an identified in-demand sector, as determined by the sector strategy team (NEMO Talent Development Partnership) will be limited to \$8,500 in local formula funds per program year for allowable tuition, books, supplies and fees. However, there are always exceptions to any rule and waiver requests to exceed this limit may be submitted to the NEMO Workforce Development Board on a case by case basis.

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

The Next Generation Career Center model promotes a wide array of skill development opportunities. A robust menu of products and services will be easily accessible to all customers and supported by all Job Center staff. An extensive list of products and services is available to assist individuals with disabilities in their job search, career planning, and life-long learning pursuits. Information regarding the statewide products and services can be accessed at the local Job Centers and online at www.jobs.mo.gov. Job Center staff is also available to assist individuals with disabilities and provide resources and information as needed on various services available.

The NEMO Workforce Development Board ensures the full array of Job Center services is available and fully accessible for individuals with disabilities. The region is committed to providing the disability community with a conduit to training, employment, and supportive services that will enable them to become contributing members of the community. The Region ensures equal opportunity for individuals with disabilities in the administration of programs and activities. This includes:

- Applying nondiscrimination prohibitions;
- Providing reasonable accommodations and reasonable modifications;
- Administering programs in the most integrated setting appropriate;
- Engaging in effective communication;
- Ensuring accessibility of programs, facilities, and information and communication technology.

Assistive Technology is available in the Job Centers to assist individuals with disabilities. Job Center staff ensures that the assistive technology listed below is functional by testing on a regular basis to identify any technology that is not operational. Listed below is the accessible assistive technology equipment available at each of the Missouri Job Centers in the Northeast Region:

- Telephone Amplifier
- Hands-Free Speaker
Phone with Large Key
Pad
- 19" Monitors
- Alternative Keyboards
- Electronic Enlarging
(CCTV)
- Tape Recorder
- TTY with Printout
- Screen Enlargement
Software
- Trackball
- Height Adjustable Table
- FM System
- Screen-Reader Software
- Ubi-Duo Communication
Device

Sign language interpreting services are provided to all individuals upon request who are Deaf or who have a speech disability, generally within 2 to 3 days. Only a licensed interpreter can be used to provide sign language interpreting services per RSMo 209.321.1.

The Job Centers' procedure for obtaining a licensed American Sign Language (ASL) interpreter or other sign language interpreting for any customer who needs or requests an interpreter can be found at <http://archive.oea.mo.gov/purch/contracts/>. For assistance, contact Kristin Funk, DWD Disability Coordinator, 573-751-1098 or kristin.funk@ded.mo.gov.

The NEMO WDB continues to actively seek additional projects and funding that will improve the overall accessibility of the public workforce system throughout Northeast Missouri. The WDB recently formed an Access Committee that includes individuals with expertise in assisting the disability community, and other core partners to evaluate the referral processes and program and training services to ensure quality access for all individuals. Future plans are to request training from these core partners such as Vocational Rehabilitation for Job Center staff. A local Missouri Division of Vocational Rehabilitation District Supervisor serves as member of the NEMO WDB. A vocational counselor and other individuals that serve the disabled also serve on the NEMO WDB Youth Council.

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

The Next Generation Career Center model develops, improves and promotes a wide array of skill development opportunities. Opportunities for individuals with Limited English Proficiency (LEP) are also available. A menu of products and services will be easily accessible to all customers and supported by all Job Center staff. A list of products and services is available to assist individuals with limited English proficiency in their job search, career planning, and life-long, learning pursuits. Information regarding the statewide products and services can be accessed at the local Job Centers and online at www.jobs.mo.gov. Job Center staff is also available to assist LEP individuals and to provide resources and information as needed on the various services available.

All customers, regardless of their national origin and language barriers, shall receive, free of charge, the language assistance necessary to afford them meaningful access to the programs, services and information of the NEMO Workforce Development Board Job Centers. Individuals with limited English proficiency will be provided information and services in languages other than English pursuant to 29 CFR 37.35.

The NEMO Workforce Development Board continues to explore ways to ensure the Job Centers continue to be accessible to individuals who speak another language.

The Northeast will follow DWD Issuance 06-2014 when providing services for LEP participants. Each Job Center location accessible to the public at which vital information is made available (reception desk or areas, resource areas, telephone communication lines, building entries, etc.), language assistance resources will be made available capable of providing, within a reasonable period of time, information and/or instruction in appropriate languages other than English. A language identification poster or "I Speak Card" will be located at each Job Center welcome/reception area for each LEP customer to identify their language.

Individuals with limited English proficiency (LEP) will be offered assistance through the State contracted services of CTS LanguageLink. The State is currently cost-sharing any costs incurred when the regions use this service. The service is available over the phone by calling 1-888-338-7394 and providing the statewide account number 20702 and the 4 digit local Job Center code. Over 240 languages are available.

Individuals are referred to AEL programs for assistance with limited English proficiency. One AEL program in the NEMO region serves English as a Second Language (ESL) students. St. Charles Community College Adult Education and Literacy (SCC AEL) programming covers a limited area of the NEMO region. In that area, SCC AEL offers a multi-level English language learning class in Troy. Students in the Warren County area are referred to the ESL classes that meet in Wentzville. Any students in the SCC AEL area (Lincoln, Warren, Pike and St. Charles counties) are able to enroll in ESL classes at SCC. The Work Keys Assessment has been offered to qualified ESL students free of cost on a monthly basis.

The other AEL programs within the NEMO region offer literacy level classes, and ESL students who are not able to attend another ESL program are enrolled in the literacy classes to study English language skills. There is also a large ESL program offered through the AEL program in Columbia, and individuals from the NEMO region are referred to this program as well.

In an effort to broaden the composition pool of individuals considered for participation in programs and activities and to ensure the region provides outreach to all populations and identified target populations, the NEMO WDB utilizes its region's demographic information. The demographic information (race, ethnicity, gender, age, and English-proficiency) is then compared to data that represents demographic information for the individuals we are serving. This locally-specific information is used for planning efforts and to develop services in accordance with specific regional population growth. The data is analyzed periodically to ensure the region is serving the populations it represents.

Brochures and applications are routinely sent to schools, health departments, community assistance programs for low income, community assistance programs for older individuals, youth and persons with disabilities. Other community based organizations that serve minorities, women, prior offenders, and youth are also

targeted to ensure outreach and communications are made regularly. Information is routinely shared with Board members, Youth Council members and other organizations that WDB and subcontractor staffs maintain membership and involvement. All job centers coordinate and partner with a variety of agencies that serve specific populations. A referral process is in place with agencies and job centers to ensure customers are educated about all avenues for services.

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

The NEMO Workforce Development Board has adopted the Next Generation Career Center (NGCC) model as a means to develop an integrated delivery system that addresses the needs of the region. In this model staff will work to deliver Basic Career, Individualized Career and Training Services to customers. Through the NGCC model individuals will be dually enrolled into all programs (Wagner Peyser, WIOA Adult, WIOA Dislocated Worker, Trade Act, and National Dislocated Worker Grant) in which they are eligible and able to provide appropriate documentation. Staff comprised of WIOA and DWD are being cross trained so they can meet the needs of the customer regardless of funding stream.

The NEMO Workforce Development Board will continue to encourage integration of services through the dual enrollment process. Through dual enrollment programs, the customers benefit by improved services, improved cost efficiency, reduced duplication and the integration of services. Staff is continuously cross trained on partner services and their eligibility requirements through regular Job Center meetings to assist in identifying when it is appropriate and beneficial to dual enroll customers into multiple programs. The NEMO WDB will regularly review enrollment data to identify the progress of the dual enrollments and identify best practices.

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

The NEMO Workforce Development Board’s proposes to expend 36 percent of both WIOA Adult and Dislocated Worker formula funds for participant costs. The process for determining who will receive training under the NGCC initiative will be based upon those individuals determined eligible for Title I Adult and Dislocated Worker training level services who have the ability to successfully complete a training program and are in need of training services to become self-sufficient. The Skills Team determines eligible participant’s appropriateness and need of training level services. The Functional Leader approves obligation of training funds for each

eligible participant deemed appropriate and in need of training. Training will be in areas determined to be of high demand with potential wages that will allow individuals to become self-sufficient.

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

Northeast Missouri Workforce Develop Board has had a long-standing, effective relationship with Adult Education and Literacy (AEL) in our region. Moberly Area Community College, St. Charles Community College, Macon Area Career and Technical Education Center, Kirksville Area Technical Center, and Van Far R-1 School District facilitate educational services that provide AEL services to address the goals and objectives of both state and national priorities. These partners commit their material resources and professional staff to maintain the partnership between all One-Stop Centers and the Region’s Title II Adult Education and Literacy program.

One of NEMO WDB’s goals to achieve its strategic vision is to tactically align its workforce development programs to ensure that training services provided by the core program partners, including AEL, are coordinated and complementary so job seekers acquire skills and credentials to meet employers’ needs concurrently and contextually with workforce prep and workforce training for a specific occupation or occupational cluster. Some of the AEL partners are active members of the NEMO Talent Pipeline Partnership. Additionally, some of the AEL partners are members of the WDB’s Youth Council. The Scholars at Work program is a new initiative the NEMO WDB and AEL partners are collaborating together on.

An effective referral process is in place to ensure individuals are being referred to appropriate services delivered by each partner. Job center staff and/or youth provider staff are participating monthly in AEL orientations to increase outreach efforts and connections to job seekers. Review of DESE Title II applications as required in WIOA will be conducted to verify minimum requirements have been met for application and upon satisfaction of requirements will then be recommended and advanced to DESE for further review.

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

Northeast Missouri Workforce Development Board, including the Job Centers and other partner agencies have a long-standing working relationship with Vocation Rehabilitation and Rehabilitative Services for the Blind. VR (Vocational Rehabilitation) is a key partner and works closely with the job centers to provide vocational rehabilitation services to eligible individuals with disabilities. VR has a local representative serving on the NEMO WDB.

VR is the primary referral source from job center partners for individuals with disabilities. VR counselors visit the job centers in the area frequently to provide services to consumers in a timely fashion. VR also provides ongoing cross-training and technical assistance to job center staff regarding rehabilitation technology and accommodations in the workplace. VR has access to DWD's statewide case management system. This strengthens and improves the partnership with the ability to share resources on individuals with disabilities.

VR and DWD are using Missouri Connections as a vocational guidance tool for their clients. This eliminates the duplication of client's records and allows for a more efficient and effective service for mutual clients.

VR and Missouri Rehabilitation Services for the Blind (RSB) have a cooperative agreement for serving individuals who are deaf-blind. Individuals who meet the Helen Keller definition of Deaf-blind may receive services from both agencies. RSB has a representative that travels to the region to meet with clients when needed. The Job Center staff are aware of this agreement and resource for individuals in need of the resources, services, and assistive technology available through RSB. Job Center staff will refer and/or work with RSB to obtain resources requested by individuals who are deaf-blind.

The NEMO WDB recently formed an Access Committee, focused on ensuring all individuals, including individuals with disabilities, have access to all services which they are eligible. Two VR representatives and a RSB representative are currently members of this committee.

L. APPRENTICESHIPS – Describe the Board's policy on providing apprenticeships.

The NEMO Workforce Development Board is working with the DOL local apprenticeship representative to partner and enhance apprenticeship opportunities. NEMO WDB will coordinate pre-apprenticeship programming that can serve as a bridge to the apprenticeships and the trades. On-the-Job Training opportunities will also be utilized in conjunction with apprenticeships as appropriate. The WDB is currently exploring more opportunities to expand into the area of apprenticeships. The DOL local apprenticeship representative has presented to the Board and staff are meeting with the representative to ensure an effective partnership is in place to support our local apprenticeships and employers. The WDB will ensure Job Center staff receives updated information about apprentice programs and training at a minimum yearly. Centers make available various informational brochures on the

apprenticeship programs. The Northeast Region has several employers offering apprenticeship programs. NEMO WDB has added an apprenticeship representative to the Board and continues to have business and union representation relating to apprenticeships on the Board.

IX. Integration of One-Stop Service Delivery

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

- A. *ASSESSMENT OF ONE-STOP PROGRAM AND PARTNERS - A description of how the Board will ensure the continuous improvement of eligible providers of services through the system and ensure that such providers meet the employment needs of local employers and participants;*

The Northeast Region believes that all individuals receiving services through the Missouri Job Centers should have the opportunity to know their skills, improve their skills, and get the best job possible with their skills. Customers will leave as a better job candidate because of the services they receive. The WIOA and Wagner-Peyser programs will serve as the foundational anchor of programs for the Missouri Job Centers. Other community programs and services will enhance the services offered to bring a robust, vibrant mix of services. An integrated customer flow has been developed and implemented in each of the centers to respond to customer need. The success of the One-Stop Program will not only be measured by common measures but shared success metrics. These measures will be used by all job center partners to measure the success of the center and programs. The metrics will include: number of customers provided services, number of customers in training, number of credentials received by customers, retention rates, and diversity of customers served. Customers will be dually enrolled into all programs they are eligible for. As a result, it is expected that a larger mix of services will be provided to customers resulting in better outcomes.

A Regional Business Service Team comprised of staff from each center coordinates with state and local economic development partners to ensure the system is developed to assist businesses meeting their workforce development needs. The team meets, at a minimum, quarterly to discuss new initiatives, employers, and goals. The Workforce Development Board along with the Regional Business Service Team strives to create a system that moves business services beyond listing jobs and making referrals. This team uses information from business customers to create a system that “skills up,” qualified job applicants. Services will be designed to help match business with job applicants.

WDB Staff and Functional Leaders will meet, at a minimum, bi-annually to discuss the overall operation of the Job Centers to include items such as: outcomes of the success metrics, customer flow, integration of resources, products and services, Regional Business Service Team progress and best practices as they relate to the needs of the community.

The LWDB will conduct a Continuous Improvement review process at least annually evaluating customer flow, integration of services, and job center operations to ensure continuous improvement of eligible providers of services through the system.

- B. *ALIGNMENT AND DATA INTEGRATION - Describe how all partner agencies will strengthen their integration of services so that it provides a more seamless system: and include:*
1. *MEMORANDUMS OF UNDERSTANDING (MOU) – A copy of each MOU between the Board and each of the One-Stop partners (or one “umbrella” MOU for the same purpose) concerning the operation of the One-Stop Delivery System in the LWDA. Include as **Attachment 3** an updated copy of the MOU with current signatures and dates; if available for Plan submission (DWD requires the MOU to be submitted to the State by July 1, 2016). Missouri Job Centers must ensure that equal access to employment and training services are provided to the farm workers and agricultural employers in their LWDA. See DWD Issuance 12-2015 https://jobs.mo.gov/sites/jobs/files/dwdissuance12-2015_12232015.pdf. (See Infrastructure Cost Sharing note in Section 3 on page 9.)*

A Memorandum of Understanding has been established between the LWDB and each of its required core partners concerning the operation of the One-Stop System in the Local WDB Area. In Missouri the required core program partners are as follows:

- Adult program (Title I of WIOA)
- Dislocated Worker program (Title I)
- Youth program (Title I)
- Adult Education and Family Literacy Act program (Title II)
- Vocational Rehabilitation (VR) (Title I of the Rehabilitation Act of 1973, as amended by Title IV); and Missouri Vocational Rehabilitation-General Rehabilitation Services for the Blind
- Temporary Assistance for Needy Families (TANF) program (42 U.S.C. 601 et seq.)

See **Attachment 3**.

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

The NEMO WDB will partner with UMOS and AES appropriately to provide referrals and dual enroll into eligible programs. All services that UMOS and AES are eligible for will be offered and utilized to meet the needs of the participant. Partnership and coordination of services with UMOS and AES staff by Job Center staff will occur to address barriers and needs of each participant. The NEMO WDB and UMOS has entered into and agreed upon a MOU outlining the provision of services. The NEMO WDB will follow the MOU in place and provide services accordingly.

3. *COST-SHARING AGREEMENT – Include as **Attachment 4** the negotiated cost-sharing worksheet agreement for each Missouri Job Center that includes the line items’ dollar amounts and percentage rates for DWD and the Board. (Note: Although the WIOA statutory deadline for finalized infrastructure cost-sharing agreements is July 1, 2016, DOL has used its administrative authority to extend that deadline to July 1, 2017. Nevertheless, an interim infrastructure cost agreement, which may be short of specificity, is still a required component of the LWDB One-Stop MOU’s due to DWD on July 1, 2016.)*

See **Attachment 4**.

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

The involvement of business, organized labor, local public officials, community-based organizations, WIOA service providers and other stakeholders in the development and review of this plan was conducted through electronic coordination and committee/team meetings. Public notice was also placed on the NEMO WDB’s website at www.nemowib.org regarding the review and update of the plan, and individuals were encouraged to provide comments and/or input in the development of the plan. In addition, each individual agency listed in the Memorandum of Understanding was encouraged to provide their input and comments in the revision of the plan. Revisions to the WIOA local plan were made based upon their comments.

X. Administration & Oversight of Local Workforce Development System

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

Under an agreement between the Northeast Region Workforce Development Board and a consortium of entities including at least three or more of the required One-Stop

partners, the Functional Leader of each Northeast Region Missouri Job Center and their employer of record has been designated and certified as the One-Stop Operator for the Northeast Region’s Missouri Job Centers. The One-Stop Operator is competitively procured through an open and competitive process outlined in the Procurement Guidelines followed by the NEMO WDB. The One-Stop Operator for each Job Center is as follows:

Hannibal Job Center – Comprehensive One-Stop Center

One-Stop Operator – Functional Leader, and MERS/Goodwill, Industries employer of record

Kirksville Job Center – Comprehensive One-Stop Center

One-Stop Operator – Functional Leader, and Gamm, Inc. employer of record

Warrenton Job Center Comprehensive One-Stop Center

One-Stop Operator – Functional Leader, and Boonslick Regional Planning Commission employer of record

LaBelle Outreach Office

- Gamm, Inc. (WIOA Title I-B Youth Provider)

Macon Outreach Office

- Gamm, Inc. (WIOA Title I-B Youth Provider)

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

See **Attachment 5**.

C. *The Board must review its by-laws annually and complete the “Local Workforce Development Board’s ATTESTATION FOR REVIEW OF BY-LAWS” form. Include the Board’s current by-laws and the completed attestation form as **Attachment 6** to the Plan.*

See **Attachment 6**.

D. *If the LWDA includes more than one unit of local government, the Chief Local Elected Officials’ (CLEO) may develop a CLEO agreement; however, it is not mandatory under WIOA law. If the LWDA is including a CLEO agreement, please specify the respective roles of the individual CLEOs and include the agreement as **Attachment 7**. 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, or leadership, a new CLEO agreement will need to be signed and submitted to DWD by the first day of June following the election.)

See **Attachment 7**.

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

See **Attachment 8**.

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

See **Attachment 9**.

XI. Service Delivery

A. One-Stop Service Delivery Strategies

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

A changing economy with changing customer needs means that Missouri Job Centers and the workforce system in Northeast Missouri must continue to evolve. The NEMO Workforce Development Board will continue to collaborate with the Division of Workforce Development and its other partners through the Next Generation Career Center model in the Missouri Job Centers.

In order for a customer driven system to work, the job seeking customer must be well-informed regarding issues related to their employment and training needs and the business customer must be fully aware of the services available to them in preparing and recruiting a qualified workforce for their needs. The region has adopted several practices to ensure the customer is well informed of the services available within the workforce development system.

Upon entering the Missouri Job Center, the job seeker and business customer will be provided with triage services to identify their immediate needs and be referred to the most appropriate staff for service(s). Customers who choose to avail themselves of Job Center services will receive comprehensive membership and orientation information informing them of all services available to our customers. The Next

Generation Career Center model develops, improves and promotes a wide array of skill development opportunities. A robust menu of product and services will be easily accessible to all customers and supported by all Job center staff. An extensive list of products and services is available to assist all customers in their recruitment, job search, career planning, and life-long learning pursuits. A list of statewide products and services is available at jobs.mo.gov. The local products and services listings are available in the local job centers and are available online at jobs.mo.gov as well. Products and services included in the menu are listed below:

- DIY resources for job search, career navigation, and general information
- Testing services to measure skills in need for specific career opportunities
- Counseling and other staff-assisted services to set and achieve career goals
- Training on demand that is easily accessible and quickly accessed
- Specialized counseling for post-secondary education
- Preparation and training for specific occupations
- Financial assistance and/or services to help overcome obstacles
- Job Services targeted to Youth

Labor Market information is available to job seeking customers in targeting employment with the desired wages, benefits, growth potential, and working conditions. Information on quality education facilities and available training programs can be found through the jobs.mo.gov website.

Jobs.mo.gov is a state wide job bank system that allows customers, both job seekers and businesses, to access services and information through the internet. Through the use of information technology customers may access numerous services and information from any location.

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 LWDA. Please include how the Board uses products and services, such as workshops, assessment products (Key Train, WorkKeys/National Career Readiness Certificate (NCRC), Talify, etc.) and jobseeker skills products (such as Optimal Resume, etc.), to engage customers and assist with their re-employment efforts.

Within the Northeast Region, there exists a wide variety of employment and training activities available to job seekers. The Next Generation Career Center (NGCC) model, adopted by the region, values both skills and jobs and streamlines job center processes which contribute to greater productivity and better customer service. Staff strive to continuously promote opportunities to “skill up” the region’s workforce, resulting in opportunities for better employment and higher wages. Services are made available to Missouri Job Center customers to improve their employment opportunities through skills upgrading, skill validation, and credentialing. Wagner-Peyser and WIOA Program staff work together to create a seamless delivery system.

The Job Center customer flow includes a first-visit, standardized initial skills assessment, easy access paths to a wide range of skill development services, and the opportunity to improve their employment opportunities through skill upgrading, skill validation, and credentialing. The Job Centers will continue to develop, continuously improve, and actively promote a wide range of skill development opportunities while improving the structure and delivery of service to better address the employment and skill needs of each customer. All services are available to all Job Center customers, embedded in an integrated customer flow, and easily accessed by customers with the support of all Job Center staff.

The Northeast Region will continue to develop and improve the quantity and quality of career and training services and work toward a standardized set of quality services that are available to all customers regardless of where they live and which Job Center serves them.

The workforce system must continue to invigorate workforce and education partnerships and engage businesses, industries, and partners to define and create career pathways. We must strive to create and implement a system where adults move easily between the labor market and further education and training over a lifetime to advance in their careers.

The Job Centers will continue to expand opportunities for credential attainment to enhance career pathway advancement for our customers. These credential attainment opportunities include a minimum of a high school diploma or equivalent coupled with work-based learning, on-the-job training, apprenticeship, short-term certificated and/or credential training, and traditional one-, two-, four-year degree programs. Job Centers will promote assessable programs to assist in earning certificates, i.e. KeyTrain, WorkKeys/National Career Readiness Certificate {NCRC}, and Talify.

The Northeast Region will integrate services utilizing The Adult, Dislocated Worker, Youth, Adult Education and Literacy, Wagner-Peyser, Vocational Rehabilitation, and Temporary Assistance for Needy Families (TANF) program partners and commit to a strengthened partnership so customers can easily reap the full benefits of the workforce system.

Job Centers implement an integrated customer flow that responds to customer needs. Staff-supported services are emphasized and Job Center services are continuously promoted and provided until the customer's goal has been achieved. This integrated flow has three major functions: welcome/assessment, skill development, and employment.

Cross-trained Job Center staff fulfills all of these customer flow functions. All Job Center customers are enrolled in the performance pool of both the WIOA Adult program and Wagner-Peyser program during the first Job Center visit. All Trade

Act customers are enrolled in the performance pool of the WIOA Dislocated Worker program.

Customers have universal access to Basic Career Services through the workforce system that can be accessed at jobs.mo.gov and/or services can be accessed throughout the region at any one of the three full-service job centers, the affiliate sites, access points, or through any internet connection. This allows customers to access services at various locations including public libraries, schools, personal computers, etc. The jobs.mo.gov system is a tremendous asset to the customers in the Northeast Region as most of the region is rural.

Job Centers will post information locally about various activities including Missouri highlighting job openings in the local area. Information such as local employment opportunities, dates employers are interviewing, applications that are being taken in the center for specific employers, job center activities such as workshops and seminars, and any other pertinent information pertaining to employment or educational opportunities in the area, will also be posted.

Customers will have the ability to access training labs including job center resources. Through the learning labs customers will have access to job search resources, labor market information, learn about educational opportunities, explore careers, search for employment, utilize training tutorials, and access the internet and jobs.mo.gov. The resource room/training lab also allows customers to set up email accounts as a means for adults and dislocated workers to have dependable contact with potential employers and complete on-line applications.

Another self-guided resource a customer may utilize after they have completed the initial assessment/membership is Optimal Resume. Within the Optimal Resume site, jobseekers will find a variety of tools, for any skill level, to better assist them in their job search.

- Resume Builder provides sample resumes that can be edited with the customer's information. There are video tutorials to assist with preparation and the information can be downloaded for use in the application process.
- Portfolio Builder can be utilized to store documents and information used to prepare a resume, cover letter, or for completing a job application.
- Interview Prep – Customers can create and record interviews with live employers using a video camera. Interviews can also be created through role playing to analyze their interviewing skills.
- Website Builder – Customers can create a site to store different types of resumes and cover letters to share when networking.

Using the State's Case Management system, customer activities are tracked and recorded allowing job center and partner staff to effectively communicate the needs of the customer and to identify services the customer has previously accessed.

Career Services

WIOA authorizes “career services” for adults and dislocated workers, rather than “core” and “intensive” services, as authorized by WIA. There are three types of “career services”: basic career services, individualized career services, and follow-up services. These services can be provided in any order; there is no sequence requirement for these services. Career services under this approach provide local areas and service providers with flexibility to target services to the needs of the customer.

The three categories of career services are defined as follows:

Basic Career Services

Case managers shall provide job services to clients. The initial assessment should determine individual’s skill levels, aptitudes and supportive service needs. Job search and placement assistance should help the individual determine whether he or she is unable to obtain employment and thus requires more intensive career services to obtain employment. Documentation of the need for intensive career services must be maintained in the client’s file. Self-directed basic career services are informational and do not require WIOA registration. Career services are available through the one-stop delivery system and at a minimum will include.

- Determinations of whether the individual is eligible to receive assistance from the adult, dislocated worker, or youth programs;
- Outreach, intake (including identification through the state’s Worker Profiling and Reemployment Services system of unemployment insurance (UI) claimants likely to exhaust benefits), and orientation to information and other services available through the one-stop delivery system;
- Initial assessment of skill levels including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skills gaps), and supportive service needs;
- Labor exchange services, including Job search and placement assistance, and, when needed by an individual, career counseling, including: Provision of information on in-demand industry sectors and occupations (as defined in sec. 3(23) of WIOA); and, provision of information on nontraditional employment (as defined in sec. 3(37) of WIOA);
- Provision of referrals to and coordination of activities with other programs and services, including those within the one-stop delivery system and, when appropriate, other workforce development programs;
- Provision of workforce and labor market employment statistics information, including the provision of accurate information relating to local, regional, and national labor market areas, including: Job vacancy listings in labor market areas; Information on job skills necessary to obtain the vacant jobs listed; and information relating to local occupations in demand and the earnings, skill requirements, and opportunities for advancement for those jobs;
- Provision of performance information and program cost information on eligible providers of training services by program and type of providers;

- Provision of information about how the local area is performing on local performance accountability measures, as well as any additional performance information relating to the area's one-stop delivery system;
- Provision of information relating to the availability of supportive services or assistance, and appropriate referrals to those services and assistance, including: child care; child support; medical or child health assistance available through the State's Medicaid program and Children's Health Insurance Program; benefits under the Supplemental Nutrition Assistance Program (SNAP); assistance through the earned income tax credit; housing counseling and assistance services sponsored through the U.S. Department of Housing and Urban Development (HUD); and assistance under Temporary Assistance for Needy Families (TANF), and other supportive services and transportation provided through that program;
- Providers of adult education, providers of post-secondary vocational education activities and vocational education activities available to school dropouts under the Carl D. Perkins Vocational and Applied Technology Education Act; and providers of vocational rehabilitation program activities under the Rehabilitation Act of 1973;
- Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA; and
- Provision of information and assistance regarding filing claims under UI programs, including meaningful assistance to individuals seeking assistance in filing a claim. Meaningful assistance means providing assistance: On-site using staff who are properly trained in UI claims, filing, and/or the acceptance of information necessary to file a claim or by phone or other technology as long as the assistance is provided by trained available staff within a reasonable time.

The costs associated in providing meaningful assistance may be paid for by the State's UI program, the WIOA Adult or Dislocated Worker programs, the Wagner-Peyser Employment Service, or some combination thereof.

The Basic Career Level Services are available to all NGCC customers that complete the welcome registration process and satisfy the required WIOA eligibility requirements. Customers not able to produce acceptable eligibility documentation for date of birth or who are not willing to participate in the welcome Process will be directed to self-directed services as allowable through Wagner-Peyser Labor Exchange services.

Individualized Career Services

If one-stop center staff determine that individualized career services are appropriate for an individual to obtain or retain employment, these services must be made available to the individual. These services must be available in all one-stop centers. One-stop center staff may use recent previous assessments by partner programs to determine if individualized career services would be appropriate.

These services include:

- Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers, which may include, diagnostic testing and use of other assessment tools; and in-depth interviewing and evaluation to identify employment barriers and appropriate employment goals;
- Development of an individual employment plan, to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve his or her employment goals, including the list of, and information about, eligible training providers;
- Group and/or individual counseling and mentoring;
- Career planning (e.g. case management);
- Short-term pre-vocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct to prepare individuals for unsubsidized employment or training, in some instances pre-apprenticeship programs may be considered as short-term pre-vocational services;
- Internships and work experiences that are linked to careers;
- Workforce preparation activities that help an individual acquire a combination of basic academic skills, critical thinking skills, digital literacy skills, and self-management skills, including competencies in utilizing resources, using information, working with others, understanding systems, and obtaining skills necessary for successful transition into and completion of postsecondary education, or training, or employment;
- Financial literacy services;
- Out-of-area job search assistance and relocation assistance; and
- English language acquisition and integrated education and training programs.

Development of an Individual Employment Plan (IEP) will be completed on all customers receiving Individualized Career Services. Creation of an Individual Employment Plan will be done using information gathered through self-assessment, initial assessment, and comprehensive assessment.

Follow up Services

Follow-up services must be provided as appropriate for participants who are placed in unsubsidized employment, for up to 12 months after the first day of employment. Counseling about the work place is an appropriate type of follow-up service. Follow-up services do not extend the date of exit in performance reporting.

Regular follow-up assistance to exited participants can identify possible negative outcomes, allowing case managers ample opportunity to intercede before final performance results are established and reported. To ensure staff and program operators remain focused on performance, NEMO WDB reviews results during every program operator's meeting by discussing trends, gains, and areas of concern.

Transitioning to Training Services

Training services are available to WIOA participants who cannot find employment leading to self-sufficiency at any time if.

- The individual's need for training is based on a comprehensive assessment of work history, skills, education, career and occupational information;
- The case manager determines such services are necessary for the individual to obtain employment that leads to self-sufficiency;
- Is determined by WIOA service provider, after completion of assessment to be in need of training to have the skills and qualifications to successfully participate;
- Selects a training program directly linked to a locally identified in-demand industry sector or occupation; and
- Is unable to obtain other or sufficient grant assistance, including Pell Grant
- The participant must apply for financial aid

Training Services

WIOA Title I training services *may be made available to employed and unemployed adults and dislocated workers who:*

- Have met the eligibility requirements for individualized career services, have received at least one Basic Career Service and who are unable to obtain or retain employment through such services;
- After an interview, evaluation, or assessment, skills review, and case management are in need of training services and have the skills and qualifications to successfully participate in the selected program of training services;
- Select training programs that are directly linked to employment opportunities in the local area or in another area to which the adults or dislocated workers are willing to relocate;
- Provisions of such training services shall be limited to participants who; are unable to obtain grant assistance from other sources to pay for the costs of their training; or
- Require assistance beyond that available under grant assistance from other sources to pay the costs of such training. Job center staff and training providers must coordinate funding available to pay for training.

Training programs must be identified and documented as in-demand occupations as published by labor market information, or identified on the employment agreement with an employer, local want ad, internet website announcements, letter or telephone contact with employers.

Training may be provided while an application for a Federal Pell Grant is pending, however; if a Pell Grant is subsequently awarded, the training provider must reimburse the One-Stop Operator the WIOA funds used to underwrite the

training for the amount the Pell Grant covers. Pell Grants may be used to pay for both training and education-related expenses; therefore, reimbursement will not be required for the portion of funds released to the participant for education-related expenses.

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

The workforce development system emphasizes informed consumer choice, job-driven training, provider performance, and continuous improvement. The quality and selection of providers and programs of training services, including Registered Apprenticeship programs and other, is vital to achieving these core principles. As required by WIOA sec. 122, States in partnership with Local Boards, must identify eligible training providers that are qualified to receive WIOA title I-B funds to train adults and dislocated workers, including those with disabilities. Therefore, WIOA requires that each State must maintain a list of eligible training providers and their eligible training programs. The list must be accompanied by relevant performance and cost information and must be made widely available, including in electronic formats, and presented in a way that is easily understood, in order to maximize informed consumer choice and serve all significant population groups.

The approved list of eligible training providers serves as an important tool for participants seeking training to identify appropriate providers, and relevant information such as cost and program outcomes. Using the list of eligible training providers, case managers in One-Stop Job Centers can assist participants in identifying training and training providers in high demand industries that result in positive outcomes and recognized credentials.

Only providers that the State determines to be eligible, as required in WIOA sec. 122, may receive training funds under WIOA title I-B to provider training for participants who enroll in a WIOA-funded program of training services, the only exemptions to this rule are listed below:

- On-the-job training; customized training; incumbent worker training; transitional employment; or
- The circumstances described at WIOA sec. 134©(3)(G)(ii), where the Local Board determines that:
 - There are insufficient providers, or
 - There is a training services program with demonstrated effectiveness offered in the local area by a community-based organization or other private organization to serve individuals with barriers to employment, or
 - It would be most appropriate to award a contract to an institution of higher education or other eligible provider of training services in order to facilitate the training of multiple individuals in in-demand

industry sectors or occupations, and such contract does not limit customer choice; or

- When the Local Board provides training services through a pay-for-performance contract.

WIOA mandates the development of a system which allows customer choice in the selection of a training provider. The NEMO Workforce Development Board is in full support of this mandate.

Customers (who have been determined as eligible for training services) will work with a member of the Skills Team to ensure that the training selected is related to occupations that have been determined to be “*in-demand*” in the local area, or are in demand in another area to which the customer is willing to relocate. Once that determination has been made, customers will be enrolled in the training of their choice, by the approved provider of their choice, subject to fund availability.

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

Unemployment insurance claimants, including those in Worker Profiling and Re-employment services, will be provided with services from the Job Center. DWD and Partner staffs serve on these teams and work together to ensure seamless and competent delivery of services.

At the Basic Career Services level, customers will be provided with an initial assessment; job search activities and assistance; resume and interview assistance; computer tutorials and access to all workshops and job center services including, but not limited to: WorkKeys; the National Career Readiness Certificate; Talify; Missouri Connections and Labor Market Information through MERIC and O*Net.

When a customer is unsuccessful in securing employment after receiving Basic Career Level Services, it is recommended they explore WIOA Individualized Career Level Services. The first step will be to determine eligibility and if eligible, proceed with an enrollment. The customer will complete additional assessments, and Job Center staff will interpret assessment results, review barriers and solutions to overcoming them, research LMI and possible training institutions, and develop an Individual Employment Plan. The customer will move to Training Level Services if that is determined to be the best course of action.

At WIOA Training level, the customer will participate in a training program matching his or her interests, aptitude, and goals and will work towards gaining knowledge in a chosen occupational area with an acceptable growth rate and wages. The customer will be assisted throughout the training process until he or she is employed.

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

The Region will target high wage/high demand employment sectors to market OJT programs. OJT is a valuable training tool for customers to gain valuable skills while on the job. It also serves as an excellent resource to connect workers with employers. The reduced cost of training will benefit the employer and the job seeker. The Job Center staff will work closely with the local Business Services Team, Regional Business Representative, and Workforce Coordinator to determine the best marketing practices and to avoid duplication of marketing. Current marketing strategies include: Business Service Team educating at area chambers, economic groups, and other related organizations, providing OJT information to employers. Local flyers have also been developed to promote OJT with employers. Additionally, qualified customers are being informed about the OJT program and provided with an "Eligibility Letter" allowing them to market themselves and the program. The recent addition of the Regional Business Representative and CORE partner collaboration on the Business Services Team will increase outreach and likely increase the numbers of OJT opportunities.

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

The Functional Leaders ensure that the participant's accomplishments are captured in the Toolbox Case Management System. The goal of the Missouri Job Center is to skill-up customers targeting high wage / high demand employment sectors. Through the NGCC model, customers will be provided an initial quick assessment to evaluate their skill level for math, reading, and locating information. This will allow customers to be more knowledgeable of their current skills, thus allowing them to make more informed choices about their goals. Through career exploration many job seekers find they lack the skills needed for their targeted job. Staff will encourage customers scoring a three (3) or higher on the initial quick assessment to take the WorkKeys assessments. Participants seeking OJT opportunities are also given the WorkKeys assessment.

The staff's ability to market the National Career Readiness Certificate (NCRC) to job seekers and business customers will be the key to increasing the number of participants receiving a Career Readiness Certificate. The NCRC will gain importance to job seeking customers as employers begin to recognize the advantages of the NCRC and the WorkReady Communities within the region. In addition to Job

Center staff marketing the benefits of the NCRC to the job seeking customers, the local Business Services team will market the key benefits of the NCRC to business customers and the NCRC will be marketed at ETT meetings by the Workforce Coordinator. The Certified WorkReady Community initiative is frequently marketed through local business or civic group presentations (Society of Human Resource Management, Chamber meetings, Rotary, etc).

AEL is available at various locations throughout the region. Job Centers work closely with AEL programs and make referrals as appropriate. Youth 18 and above may be co-enrolled in WIOA Adult career services. This provides them the opportunity to obtain a NCRC, and have access to other services. Currently, the Northeast Region has AEL sites located in Macon, Monroe City, Warrenton, Shelbina, Bowling Green, Kirksville and Moberly, as well as a site co-located in the Hannibal Job Center.

The NEMO Workforce Development Board has an MOU with each local community college for proctoring services for WorkKeys assessments.

C. Employment Transition Team

Describe how the Board coordinates with the LWDA's Employment Transition Team Coordinators to ensure that information and services are delivered in a seamless fashion, including how pre-layoff services are coordinated and provided. In addition, please provide a description of the proactive measures that are taken to identify potential layoffs in the LWDA, how information is shared with LWDA's employment transition team coordinators and how layoff aversion strategies are coordinated. See DWD Issuance 07-2015,"Statewide Employment Transition Team Policy," Oct. 21, 2015.

The LWDA utilizes and coordinates with the DWD Workforce Coordinator for the NEMO region. The Workforce Coordinator provides on-site or in-person ETT services to any layoff affecting 25 or more. Layoffs affecting 24 or less may be offered on-site services as needed or requested by the employer. At a minimum, smaller layoffs will be provided informational packets that include the ETT programs and services brochure, the Division of Employment Security (DES) UI Benefits fact sheet, the Missouri Economic Research Information Center (MERIC) regional Real Time Labor Market Summary and any other information deemed appropriate. Every ETT event is unique, therefore, each event shall be assessed individually, and services provided shall be determined based on the wishes of the employer, the needs of the affected workers, and the timeframe of the layoff. Workforce Coordinators are the designated lead for any and all layoff events, however, local staff are included and informed to ensure both employers and affected workers receive all needed services. Workforce Coordinators coordinate with the Executive Director, Functional Leaders, regional business services teams, Union Representatives, and community groups. The Executive Director and Missouri Job Center Functional Leaders are kept informed throughout the ETT process and notified of layoff activity, meeting dates, planned events, and changes in layoff schedules. The Workforce Coordinator is the primary

contact for employers participating in ETT. During the initial contact with the company an assessment will be conducted which may include but not necessarily be limited to: 1) layoff plans and the schedule of the employer; 2) potential for averting the layoff by consulting with State or local Economic Development agencies; 3) assistance needs of the affected workers; 4) reemployment prospects for workers in the local community; and 5) available resources to meet the needs of the affected workers. After the initial assessment is completed, the Workforce Coordinator will provide the necessary agencies and organizations with notification of the layoff or closure and what services will be provided to the affected employees and request, if necessary that they attend scheduled meetings.

A standardized survey will also be collected at ETT meetings to collect data on the types of services employees are interested in including training and re-training needs as well as general employee contact information (name, address, email address, etc.)

The Workforce Coordinator is responsible for maintaining awareness of business hiring and layoff activities in the region. These proactive measures include participating in local business organization meetings, developing linkages with economic development organizations and local union representatives, and reviewing business news/media for any issues that may adversely affect businesses in the region. The Workforce Coordinator attends and speaks at a variety of business and agency driven events regularly to make business and agencies aware of the ETT services that are available in the region free of charge.

D. Youth

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

The NEMO Workforce Development Board is committed to our local youth and helping them to engage in their own development and progress toward long-term self-sufficiency. In order to focus on this portion of its mission, the NEMO WDB has re-designated its Youth Council as the Standing Youth Committee to oversee the implementation and management of the WIOA Youth services. In this document the Standing Youth Committee shall be referred to as the Youth Council (YC).

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

The NEMO Workforce Development Board Youth Council shall be comprised of the following individuals:

- A member of the LWDB, who chairs the committee;
- Members of Community Based Organizations with demonstrated records of success in serving eligible Youth; and
- Other individuals with appropriate expertise and experience who are not members of the LWDB.

A complete listing of the NEMO WDB Youth Council members and their contact information is included in **Attachment 16**.

See **Attachment 16**.

The Youth Council participates in the design of the area Youth services and serves as an advisory body to the Board. The Council addresses the employment and training issues of the youth in the region to become life-long learners who have the opportunity to achieve long-term economic success and advocates opportunities for the youth to assess skill development, education, and support, to accomplish their goals. Such offerings include opportunities for assistance in both academic and occupational learning, developing leadership skills, and preparing for further education, additional training, and eventual employment. Members of the WDB Youth Council will assume the following responsibilities:

- Participate in the development of the portions of the Local Plan relating to programs for Youth and are involved in the design and implementation of the WIOA Youth programs (WIOA sec.129©(3)(C).
- Make recommendations of eligible youth service providers to the Workforce Development Board and Chief Local Elected Officials.
- Conduct oversight with respect to eligible providers of youth activities.
- Coordinate youth activities authorized by WIOA.
- Perform other duties deemed appropriate by the NEMO WDB, such as establishing linkages with education agencies, core partners, and other youth entities.

Members of the Council are encouraged to participate and provide input in the development of the Youth portion of the Local Plan in person and through electronic means, and changes to the plan are made based upon their input.

The Youth Council is also actively involved in the procurement of the area's Youth service providers. The NEMO WDB utilizes a competitive bid process for the selection of service providers under Title I of the Workforce Innovation and Opportunity Act, including training providers for Youth services. The program requirements, performance standards and outcomes will be specified in each proposal soliciting offers. A Youth Council evaluation committee is selected and will review each proposal submitted. The Youth Council will then recommend their selection(s) to the NEMO Workforce Development Board along with the Chief Local Elected Officials who will be responsible for the final selection of the service provider(s).

The Workforce Innovation and Opportunity Act requires the following fourteen program elements to be accessible to all enrolled youth as needed:

1. Tutoring, study skills training, and instruction and evidence-based drop-out prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized post-secondary credential.
2. Alternative secondary school services, or dropout recovery services, as appropriate;
3. Paid and unpaid work experiences that have academic and occupational education as a component of work experience;
 - a. Summer employment opportunities and other employment opportunities available throughout the school year;
 - b. Pre-apprenticeship programs;
 - c. Internships and job shadowing; and
 - d. On-the- Job training opportunities.
4. Occupational Skills Training.
5. Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster.
6. Leadership Development Activities.
7. Supportive Services, which are necessary to enable the Youth to participate in WIOA activities.
8. Adult mentoring for a duration of at least 12 months.
9. Follow-up services a minimum of 12 months, provided to all Youth participants.
10. Comprehensive guidance and counseling, as appropriate for the needs of the individual Youth.
11. Financial literacy education.
12. Entrepreneurial skills training.

13. The provision of employment and Labor Market Information (LMI) about in-demand occupations and industry sectors.
14. Activities that help Youth prepare for and transition to post-secondary education and training.

The Youth Council reviews performance reports at their regularly scheduled meetings to ensure all required elements are a part of the services planned for area youth enrolled in the WIOA Youth programs, and that area service providers are meeting area performance measures.

The Youth Council meets approximately six times per year. Meetings are scheduled approximately one and one half weeks prior to the NEMO WDB meetings. The time and location of the meetings will be determined by the Youth Council prior to each meeting. Emergency meetings may be called by the Youth Council's Chairperson as needed.

Agenda items for the Youth Council meetings vary. However, core items on the agenda generally include the approval of the agenda and the previous meeting's minutes, reports and updates from the area Youth Service Providers, and a Youth performance update.

2. *Provide a description and assessment of the types and availability of Youth activities in the LWDA, including an identification of successful providers of such activities. This description should include:*
 - a. *How the Youth activities in the LWDA are developed to ensure the 14 program elements are available within the LWDA;*
 - b. *The actual services provided by the LWDA for Youth, the element they represent, and how they fit within DOL's themes (see TEGl 05-12) for the emphasis on serving Youth within a comprehensive Youth development approach;*
 - c. *The process for identification of Youth service providers;*
 - d. *The evaluation of service providers for performance and impact;(please provide details on frequency and criteria);*
 - e. *The providers of the Youth services in the LWDA, including the areas and elements they provide;*
 - f. *How year-round services are provided to Youth 14-24 years of age that are still in high school or out of school;*
 - g. *An example of the flow of services for a Youth in the LWDA (please include all aspects, including intake, objective assessment process, assessment, coordination of services, follow-up, etc.);*
 - h. *The procedures for serving Youth that are most in need (homeless, disabled, offenders, etc.; and*
 - i. *The identification of the partnerships and describe the coordination of services with other agencies within the LWDA.*

The determination of the appropriate type and duration of services to be provided will be made on an individual basis, and shall be based on the participant's objective assessment and individual service strategy. The service providers will provide services including eligibility determination, participant selection, objective assessment, and the development of individual service strategies and plans. The assessments follow WIOA guidelines including a review of academic and occupational skills, interests, aptitudes, and developmental and supportive service needs. These assessments will be addressed within the individual service strategy for each youth, with continuous updating as needed to ensure that they meet the academic and occupational goals of the participant.

We will be utilizing the Comprehensive Adult Student Assessment (CASAS) and TABE for basic skills assessment.

Youth Service Providers:

The NEMO WDB currently contracts with two program operators to provide services to the WIOA Youth in the Northeast Region: Boonslick Regional Planning Commission who provides Youth services in Lincoln, Warren and Montgomery Counties; and Gamm, Inc. who provides Youth services in Schuyler, Scotland, Macon, Clark, Adair, Scotland, Clark, Lewis, Marion, Shelby, Marion, Randolph and Monroe Counties. These program operators provide services through the Missouri Job Centers and at outreach locations throughout the region.

Every eligible youth who is a part of our employment and training programs (whether an applicant or a participant) is provided with information on the full array of applicable or appropriate services that are available through the workforce development system, including referral to the Adult program, other providers of Youth activities, and all One-Stop Job Center partners.

For ineligible youth:

- Referral for additional assessment as appropriate, and referral to all appropriate programs to meet the basic skills and training needs of the applicant, plus consideration for other Job Center programs and services

For eligible youth:

- Provision of information on the full array of services available through the WDB, eligible providers, and One-Stop partner agencies
- Referral to the appropriate training and educational programs
- An Objective Assessment (OA) of each youth registrant. The assessment shall include a review of the academic and occupational skill levels, as well as the service needs of each youth. The OA will include an evaluation of the following elements; basic skills, occupational skills, prior work experience, employability, interests, aptitudes, supportive service needs and developmental needs. An OA administered by another entity can be utilized if it was conducted within 60 days of the WIOA enrollment.

- Development of an Individual Service Strategy for each youth registrant. The ISS will be designed to meet the Youth's specific training and employment goals, bearing in mind the participant's identified career pathway (including, in appropriate circumstances, nontraditional employment), appropriate achievement objectives, and appropriate services for the participant, taking into account the results of the Objective Assessment.
- Preparation for postsecondary educational opportunities, linkages between academic and occupational learning, preparation for employment, and effective connections to intermediary organizations that provide strong links to the job market and employers
- Make opportunities for former participants to volunteer assistance to current participants in the form of mentoring, tutoring and other activities

Youth Services:

Each WIOA Youth participant will receive case management services. The services will be tailored and congruent with their goals, strengths, and barriers identified on their objective assessment and will be documented on their individual service strategy. The 14 services that the NEMO WDB will make available to Youth participants include:

1. Tutoring, study skills training, and instruction and evidence-based drop-out prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized post-secondary credential.
2. Alternative secondary school services, or dropout recovery services, as appropriate;
3. Paid and unpaid work experiences that have academic and occupational education as a component of work experience;
 - Summer employment opportunities and other employment opportunities available throughout the school year;
 - Pre-apprenticeship programs;
 - Internships and job shadowing; and
 - On-the- Job training opportunities.
4. Occupational Skills Training that includes priority consideration for training programs that lead to recognized postsecondary credentials that are aligned with in-demand industry sectors or occupations in the local area involved, if the local board determines that the programs meet the quality criteria described in section 123 of WIOA. Occupational skills training must be that such training be outcome oriented and focused on an occupational goal in a participant's individual service strategy and be of sufficient duration to impart the skill needed to meet that occupational goal. Occupational skills training can be funded ITAs for OSY aged 18-24.

5. Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster.
6. Leadership Development Activities.
 - Exposure to postsecondary educational possibilities
 - Community and service learning projects
 - Peer-centered activities, including peer mentoring and tutoring
 - Organizational and team work training, including team leadership training
 - Training in decision-making, including determining priorities and problem solving
 - Citizenship training, including life skills training such as parenting and work behavior training
 - Civic engagement which promote the quality of life in a community
 - And other leadership activities that place a youth in a leadership role such as serving on youth leadership committees, such as a Standing Youth Committee.
7. Supportive Services, which are necessary to enable the Youth to participate in WIOA activities.
 - Linkages to community services
 - Assistance with transportation costs (including vehicle repair)
 - Assistance with childcare and dependent care costs
 - Assistance with housing costs
 - Assistance with medical services
 - Assistance with uniforms or other appropriate work attire and work-related tool costs, including such items as eye glasses and protective eye gear
 - Other costs deemed appropriate and necessary by the NEMO WDB
8. Adult mentoring for duration of at least 12 months.
9. Follow-up services a minimum of 12 months, provided to all Youth participants. Follow-up services are designed to support the Youth in their transition to post-secondary education or unsubsidized employment. Follow-up services are unique to the individual and designed to meet the participant's needs.
10. Comprehensive guidance and counseling, as appropriate for the needs of the individual Youth.
11. Financial literacy education.
12. Entrepreneurial skills training.
13. The provision of employment and Labor Market Information (LMI) about in-demand occupations and industry sectors.
14. Activities that help Youth prepare for and transition to post-secondary education and training.

A minimum of 75 percent of WIOA Youth funds must be spent on Out-of-School Youth who meet the Youth eligibility criteria. WIOA also considers work experience as a priority for the future long-term success of both OSY and ISY. A minimum of 20 percent of the total Youth funding will be utilized to support work experiences for WIOA Youth participants.

Youth Service Provider Selection

Youth providers are selected through a Request for Proposal (RFP) process. A Request for Proposal is prepared and a notice announcing the availability of an RFP is posted on the NEMO Workforce Development Board's website (www.nemowib.org) and in two of the region's newspapers. Responsive bids are analyzed in accordance with the evaluation criterion established in the RFP. An evaluation committee is selected of Youth Council members who review each proposal. The Committee then makes their recommendation to the WDB; the WDB may take the Youth Council's recommendation or re-evaluate the bids based on all applicable requirements. When a final decision is reached, an award notice will be issued to the successful bidder.

Contracts for services shall be issued for a one year period, with one year extensions available up to three years. The Youth Council will make a recommendation(s) to the NEMO WDB regarding the extension of the contracts based on Youth Provider performance. The decision to exercise these contract extensions rests solely with the NEMO Workforce Development Board, in concurrence with the Chief Local Elected Officials (CLEOs).

Reports generated from the State's MoPerforms system are provided to Youth Council members during their regular meetings. These reports include information on performance, enrollments, exits, number served, and the provision of the 14 required elements.

The NEMO Workforce Development Board adopts the WIOA philosophy to develop activities and services to provide substantive and quality services to participants funded with WIOA Youth funds. Career exploration and guidance, occupational skills training in in-demand industries, quality work experiences, career pathway development, post-secondary education, and apprenticeships are fundamental principles of WIOA and observed by the NEMO WDB.

Most in Need Youth and Core Partners:

Those youths who are determined most in need due to barriers such as those at risk of dropping out of school, those in foster care or aging out of foster care, youth offenders, children of incarcerated parents, homeless youth, out-of-school youth and migrant and seasonal farm worker youth will be given priority for services. The youth service providers currently work with the Department of Social Services/Family Support Division, Division of Youth Services, Division of Vocational Rehabilitation, Adult Education and Literacy, local school districts,

community based organizations and the one-stop delivery system to ensure that seamless services are made available to youth who have been determined as most in need. Through the NEMO Workforce Development Board's Youth Council, we will continue to collaborate with these agencies and work to find additional agencies who provide services to our youth that are most in need to expand the network of services available.

Following is a list of some of the entities in the Northeast Region which have a history of demonstrated effectiveness in successfully providing services to youth. Such services include, but are not limited to:

- Employment and Training services (WIOA programs; Adult Education and Literacy Program, School To Work; Vocational Assessment; Classroom Occupational Training; HSE Preparation; Job Readiness Assistance; Job Placement Assistance; Life Skills Training, Career Exploration; Mentoring; Job Shadowing, English As A Second Language, etc.)
- Supportive Services (child care; transportation; housing; referral to medical assistance; food; counseling; referral for treatment for drug and/or alcohol abuse; special services for those with disabilities; etc.)

The listing below is not all-inclusive, as efforts have, and will continue to establish linkages with other entities in the region with a demonstrated history of effectiveness in serving youth. This comprehensive listing will be made available to the Youth Council as a tool to use in establishing a broad-based system of services to youth in the region.

- | | |
|--|---|
| <ul style="list-style-type: none"> • Gamm, Inc. • Boonslick Regional Planning Commission • Warrenton Job Center • Kirksville Job Center • Hannibal Job Center • North Central Missouri College • Hannibal Regional Center • Kirksville Area Technical Center • Pike-Lincoln Technical Center • Learning Opportunities/Quality Works, Inc. • Hannibal Career and Technical Center • Moberly Area Technical Center • Macon Area Career and Technical Education Center • Moberly Area Community College • University of Missouri Extension • ICAN | <ul style="list-style-type: none"> • Northeast MO Community Action Agency • Family Support Division • East Central College • MO Division of Youth Services • Job Corps • North East Missouri Community Action Corp. • Missouri Division of Workforce Development • Salvation Army • Mark Twain Area Counseling Center • Missouri Department of Vocational Rehabilitation • YMCA • Montgomery County Community Health Improvement Program • Future Well-Being of Mankind • Caring Communities • AmeriCorps *VISTA • St Charles Community College |
|--|---|

- Youth in Need
- Sts Joachim and Ann
- Turning Point

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

Scholars at Work

The Northeast Region Youth service providers are partnering with Adult Education and Literacy partners to provide an exciting opportunity for individuals receiving both services. Participants in this pilot project will receive AEL education classes concurrently with employment and employability skills. Youth will earn a paycheck while pursuing their High School Equivalency. This project overcomes one of the greatest challenges youth face in meeting a career goal. Barriers are addressed as they arise, and each participant receives individualized coaching and training throughout the program.

State Parks Youth Corps Program

State Parks Youth Corps Program, a jobs program launched by Governor Nixon, employs Missouri youth, ages 17 to 24, in paid positions at one of Missouri's 85 state parks and historic sites. In Northeast Missouri youth have the opportunity to work at one of seven local parks and historic sites. At these locations, youth work to repair and upgrade the park's trails; assist with park maintenance and landscaping projects; work in the park's main office; and assist with other special projects. The Missouri State Parks Youth Corps challenge youth to "Think Outside" by providing them the opportunity to accomplish interesting projects that help to preserve and enhance Missouri's State Park system. Key goals of the program are to provide youth in our sixteen county region with summer paid work experience, career exploration opportunities, and to partner with our local state parks and historic sites. The Missouri State Parks Youth Corps program is currently funded through the Department of Social Services.

Summer Jobs League

The Division of Workforce Development in partnership with the Missouri Support Division has provided us with the opportunity to implement a summer employment program for low-income youth. Utilizing the Temporary Assistance for Needy Families (TANF) program funds, Missouri's youth will be provided the opportunity to gain valuable work experience to prepare for tomorrow's careers. In partnership with local businesses and community groups the Summer Jobs League Program provides jobs for low-income youth during the summer months. The program provides valuable work experience and allows supportive services so barriers to employment can be addressed and overcome.

E. Business Services

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

A natural connection exists between the Jobs Team and Business Services Team. Jobs Team members assist employment-ready customers and Business Services Team connect hiring employers with available talent. Regular collaboration with Business Services team members is necessary to facilitate the matching of job seekers and employers. The NE Region Business Services Team includes our Job Center Jobs Team members, DWD Workforce Coordinator, Business Representatives and local LVER staff. In the Northeast Region the following coordination exists:

- The NE Regional Business Services team conducts quarterly meetings via conference call/in-person meetings/trainings (more frequently if needed) to discuss business services/training needs and provide regional collaboration to ensure employer and job seeker demands are met.
 - Job Centers have weekly all-team staff meetings where Business Services are discussed at the local level.
 - As Jobs/Business Team Members take/write job orders from Businesses through phone and in-person contact, Teams express the needs of the employers by communicating to all Teams within the Job Center that the job order has been written and what the needs of the business are. New Employer registrations on jobs.mo.gov are contacted as appropriate to discuss Job Center programs and services.
 - DWD Workforce Coordinator is in contact with State Economic Development Project managers to determine new/expanding projects in the Region to provide Job Center program/service information to new/expanding employers.
 - Business Services Team members are in contact with local Economic Developers to ascertain the needs of the local areas to provide Job Center program/service information to employers. The Executive Director is a member of the Northeast Missouri Development Partnership which is comprised of the regional economic developers.
 - NGCC Skills Team members locate OJT candidates while working with regional business and local business rep's serving the business needs.
 - Business Service Team members and NGCC Teams promote NCRC to both the business and job seekers to address skill gaps.
2. *Describe the Board's sector-strategy initiative. Missouri has partnered with the consulting firm Maher & Maher, a specialized change management and workforce development consulting firm, to provide guidance during the launch year and to establish a foundation to achieve transformative system change.*

Include a summary of the work the Board has conducted with Maher and Maher. Describe how the Board will be collaborating and aligning resources of all partners, public and private, toward developing a talent pipeline. Describe how that alignment will create meaningful career pathways for workers possessing skill levels serving important regional industries. Describe how system services will be framed by industry sectors that are data driven, regionally designed, and guided by employers and how these strategies will be sustained. Include the methods the Board will be using to inform and engage key public and private stakeholders in the development of sector-strategies.

The Missouri Division of Workforce Development, the Missouri Job Centers, and the Workforce Development Board convened a statewide group of community leaders and support organizations to meet with the nationally-recognized consulting firm of Maher & Maher to begin strategizing about regional planning for workforce development, specifically sector strategies. As a part of this meeting, a team representing the interests of northeast Missouri (NEMO) formed to assess the strengths and weaknesses of the region and target the first industry area for development. This team, now called the Northeast Missouri Talent Pipeline Partnership, will continue to meet with the goal of identifying the greatest workforce needs in northeast Missouri and seeking solutions towards satisfying those needs. The team is comprised of: Education - Northeast MO Community Colleges (MACC, St. Charles Community College, East Central College) and K-12, Northeast MO Economic Development, NEMO Workforce Development Board, Northeast Missouri Job Centers (BRPC, Gamm, Inc., MERS/Goodwill, Division of Workforce Development), Labor Representatives, Social Service/Community Agencies/Community Based Organizations (AEL, TANF, Experience Works, Vocational Rehabilitation and others) and Business representatives. The vision of the NEMO Talent Pipeline Partnership is Northeast Missouri will have a talent development system that supports our economy by aligning the resources of all partners toward developing a talent pipeline that creates meaningful career pathways in priority regional industries.

Based on an evaluation of the areas strengths and weaknesses, the group decided to begin by targeting the industry cluster of welding. Several of the regional economic developers cited a critical need for people trained in welding skills. However, based on the Missouri Economic Research & Information Center (MERIC) data, welding is not recognized as a high-need occupation in Missouri limiting the amount of Vocational Enhancement funding that technical schools and colleges can receive to develop training programs. To date, support letters and partner collaboration to leverage resources and utilize all partner resources in order to secure funding for additional training programs through Vocational Enhancement funding and other funding sources has been developed to share the need with key public and private stakeholders.

The NEMO Talent Pipeline Partnership identified Advanced Manufacturing/Metal and Metal Fabrication with an emphasis on welding as well

as Transportation/Warehousing, Healthcare, and Agriculture in the priority sectors in the Northeast Region.

NEMO Talent Pipeline Partnership is committed to ensure that our workforce development system is providing maximum value and results for both businesses and workers in our area. Our goal is to align the system at both strategic and operational levels with the workforce needs of employers in our targeted industries, and simultaneously enhance opportunities for students and job seekers to enter and advance along family-sustaining career pathways. When fully implemented, it becomes the strategic lens through which regional talent development is carried out, and the operational framework for workforce development services when paired with career pathways tied to the growth sectors.

- NEMO Talent Pipeline Partnership is focused on talent development through sector strategies - a regional, industry-focused approach to building a skilled workforce to address the needs of employers and provide meaningful career opportunities.
- The NEMO Talent Pipeline Partnership will be framed by industry sector initiatives that are driven by reliable data, regionally designed by all partners, and guided by industry employers to meet their needs.
- Strategic and operational aspects continuously interact to adjust to changing conditions in building regional talent pipelines, addressing skill gaps, and creating meaningful career pathways for a range of workers and skill levels in important regional industries.
- Success is dependent upon the engagement of all partners in our region's talent development system. The Partnership is committed to bringing all partners to the table for planning and transformation change to strategic alignment.

The Partnership will strive to adhere to the following success factors:

- Sectors are validated/selected by regional consensus, but based on data from Maher & Maher, MERIC, and local certification through additional local labor certifications
- Processes are established to ensure that employers' assessed talent needs are clear
- Partners' plans and organizations are aligned to support the talent pipeline
- Education and training programs and curricula are aligned to support the talent pipeline
- Business services and services for job seekers/workers are aligned to sector strategies
- Strategies are adaptable to change and sustainable through established collaborative processes

3. *Describe how the Board will identify and reach out to the Registered Apprenticeship training program sponsors within its LWDA. Boards must verify that the program is a Registered Apprenticeship sponsor with the DOL Office of*

Apprenticeship. Eligible Training Provider System guidance requires that Registered Apprenticeship training programs be contained in the state's system.

The NEMO Workforce Development Board is working with the DOL local apprenticeship representative to partner and enhance apprenticeship opportunities. The WDB is currently exploring more opportunities to expand into the area of apprenticeships. The DOL local apprenticeship representative is collaborating with the NEMO WDB to ensure an effective partnership is in place to support our local apprenticeships and employers. The Northeast Region has several employers offering apprenticeship programs. NEMO WDB has added an apprenticeship training representative to the Board and continues to have business and union representation relating to apprenticeships and apprenticeship training program on the Board. Proper verification will occur and outreach to registered apprenticeship training program sponsors will be promoted to ensure effective processes and partnerships are in place.

The Division of Workforce Development will initially identify the registered apprenticeships in the state and invite them to be on the Eligible Training Provider List (ETPL). The NEMO WDB will monitor the ETPL and Office of Apprenticeship website to stay apprised of apprenticeship opportunities.

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

See **Attachment 10**.

F. Innovative Service Delivery Strategies

1. *Describe how the Board will support the Missouri Re-entry Process ex-offender initiative. Include the services to be provided for ex-offenders and the process to be used to identify employers willing to hire ex-offenders.*

The Northeast Workforce Development Board supports the efforts of the Missouri Re-Entry Process (MRP). Ex-offenders who are preparing to be released from prison will receive a comprehensive workplace readiness training while living in the transitional housing units from Department of Corrections. It is during this time the individuals will be provided with a full array of skills and resources that will prepare them to conduct a successful job search prior to their release.

Those individuals referred to DWD (via Toolbox 2.0) through the Missouri Re-Entry Process will make contact with the designated DWD "Point of Contact" staff or other designated staff in the Job Centers. Individuals participating in the MRP program will be provided an orientation to Job Center services which will

assist them in making informed choices about the services they need and the development of their employment plan.

Prior to their release the Department of Corrections staff will complete an assessment of the individuals needs and develop a Transition Accountability Plan (TAP) to identify employment needs and identify barriers. Department of Corrections staff will utilize this document to communicate the individual's employment needs and barriers to the DWD Point of Contact. This document will be used to begin an assessment, identify barriers, and develop an employment plan.

As employment will be the priority for these individuals, job development and job search assistance will be the first priority of service. The full array of services will be provided as appropriate to assist these individuals in setting occupational goals and obtaining employment.

Through Job Center services these individuals will have a multitude of resources available. With the implementation of the Next Generation Career Center model, additional resources have been added to assist them to search for employment and view current job openings, research training programs, attend job center workshops, and make other selections from the Job Center's products and services. Individuals participating in the MRP program will have access to upgrade their skills and gain knowledge of other job search websites and on-line tools.

Referrals will be made to the appropriate agencies that are providing such services to assist with their needs. Each MRP referral will receive an initial quick assessment. Monthly Career Ready presentations are also conducted by DVOP staff at the correctional facilities in Bowling Green and Moberly. WorkKeys scores, remediation procedures (if needed) and other useful information on additional job seeking and skill upgrading on-line tools will be discussed. Referrals will be documented in Toolbox. Communication between Job Center staff is essential to the success of the individuals reaching their goals and obtaining employment. Service notes will be entered identifying the services that are being provided to ensure coordination of services and a continued line of communication between everyone to ensure success. Ex-offenders must meet eligibility requirements of the programs in which they are referred.

An on-going effort will be made to identify employers who are willing to hire ex-offenders. The State Work Opportunity Tax Credit (WOTC) website lists several employers who have in the past hired ex-offenders through the WOTC program. Additional employers will be identified as marketing of the program increases through job center job placement and job development practices.

2. *Describe the Board's strategies for promoting and increasing enrollments in the work based learning programs, such as WorkReadyMissouri program and*

Transitional Jobs, including processes to target and encourage employer participation.

The Business Services team will conduct marketing and outreach to business customers through local business or civic group presentations (Society of Human Resource Management, Chamber meetings, Rotary, etc.) and by the various methods (job fairs, hiring events, employer visits, etc.) used to share programs individually with businesses. Work experience and internships will be promoted as a lead into the On-the-Job Training program to appropriate businesses. In addition, Job center staff will market the work based learning programs to participants with significant barriers regarding past employment such as ex-offenders, long term unemployed, inconsistent work history (fired from multiple jobs, job hopping), etc. The participants will gain the opportunity to learn new skills while employers are provided an opportunity to hire a potential employee on a trial basis to determine if they are a good fit to their business. The success of this program will be dependent upon the Employment Team staff working closely with the Business Service staff to place quality workers with appropriate employers.

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

The Governor's Show-me Heroes Program is an initiative to connect Missouri Employers with Veterans who seek employment opportunities. The intent is to provide increased employment interviews and hiring opportunities to Missouri Veterans, Members of the Missouri National Guard, and United States Reserve Components. Employers have the opportunity to make a Show Me Hero pledge, which honors their commitment that they will support Missouri Veterans and if hiring will provide a focused effort to proactively seek qualified Veteran's for employment interviews and enhanced hiring opportunities. The target group under this commitment is our Missouri Veterans and members of the National Guard and Reserve. Employers that take the pledge will be presented with relevant information about this program as well as other welcome materials that will facilitate and assist with opportunities to hire Veterans. The Northeast Region's Local Veterans Employment Representatives will conduct outreach, providing employers with flyers and other information about the impact of the program and the advantages that it can offer, from the pledge to the on-the-job training component, to their business.

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

The NEMO Workforce Development Board will actively educate communities within its region about the program and encourage participation and success. In

addition, the WDB will continue searching for and reaching out to the high-quality leaders to guide the communities to accomplish the goals required of them. It is the hope of the NEMO Workforce Development Board that all counties within the region will apply and achieve their goals. WDB or Job Center staff will be part of the committee in each county. Adair County was the first to become certified. Randolph County is certified as well. Macon, Monroe, Marion, Ralls, Montgomery, Lincoln, Warren, and Pike counties are all counties in progress that have applied for certification. Knox and Lewis counties plan to apply. Recruitment efforts and education for the remaining counties are occurring. The NEMO WDB has participated on most of the Leadership teams for the initiative and helped in planning strategies for each county to achieve their set goals. The WDB has also helped in WorkKeys testing and ensured agreements were in place with community colleges to assist in proctoring and testing college students. The local community colleges are leading the effort in proctoring tests to high school students. The WDB applied and received grant funding to pay for high school WorkKeys testing. The WDB will continue to support all counties in NE pursuing this initiative.

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

The NEMO Workforce Development Board has partnered with the community colleges in our region to coordinate the TAACCCT grant initiatives. The goal is to direct clients interested in the targeted fields to training that will be in high demand for years to come.

The TAACCCT grant programs will provide training that otherwise would not be available in our region. The project will allow the NEMO WDB to address our regional vacancies and a career cluster identified by the state that will continue to grow in the coming decades.

Both the NEMO WDB and the community colleges will identify and initiate intake into the program. Individuals who have expressed interest in targeted fields will be potential participants. Basic Career services available to TAACCCT will be provided by the job centers. The WDB and community colleges will provide and share results of assessments (WorkKeys) (TABE) and academic credit as appropriate for meeting grant deliverables. Further assessments will be performed as determined by the skills team.

The WDB will collaborate with the community colleges using the referral process to ensure placement performance. Eligibility determination for the TAACCCT projects will occur in the job centers via standardized WIOA and Trade Act Assistance (TAA) criteria. Eligible participants are those receiving TAA, as well as other unemployed, dislocated workers or low skilled participants. If eligible, individuals having barriers may be provided support services depending on the availability of funds.

The WDB will be responsible for Toolbox enrollment and the community colleges will be responsible for entering data in the community college database as required by the TAACCCT program. The WDB and community colleges will have open communications and coordinate participants' reports and updates. Both organizations will participate regarding employment and placement.

See **Attachment 11**.

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' customers to the services offered by the One-Stops in the LWDA. Outline efforts for conducting outreach campaigns to educate faith-based and community organizations about the attributes and objectives of the demand-driven workforce investment system. Indicate how these resources can be strategically and effectively leveraged in the LWDA to help meet the objectives of WIOA. (For more information, reference DOL's tool, *Making It Real: Strategies for State Agencies and Local Workforce Boards to Increase Partnerships with Faith-Based and Community Organizations*.)*

The NEMO Workforce Development Board has a long-standing relationship with community based organizations in the Northeast Region. Community action agencies are partners in the one-stop job center system and NECAC is a current member on the Workforce Development Board and its committees.

Many partnerships currently exist with community-based and faith-based organizations including ministerial alliances, caring community organizations, food banks, health departments and other health related organizations, organizations that serve individuals with disabilities, and other local organizations focused on serving the most in need. Job center staff regularly attend community agency partnership meetings where resource sharing and referral activities occur continually. Resources are frequently pooled in order to assist individuals in need in the local community.

The NEMO Workforce Development Board will continue to develop relationships with both the community-based and faith-based organizations within the Northeast Region. As opportunities arise, projects will continue to be developed with these entities.

The NEMO Workforce Development Board, Inc. (NEMO WDB) which is the sub-grant recipient and fiscal agent for the Northeast Workforce Development Region for the WIOA Title I funding allocation, acknowledges that these funds can be used to employ or train participants in religious activities, as long as this assistance is provided in accordance and adherence to WIOA law and other provisions with respect to federal regulations concerning faith-based organizations and religious activities.

Faith-based organizations must be eligible, on the same basis as any other organization, to apply for or receive Federal financial assistance under and participate in any DOL social service program for which the organizations are otherwise eligible. This means the NEMO Workforce Development Board will not discriminate against an organization, an eligible training provider or other provider solely on account of religion.

XII. Regional Planning Guidance

Describe the Regional Plan (St. Louis and Kansas City Regional Planning)

Not applicable to NEMO.

XIII. Local Administration

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

[Additional information about specific action for local performance negotiation will be forthcoming.](#)

- B. *Identify the Local Fiscal Agent, if one is designated by the CLEO.*

The Northeast Region Chief Local Elected Officials have designated the NEMO Workforce Development Board as the Administrative Entity, Grant Recipient and Fiscal Agent for funds allocated to the local area under section 107(d)(12)(B)(i)(II) of the Workforce Innovation and Opportunity Act. In addition, the NEMO Workforce Development Board will serve as the Administrative Entity, Grant Recipient and Fiscal Agent for other federal and/or state funds which are awarded to the Board for workforce development and associated programs.

C. Describe the competitive (procurement) process used to award the grants and contracts in the LWDA for activities carried out under title I of WIOA, including the process to procure training services for Youth and any that are made as exceptions to the ITA process. Include as **Attachment 12**, the information on the following processes advertisement/notification to prospective bidders, time period bidders have to respond to the solicitation, evaluation, and award/non-award notification. This may include those pages from the region's procurement guidelines that describe the competitive procurement process and the process to procure Youth training providers.

See **Attachment 12**.

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

The NEMO Workforce Development Board will review other available best practices for ways to be more efficient and effective, and to ensure that administrative costs will be streamlined to leave the optimum level of funds available to meet the training needs of Missouri's workforce.

The Northeast Region is a strong advocate of collocation and the integration of services as we believe it reduces the administrative and programmatic costs to the workforce development system. It eliminates the duplication of services and is a more efficient use of local resources. The NEMO Workforce Development Board will continue working with the one-stop partners to encourage collocation as a way of streamlining services and reducing administrative costs.

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

The NEMO Workforce Development Board has adopted the NGCC model and its philosophies for creating a system that is truly integrated. The job centers have undergone a mass transformation to create an integrated service delivery system with an integrated customer flow. Each center has three tracks that operate by function and not program. These teams are responsible for providing three major functions: welcome/assessment, skills, and employment/business service which are overseen by a Functional Leader. Services are delivered to customers through these teams that consist of cross trained staff from Title I WIOA Adult and Dislocated Worker and Wagner-Peyser programs. Continuous learning to cross train staff is critical to the success of this model and to ensure services are not duplicated. The Job Centers will close for one hour each week so that cross training can be provided to all center staff. All customers will be dually enrolled into all programs which they are eligible including Title I WIOA Adult, Title I Dislocated Worker, Wagner-Peyser and Trade Act. Customers will be included in the performance pool for all programs in which they are enrolled. The Toolbox case management system will be used as the primary

source of gathering and tracking the customer's information/progress. The Toolbox system will serve as a centralized location for all customer data which can be accessed by team members and partner staff. Job center staff and partners share information through the system ensuring that services are not duplicated.

Additionally, an Access Committee was formed by the NEMO WDB to ensure coordination of services with all one-stop system partners and additional partners, and avoid duplication of services. Representation from all one-stop system partners and additional partners identified will be maintained on this committee. The committee meets periodically to identify additional resources available, explore additional ways to partner, improve referral process and coordination of services overall.

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

See **Attachment 13**.

- G. *Complete and sign the "Statement of Assurances Certification" form located in this guidance and include this as **Attachment 14** to the Plan.*

See **Attachment 14**.

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

The NEMO Workforce Development Board is responsible for implementing the local WIOA non-discrimination regulations. The NEMO Workforce Development Board complies with the requirements prescribed under WIOA. The NEMO Workforce Development Board makes public the name and information of the local EO Officer and ensures that the EO Officer's identity and contact information appears on all communications about Equal Opportunity and non-discrimination programs. The Local EO Officer is identified on all "Equal Opportunity is the Law" posters and other communication such as the complaint guide that is made available to all applicants, employees, and partner staff in the Job Centers and Satellite offices. The NEMO Workforce Development Board is following the State's procedure as referenced in State DWD Issuance 09-2012.

The Local EO Officer has informed all Job Center and outreach offices of the need to have the newest version of "Equal Opportunity is the Law" posters that includes the

contact for Unemployment Insurance as well as Job Center services, both in English and Spanish posted, and to make available Complaint and Grievance cards to all visitors of the office. This is reviewed at least once a year to make sure these are available to the general public.

See **Attachment 15**.

ATTACHMENTS

1. List of Comprehensive One-Stop Centers and Affiliate Sites
2. Local Supportive Services Policy
3. Memorandum of Understanding (signed by all the parties) – if available or by July 1, 2016.
4. Cost-Sharing Agreement between the Local Workforce Development Board and DWD (printed from FRS)
5. Local Workforce Development Board Membership List
6. Local Workforce Development Board By-Laws and Attestation Form
7. Chief Elected Officials' Agreement (optional), CEO membership and By-Laws
8. Conflict of Interest Policy for Local Workforce Development Staff and Contracted Staff
9. Sub-State Monitoring Plan
10. Business Services Plan
11. MOU between the Local Workforce Development Board and the Community Colleges
12. Local Competitive Procurement Process
13. Planning Budget Summaries for Program Year 2016 and Fiscal Year 2017
14. Statement of Assurances Certification
15. Complaint and Grievance Policy
16. Youth Council Membership List