

# Local Plan PY20-PY24

Local Workforce Development Board: Northeast Missouri Workforce Development Board, Inc.

## STRATEGIC ELEMENTS

### 1. Local Workforce Development Board's Vision

State the Board's vision for the Local Workforce Development Area (LWDA) and how this vision meets, interprets, and furthers the Governor's vision in the PY20–PY24 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.

NEMO Workforce Board recognizes that the vision must be flexible to changes in the economy in order to serve the jobseekers and employers. The Pandemic brought many more challenges to Workforce and changed the Board focus somewhat. The focus for the Board is on Recovery for our jobseekers and our employers. We will continue serving the populations that are often overlooked, such as Justice Involved Individuals, Individuals with disabilities and Older Workers to ensure the employers are aware of the potential of these populations to fill the openings they have.

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

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. Consistent job driven training strategies across relevant programs are being applied while engaging economic, education, and workforce partners.

- A. Assist all jobseekers by identifying and assisting them in overcoming barriers to employment. The primary barriers in Northeast Region are lack of transportation, childcare and broadband internet as well as overcoming basic skills deficiencies.
- B. Work with partners to create methods of referral that will develop improved service access and maximize efficiency. 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 and employers, 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. Both WIOA partner agencies and employers can access the website, jobs.mo.gov, a common employment support system.
- G. The region will strive to achieve negotiated performance measures (Employment Goals, Median Earnings Goals, Credential Attainment Rate, Measurable Skill Gains, and Effectiveness in Serving Employers). MoPerforms supplies Real-time data that will be utilized and shared with the Board and the Subrecipients to ensure that the region stays on target to meet or exceed the goals.

## **2. Local Workforce Development Board's Priorities**

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

The LWDA has taken into consideration the current available workforce, demographic groups including minorities, people with disabilities, older workers, justice involved individuals, 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. Employers are struggling to fill open positions and retain a trained workforce. The balance for a competitive workforce and a pipeline of applicants, is critical with the employer, community, education, and workers all having a major stake in developing skills and enhancing productivity with a 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. NEMO WDB will focus on Work Experience, On-The-Job Training, Incumbent Worker Training, and Registered Apprenticeships to build on skills to fill the needs of the employers.

According to MERIC data, in the NE Region, for the period of 2018-2028 the largest growth industries in Northeast Missouri will be Ambulatory Health Care Services, Non-store Retailers, Merchant Wholesalers (Non-Durable Goods) Crop Production, Food Services and Drinking Places, and General Merchandise Stores. In addition to these industries, we must look at long term needs of the region, which will include construction, HVAC, transportation (truck drivers), software developers, healthcare, including technicians and pharmacy, and education. <https://meric.mo.gov/>

Throughout the workforce, job applicants often lack basic 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.

The Registered Apprenticeships become more important with the present economic status. The program allows employers to train and educate employees to fit their needs in the workplace. The Employer is

responsible to, with the help of USDOL, build their training program to fit their needs. At the same time, the employees can earn wages while being trained for a position and put themselves into a position to advance their career through earning nationally recognized certifications from the United States Department of Labor.

### **3. Local Workforce Development Board's Strategies**

Describe the Board's strategies and goals for operation, innovation and continual improvement based on meeting requirements for the needs of businesses, job seekers and workers. Required strategies are listed below. Please describe the strategies and objectives for:

- a. **Career Pathways:** NEMO WDB's goal is to follow six basic steps to ensure our clients are increasing their possibilities for self-sustaining careers. The first step is to identify and engage a cross section of agencies and determine each agency's role. The second step is to identify the in demand sectors in the region. The third step is to engage with our education providers; community colleges, career and technical schools, AEL partners, and universities to determine what courses of studies are needed to meet the needs of the employers and jobseekers. Steps 4, 5 and 6 are ongoing. We continue to work with all of our partners to share information on grants and other funding streams so we are able to align our programs and funding to make the best use of all of our resources, both time and funding. We hope to develop a consistent method to measure outcomes across the agencies concerning development of Career Pathways.
- b. **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. We have had low participation from Employers so the committee will develop a plan to engage more employers, which might involve quarterly or semi-annual meetings with subject matter experts speaking about programs/services that are of interest to business. Reduction of staff to engage with the local employers and funding cuts, presents another issue our committee will be working with.

The partners from local and regional Economic Development and Labor will play a key role in Employer Engagement. NEMO WDB 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.

- c. **Business Needs Assessment:** Board members have suggested that the Board develop a Needs Assessment Survey to send to Employers in the area on a quarterly or semi-annual basis. The survey would be sent out electronically and should be short and quick with specific topics each time. In review of this suggestion, it was found that there are many organizations sending out surveys, so instead of burdening the employers with another survey, we will rely on the data that is gathered from other local, regional, and state entities. It was also suggested we might engage employers on a quarterly or semi-annual basis in a Round Table format to discuss Business Needs. The Office of Workforce Development, in cooperation with the Job Centers work with the Employers and ask them to complete surveys. These surveys are reviewed by OWD and the Business ServicesTeam and shared with the Job Center Staff. We will distribute these surveys to all Board Members when they are received. These surveys are more focused on Customer Service than specific needs.

The WDB Executive Director or designee will attend economic development meetings, chamber meetings, agency meetings and meetings with employers in regard to apprenticeships, WIOA programs, and incumbent worker programs, whenever possible. We will continue to assist with Workforce Summits that bring employers, education, and workforce together as well as specialized events such as Manufacturing Day, Job Fairs, and Reverse Job Fairs.

- d. Alignment and Coordination of Core Program Services: The Job Centers will deliver a true integrated service to all of the jobseekers 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. In order to deliver meaningful assistance to our customers, we will assist them with setting up an appointment and we will follow up with them to ensure they were able to receive the assistance they needed. We utilize the Missouri Services Navigator Directory to guide us in the referral process.

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 and training development, and employment. Enhanced opportunities will be provided for the customers of Adult Education, Corrections, Vocational Rehabilitation, Veterans, and TANF program partners.

- e. Coordination with Economic Development: NEMO Workforce Development Board will collaborate with EcoDev to host learning sessions for the Board Members. Information will be shared to inform the Board Members on the functions and activities of the Economic Development Districts and how the partnership with them will help the Board develop their strategies to foster a more stable and diverse economy, assist in the creation of jobs, and improve the overall living conditions in the Northeast Region. We will participate in and utilize the CEDS information and Labor Demand Surveys compiled by the Economic Development Districts. Beginning in PY2020, all economic development directors will be invited to Board Meetings and will be given time on the agenda to present information on their respective areas. The Executive Director or designee will attend Local Economic Development meetings and functions when possible.

Northeast Missouri believes in “Growing Our Own”. We are a very rural area and it is more difficult to attract large businesses in most of our small communities, so we focus on serving small business start-ups and businesses that are growing or expanding. We will continue to work with our local/regional/state Economic Development partners to assist them with their workforce needs as they develop new business and assist with existing business expansion. Northeast Missouri is fortunate to have Small Business Development Centers in Hannibal, Kirksville, Moberly, and nearby St. Charles. Missouri Rural Enterprise and Innovation Center

in Kirksville provides their expertise to small businesses. Missouri Department of Economic Development representatives travel throughout Northeast Missouri promoting and assisting businesses and the Missouri Works program has been invaluable to our businesses in helping them grow. University of Missouri Extension Offices are located in every county and are a valuable resource for assisting small business.

- f. Outreach to Jobseekers and Businesses. (The LWDB should explain its outreach plan to attract WIOA eligible individuals. Please highlight any efforts to reach veterans, spouses of veterans, and displaced homemakers.): The NEMO WDB will reach out to businesses through the Business Service Team, Board Staff, Subrecipient Staff, OWD Job Center Staff, 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. We hold small scale hiring events for our employers at our jobcenters. We have had great success with Reverse Job Fairs for individuals with disabilities and plan to expand this concept to other populations, such as Older Workers, Veterans and spouses of Veterans, and Justice Involved Individuals. We have also found that the Sector focused Job Fairs have been very well received so we will continue to participate in these events. This is a joint effort in Kirksville between the Chamber, Economic Development and other valued partners in the area.

Since transportation is one of our key barriers, we go where the people are. Our job center staff travel to community action offices, food pantries, libraries, schools, correctional facilities, both State and County, colleges and universities, and career and technical schools to meet with jobseekers. By June 30, 2022, NEMO WDB will have a network of locations with at least one access point in each of the sixteen counties. Established and advertised days and times will have our Job Center Staff traveling to these locations to meet with clients and accommodate walk-ins and referrals from other local agencies.

The LWDA will stay involved with the county inter-agency organizations, which are comprised of governmental, non-profit, and faith-based organizations. Participation will further educate community leaders, who serve the most-in-need people in the community, of workforce programs and services available through the Job Centers. Sharing this information will potentially lead to WIOA eligible referrals, including veterans, spouses of veterans, and displaced homemakers. The Veterans staff in the Comprehensive Job Centers work closely with the Job Center staff to serve our Veteran job seekers. They lead, participate, and help coordinate our hiring events, job fairs, and all other events held in our region.

- g. Access—Improvements to Physical and Programmatic Accessibility: All of the Comprehensive One-Stop Job Centers and Affiliate Job Centers are physically and programmatically accessible to individuals with disabilities. Any individual is free to request an accommodation of auxiliary aids and services, and the obligation to provide such is triggered upon such a request. Each job center maintains a binder at the front desk that includes the guidelines and information on all assistive devices available in the job center as well as all assistive devices available upon request. Local EO Officer does an annual training of all staff on the policy and the use of the assistive devices. All job centers have signs posted to alert customers that accommodations are available upon request. It is the intent of the WDB that all staff are fully trained on the availability and uses of Assistive Technology. When reasonable accommodations or modifications are necessary Job Centers will ensure this is provided in a timely manner by contacting a local agency that provides assistive devices or contacting the Local EO Officer (absent undue hardship or a fundamental alteration of the program, activity, or service).

### Assistive Technology Available at Comprehensive Job Centers

Adjustable Height Table	Large Monitor
Window Eyes Screen Reader	Portable Assistive Listening Devices
Zoom Text	
Big Keys Keyboard	TTY/Relay Service
Trackball Mouse	Microsoft Computer Assistive Applications
Phone Amplifier	Smartphone Assistive Applications
Large Monitor	Tape Recorder
Hands Free Speaker Phone w/Large Keypad	
*Language Interpreters and Sign Language Assistance are contracted and available upon request.	
*Additional equipment is available upon request from the Equipment Technology Consortium, MO Assistive Technology and local partners.	

NEMO WDB formed an Access Committee that includes agencies that serve people with barriers to employment, i.e. people with disabilities, justice involved individuals, older workers, low income. This committee evaluates programs, outreach, and referral methods to ensure all job seekers are being served. This committee has been instrumental in planning and holding events for our special populations. The Committee Chair is from Vocational Rehabilitation.

- h. Customer Service Training: The Business Services Team reviews the Customer Service Surveys and offers suggestions on how we can improve on our services for jobseekers and businesses. The surveys are discussed during weekly staff meetings at each job center to ensure all staff understand the importance of delivering excellent customer service. As part of our Professional Development plan, we will be providing Customer Service Training to all staff.
- i. Outcome measures assessment, monitoring and management: NEMO WDB Executive Director monitors performance at least monthly. This information is shared with the Board and the One-Stop Operators quarterly or more if needed. Benchmarks are contained in the Subrecipient Annual Contracts and are reviewed on a quarterly basis to ensure they are on target to meet their goals and, if not, a plan is developed to assist in meeting the goal. The ED also reviews the rosters from MoPerforms and distributes to the Subrecipients. This is an effective method to ensure all measures have been reported in MoJobs correctly and provides a list of participants that may need additional follow-up to reach their goals. The predictive reports are utilized to ensure the region is looking to future quarters to stay on track. The Operations/Program Coordinator and/or the Executive Director attend quarterly JobStat meetings for additional training and information on policy and performance. The Operations and Program Coordinator performs Programmatic and EO monitoring with the Subrecipients on a continuous basis. The Fiscal Officer monitors the Subrecipients financial records a minimum of once per year.

- j. Support Services - Through the region's strong partnerships, collaboration to leverage services, provide wrap-around services (including supportive services), and enhance support for the customer increases the likelihood for customers to take advantage of opportunities and achieve success. Through WIOA and TANF funding, NEMO WDB is able to provide assistance with, but not limited to, childcare, transportation, tools, supplies and other work or educational related supplies needed. Since WIOA funding is the last resort, Job Center staff will provide a direct linkage to appropriate services and assistance through other State, Federal, local and faith based agencies. WIOA will assist with unmet needs per Board policy.

## 5. Economic, Labor Market, and Workforce Analysis Source

Please indicate the source of the information. If using Missouri Economic Research and Information Center (MERIC) data, please indicate the source is MERIC. If using another resource, please reference the source. MERIC regional representatives can be found online at <https://meric.mo.gov/about-us>

MERIC is the source used for data.

## 6. Economic Analysis

Describe the LWDA's current economic condition, including the following information by county (if your LWDA includes more than one county) and the overall region.

- a. Average personal income level;
- b. Number and percent of working-age population living at or below poverty level;

### Personal Income

In the Northeast Region, personal income is below the state average of \$51,697 in all sixteen counties. The highest per capita income in the region is Montgomery County (\$46,688) and the lowest is Schuyler County (\$33,550).

Personal income increased in 2020 in both the U.S. and Missouri due to an increase in transfer payments. Transfer payments reflected new government relief payments provided by the Coronavirus Aid, Relief, and Economic Security (CARES) Act of 2020, including increases in state unemployment insurance compensation and economic recovery payments to individuals.

The statewide poverty rate of working age persons, or those 18-64 years, is 8.0 percent. Seven counties have a poverty rate less than the state average, including Macon (6.1%), Scotland (6.1%), Lincoln (6.2%), Warren (6.8%), Monroe (7.3%), Clark (7.7%) and Ralls (7.9%). The county with the highest poverty rate is Adair County at 18.7 percent.

Name	2020 Per Capita Personal Income	Working Age Population living below poverty level	
		Number	Percentage
<b>Missouri</b>	\$51,697	474,886	8.0%
<b>Adair</b>	\$34,867	4,265	18.7%
<b>Clark</b>	\$40,825	507	7.7%
<b>Knox</b>	\$40,933	395	10.2%
<b>Lincoln</b>	\$44,032	3,454	6.2%
<b>Macon</b>	\$44,785	912	6.1%
<b>Marion</b>	\$44,121	2,725	10.0%
<b>Monroe</b>	\$44,528	624	7.3%
<b>Montgomery</b>	\$46,688	997	9.0%
<b>Pike</b>	\$40,471	1,389	8.6%
<b>Ralls</b>	\$44,688	793	7.9%
<b>Randolph</b>	\$42,615	2,081	9.2%
<b>Schuyler</b>	\$33,550	423	9.4%
<b>Scotland</b>	\$41,576	294	6.1%
<b>Shelby</b>	\$45,373	506	8.8%
<b>Warren</b>	\$45,011	2,334	6.8%

**Sources:**

*Per Capita Personal Income - Bureau of Economic Analysis 2021*

*Poverty Level - American Community Survey-5 Year data (2015-2019)*

c. Number and percent of working age population determined to have a barrier to employment;

Barriers to employment can include homelessness, disability status, lower education levels, and limited proficiency with the English language. In eight of the 16 counties in this region, the percentage of the working age population with disabilities is above the state average of 12.2 percent, with Knox County having the highest percentage at 18.1 percent. The percentage of the working age population with some difficulty with the English language in Missouri is 1.1 percent. The percentage of the working age population with some difficulty with English language is lower than the state average in all except two counties (Adair and Clark) in the region.

In Missouri, 9.4 percent of the working age population does not have a high school diploma. Twelve of the 16 counties in the region have higher percentage of the working age population without a high school diploma than the state average. Scotland County has the highest percentage of the working age population without a high school diploma at 26.8 percent, whereas Adair County has the lowest percentage of the working age population without a high school diploma at 7.2 percent.

Barriers To Employment									
Area	Total Population	Total Population 18-64	% of 18-64 in Population	Total Population 18-64 with less than high school diploma	% of Population 18- 64 without high school diploma	Total Population 18-64 with a disability	% of Population 18-64 with a disability	Total Population 18-64 who speak English "not well" or "not at all"	% of Population 18-64 who speak English "not well" or "not at all"
<b>Missouri</b>	6,104,910	3,716,573	60.9%	348,975	9.4%	453,975	12.2%	42,150	1.1%
<b>Adair</b>	25,369	16,985	67.0%	1,230	7.2%	1,805	10.6%	404	2.4%
<b>Clark</b>	6,779	3,835	56.6%	512	13.4%	410	10.7%	44	1.1%
<b>Knox</b>	3,947	2,157	54.6%	320	14.8%	390	18.1%	0	0.0%
<b>Lewis</b>	9,955	5,890	59.2%	490	8.3%	628	10.7%	0	0.0%
<b>Lincoln</b>	56,477	34,559	61.2%	3,493	10.1%	4,735	13.7%	63	0.2%
<b>Macon</b>	15,199	8,249	54.3%	646	7.8%	1,308	15.9%	20	0.2%
<b>Marion</b>	28,608	16,811	58.8%	1,765	10.5%	1,928	11.5%	0	0.0%
<b>Monroe</b>	8,629	4,813	55.8%	528	11.0%	664	13.8%	11	0.2%
<b>Montgomery</b>	11,487	6,576	57.2%	1,018	15.5%	1,000	15.2%	17	0.3%
<b>Pike</b>	18,455	11,272	61.1%	1,799	16.0%	1,098	9.7%	11	0.1%
<b>Ralls</b>	10,234	5,911	57.8%	517	8.7%	564	9.5%	2	0.0%
<b>Randolph</b>	24,878	15,342	61.7%	1,875	12.2%	2,215	14.4%	10	0.1%
<b>Schuyler</b>	4,555	2,481	54.5%	269	10.8%	374	15.1%	2	0.1%
<b>Scotland</b>	4,902	2,590	52.8%	695	26.8%	301	11.6%	1	0.0%
<b>Shelby</b>	6,013	3,322	55.2%	321	9.7%	421	12.7%	9	0.3%
<b>Warren</b>	34,453	20,170	58.5%	2,468	12.2%	2,444	12.1%	89	0.4%

*Source: American Community Survey-5 Year data (2015-2019)*

d. Employment rates for the last 5 years;

The unemployment rate in the Northeast Region is declining after peaking in 2020 due to the COVID-19 pandemic. In the first nine months of 2021, the unemployment rate has decreased in all counties of the region. The statewide average unemployment rate for 2021 through September is 4.3 percent. The unemployment rate in fourteen counties is at or below the state average, with the lowest percentage in Scotland County (2.5%) and the highest in Clark and Lincoln Counties (4.6%).

Unemployment Rate by County - Northeast Region					
Year	2017	2018	2019	2020	Thru Sept 2021
<b>Missouri</b>	<b>3.8</b>	<b>3.2</b>	<b>3.3</b>	<b>6.1</b>	<b>4.3</b>
<b>Adair</b>	<b>4.3</b>	<b>3.6</b>	<b>3.9</b>	<b>5.1</b>	<b>4.3</b>
<b>Clark</b>	<b>5.6</b>	<b>3.9</b>	<b>3.6</b>	<b>6.0</b>	<b>4.6</b>
<b>Knox</b>	<b>3.2</b>	<b>2.9</b>	<b>2.9</b>	<b>4.0</b>	<b>3.0</b>
<b>Lewis</b>	<b>3.4</b>	<b>2.9</b>	<b>3.2</b>	<b>4.9</b>	<b>3.4</b>
<b>Lincoln</b>	<b>3.6</b>	<b>3.3</b>	<b>3.3</b>	<b>6.3</b>	<b>4.6</b>
<b>Macon</b>	<b>3.6</b>	<b>3.0</b>	<b>3.4</b>	<b>4.8</b>	<b>3.6</b>
<b>Marion</b>	<b>3.6</b>	<b>3.1</b>	<b>3.2</b>	<b>4.8</b>	<b>3.4</b>
<b>Monroe</b>	<b>4.3</b>	<b>3.6</b>	<b>4.2</b>	<b>5.9</b>	<b>4.3</b>
<b>Montgomery</b>	<b>3.3</b>	<b>2.9</b>	<b>3.1</b>	<b>5.0</b>	<b>3.7</b>
<b>Pike</b>	<b>3.4</b>	<b>3.6</b>	<b>3.5</b>	<b>5.5</b>	<b>4.0</b>
<b>Ralls</b>	<b>3.1</b>	<b>2.8</b>	<b>3.1</b>	<b>4.5</b>	<b>3.4</b>
<b>Randolph</b>	<b>4.5</b>	<b>3.8</b>	<b>3.9</b>	<b>5.9</b>	<b>4.2</b>
<b>Schuylerville</b>	<b>4.9</b>	<b>4.1</b>	<b>4.3</b>	<b>5.7</b>	<b>4.1</b>
<b>Scotland</b>	<b>3.1</b>	<b>2.8</b>	<b>3.1</b>	<b>3.3</b>	<b>2.5</b>
<b>Shelby</b>	<b>3.5</b>	<b>3.1</b>	<b>2.9</b>	<b>4.5</b>	<b>3.3</b>
<b>Warren</b>	<b>3.2</b>	<b>2.8</b>	<b>2.9</b>	<b>5.8</b>	<b>4.1</b>

*Source: Local Area Unemployment Statistics, Not Seasonally Adjusted*

e. Major layoff events over the past 3 years and any anticipated layoffs; and

Company Name	Date of Layoff	How many affected (est.)	Note
Spartan Light Metals - Hannibal	March 26, 2020	72	Downturn in Business Due to Covid
Mark Twain Casino-LaGrange	April 1, 2020	139	Shut Down Due to Covid
Dura Automotive-Moberly	February 8, 2021 to June 30, 2021	72	Closure of plant
American Botanicals - Eolia	November 3, 2021	25	Closure

f. Any other factors that may affect local/regional economic conditions.

Economic and workforce data in 2020 was rapidly and significantly impacted by the COVID-19 pandemic. It is important to use some consideration in using this data, as some data sets do not yet reflect the recovery occurring in 2021.

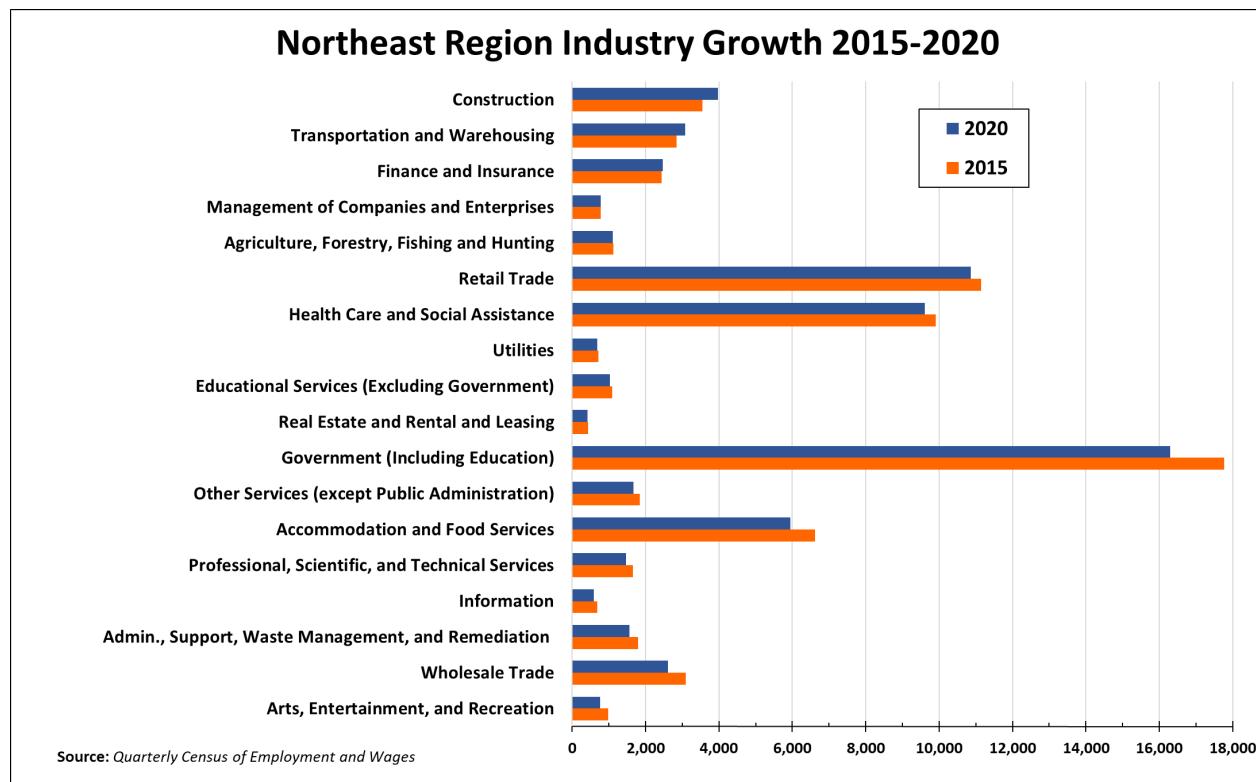
## 7. Labor Market Analysis

### a. Existing Demand Industry Sectors and Occupations

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

## Current Industry Demand

The Northeast Region has a negative compound annual growth rate of -1.0 percent over the past 5 year period from 2015 to 2020, indicating the impact of the COVID-19 pandemic on the market. However, three industry groups have increased employment at a positive compound annual growth rate. Those industries are *Construction* (438 new employments at 2.4% compound annual growth rate), *Transportation and Warehousing* (226 at 1.5%), and *Finance and Insurance* (38 at 1.6%).



## Location Quotient

Location Quotient (LQ) describes the concentration of an industry in a geographic region in relation to the nation. The national average is 1.0. Industries with an LQ higher than 1.0 indicate a concentration in the area and the need for an above average number of workers to support the industry.

The Northeast Region has two industries with LQs higher than 3.0: *Gasoline Stations* (3.8) and *Nonmetallic Mineral Product Manufacturing* (3.2). Other industries with high LQs are *Animal Production and Aquaculture* (2.6), *Nursing and Residential Care Facilities* (1.8), *General Merchandise Stores* (1.8), *Building Materials and Garden Supplies* (1.8), *Truck Transportation* (1.7), and *Heavy and Civil Engineering Construction* (1.7).

2020 Northeast Region Location Quotients		
Industry	Employment	Location Quotient
Gasoline Stations	1,791	3.8
Nonmetallic Mineral Product Manufacturing	653	3.2
Animal Production and Aquaculture	347	2.6
Nursing and Residential Care Facilities	2,943	1.8
General Merchandise Stores	2,693	1.8
Building Material and Garden Equipment and Supplies Dealers	1,215	1.8
Truck Transportation	1,284	1.7
Heavy and Civil Engineering Construction	894	1.7
Crop Production	435	1.6
Machinery Manufacturing	804	1.5
Credit Intermediation and Related Activities	1,834	1.4
Repair and Maintenance	785	1.2
Motor Vehicle and Parts Dealers	1,116	1.2
Transportation Equipment Manufacturing	829	1.0
Food Services and Drinking Places	4,861	1.0

Source: *Quarterly Census of Employment and Wages (QCEW), 2020 Annual Averages*

### Current Occupational Demand

Current occupational demand can be attained through the job ads placed by employers. From November 2020 to October 2021, nearly 8,201 on-line job ads were placed for jobs located in the Northeast Region according to Emsi Burning Glass Labor Insight.

Job ads were placed for positions at every skill and education level. Missouri uses a system of **Now**, **Next** and **Later** to categorize jobs according to the typical education and experience required for success on the job. **Now** jobs typically require a high school education or less and short-term training. **Next** jobs typically require moderate- to long-term training or experience or education beyond high school. **Later** jobs typically require a bachelor's degree or higher education.

**Now** occupations with the highest number of job postings include *Retail Salespersons, Personal Care Aides, Customer Service Representatives, Laborers and Freight, Stock, and Material Movers, Food Preparation and Serving Workers, and Stock Clerks and Order Fillers*. Occupations with the most job postings in the **Next** category are *Heavy and Tractor-Trailer Truck Drivers, Supervisors of Retail Sales Workers, Merchandise Displayers and Window Trimmers, Production Workers, and Licensed Practical and Licensed Vocational Nurses*. **Later** occupations with the highest number of job postings are *Registered Nurses, General and Operations Managers, Medical and Health Services Managers, Managers, and Computer Occupations*.

Many of the occupations with the most job postings also appear on the list of jobs with the highest number of projected openings through 2028. The occupations with high numbers of job postings and high numbers of projected annual openings are identified with the star.

Top Job Ads - Northeast Region			
SOC Code	Occupation Title	Online Job Postings	
<b>NOW - Typically requires high school education or less and short-term training</b>			
41-2031	Retail Salespersons	300	★★
39-9021	Personal Care Aides	225	★★
43-4051	Customer Service Representatives	211	★★
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	193	★★
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	165	★★
43-5081	Stock Clerks and Order Fillers	119	★★
41-2011	Cashiers	105	★★
33-9032	Security Guards	98	
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	92	★
35-2021	Food Preparation Workers	69	
<b>NEXT - Typically requires moderate/long-term training or experience or education beyond high school</b>			
53-3032	Heavy and Tractor-Trailer Truck Drivers	289	★★
41-1011	First-Line Supervisors of Retail Sales Workers	250	★★
27-1026	Merchandise Displayers and Window Trimmers	214	
51-9199	Production Workers, All Other	167	
29-2061	Licensed Practical and Licensed Vocational Nurses	148	
11-9051	Food Service Managers	125	
41-4012	Sales Representatives, Wholesale and Manufacturing	100	★
49-9071	Maintenance and Repair Workers, General	78	★★
43-6014	Secretaries and Administrative Assistants	72	★★
31-1014	Nursing Assistants	68	★★
<b>LATER - Typically requires a bachelor's degree or higher</b>			
29-1141	Registered Nurses	457	★★
11-1021	General and Operations Managers	100	★★
11-9111	Medical and Health Services Managers	97	★★
11-9199	Managers, All Other	87	★★
15-1199	Computer Occupations, All Other	60	
11-9033	Education Administrators, Postsecondary	59	
29-1051	Pharmacists	58	★
29-1069	Physicians and Surgeons, All Other	54	
25-3099	Teachers And Instructors, All Other, Except Substitute Teachers	44	
13-2072	Loan Officers	39	★

Source: Emsi Burning Glass Labor Insight, job ads between Nov. 1, 2020 - Oct. 31, 2021

★ = Top Job Openings in Now, Next and Later categories, 2018-2028 Occupational Projections for Northeast Region, MERIC

## Missouri Workforce 2021 Survey

A total of 834 Missouri companies, with five employees or more, were surveyed in June and July of 2021 to assess the state of the workforce from the employers' point of view. Companies interviewed were randomly selected from a categorized list of Missouri businesses from the Data Axle (formerly ReferenceUSA) employer database. Of the respondents, 541 were in metro areas and the remaining 293 were in non-metro areas of the state. Companies were asked 16 questions, some with multiple parts, about hiring trends, skill needs and shortages, experience and education requirements, and the effects of COVID-19 on their businesses.

In order to gauge employment trends, employers were asked about their staffing levels and future hiring plans. When asked about employment changes over the last 12 months, nearly half (47%) said that employment levels stayed the same. A larger percentage of employers said that they increased employment in 2021 compared to 2020, however the number was still smaller than that in 2019 (25% in 2021 vs. 20% in 2020 and 32% in 2019).

Although more than a year has passed since the start of COVID-19 related shutdowns and unemployment rates have decreased at the time of this report, survey results indicate Missouri employers are still feeling effects of the pandemic. Sixty-four percent of employers who had a significant increase or decrease in employment over the last 12 months stated it was due to the pandemic. However, employers are optimistic about the future, with more than half (55%) expecting to increase employment levels over the next 12 months, the highest response since the start of this survey in 2019. This optimism was higher in metro than non-metro areas (61% metro vs. 43% non-metro).

More employers reported barriers to expanding employment than in previous years, with *shortage of workers with knowledge or skills, economic conditions, and general COVID-19 issues* topping the list. More employers also reported skill

shortages in employees and applicants. To meet these shortages, employers are *hiring from outside of the local area* and *offering increased wages*. Employers were also much more likely to consider workforce initiatives such as *increased employee care and engagement* and *cross-training and knowledge transfer* than last year.

In relation to business concerns for the coming year, employers were most concerned about *attracting and retaining talent*. Although concerns about attracting and retaining employees are prevalent, 20 percent of employers stated they would not consider hiring a justice-involved applicant.

Although more than a year has passed since the start of COVID-19 related shutdowns and unemployment rates have decreased at the time of this report, survey results indicate Missouri employers are still feeling effects of the pandemic. Sixty-four percent of employers who had a significant increase or decrease in employment over the last 12 months stated it was due to the pandemic. However, employers are optimistic about the future, with more than half (55%) expecting to increase employment levels over the next 12 months, the highest response since the start of this survey in 2019. This optimism was higher in metro than non-metro areas (61% metro vs. 43% non-metro).

More employers reported barriers to expanding employment than in previous years, with shortage of workers with knowledge or skills, economic conditions, and general COVID-19 issues topping the list. More employers also reported skill shortages in employees and applicants. To meet these shortages, employers are hiring from outside of the local area and offering increased wages. Employers were also much more likely to consider workforce initiatives such as increased employee care and engagement and cross-training and knowledge transfer than last year.

In relation to business concerns for the coming year, employers were most concerned about attracting and retaining talent. Although concerns about attracting and retaining employees are prevalent, 20 percent of employers stated that they would not consider hiring a justice-involved applicant.

While employers are optimistic about expanding employment, they are having difficulty finding skilled applicants. Employers continue to cite a shortage of workers with knowledge or skills and economic conditions as the most significant barriers to expanding employment, highlighting the need to connect workers to employers.

## b. Emerging Demand Industry Sectors and Occupation

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

### Industry Projections

The long-term industry projections help determine the industries that are expected to add positions within their organizations over time. The latest round of projections are through the ten-year period ending in 2028.

The projections reveal several industries with both high employment numbers and above average growth rates compared to the regional average. The top five industries by numeric employment change are *Ambulatory Health Care Services*, *Nonstore Retailers*, *Merchant Wholesalers*, *Crop Production*, and *Food Services and Drinking Places*.

Northeast Region Industry Projections 2018-2028				
NAICS	Industry	Employment 2018	Employment 2028	2018-2028 Change Numeric Percent
	<b>Total All Industries</b>	<b>88,730</b>	<b>90,624</b>	<b>1,894</b> <b>2.1%</b>
621	Ambulatory Health Care Services	2,770	3,413	643 23.2%
454	Nonstore Retailers	941	1,476	535 56.8%
424	Merchant Wholesalers, Nondurable Goods	1,441	1,790	349 24.2%
111	Crop Production	2,001	2,338	337 16.8%
722	Food Services and Drinking Places	6,056	6,381	325 5.4%
452	General Merchandise Stores	2,725	3,032	307 11.3%
238	Specialty Trade Contractors	1,963	2,242	279 14.2%
333	Machinery Manufacturing	1,128	1,340	212 18.8%
624	Social Assistance	2,478	2,677	199 8.0%
444	Building Material and Garden Equipment and Supplies Dealers	1,129	1,302	173 15.3%
423	Merchant Wholesalers, Durable Goods	1,361	1,512	151 11.1%
811	Repair and Maintenance	753	881	128 17.0%
484	Truck Transportation	1,429	1,531	102 7.1%
488	Support Activities for Transportation	350	441	91 26.1%
312	Beverage and Tobacco Product Manufacturing	377	464	87 23.2%

Source: MERIC 2018-2028 Long Term Projections

## Occupational Projections

Job openings occur due to three reasons – **exits**, **transfers**, and **growth**. **Exits** occur as people leave the workforce for reasons such as retirement. **Transfers** occur when workers leave one occupation for a different occupation. Occupational **growth** occurs as businesses grow and need more workers to serve their customers.

Emerging occupations can be identified through growth openings. The chart below identifies occupations that have the highest number of growth openings in the region, most with higher than the average growth rate of 2.1 percent for the Northeast Region. The total number of openings indicates the projected number of vacancies that businesses will need to fill annually.

Missouri uses a system of **Now**, **Next** and **Later** to categorize occupations according to these levels. **Now** jobs typically require a high school education or less and short-term training. **Next** occupations typically require moderate to long-term training or experience or education beyond high school. **Later** occupations typically require a bachelor's degree or higher.

Growth openings are projected at all education and training levels and are listed by the highest number of growth openings. The highest number of growth openings in **Now** occupations are *Personal Care Aides, Food Preparation and Serving Workers, Retail Salespersons, Laborers and Freight, Stock, and Material Movers, and Customer Service Representatives*. The largest growth in **Next** occupations is in the occupations of *Pharmacy Technicians, Heavy and Tractor-Trailer Truck Drivers, Cooks, HVAC and Refrigeration Mechanics and Installers, and Multiple Machine Tool Setters, Operators, Metal and Plastic*. **Later** occupations with the highest growth are *Registered Nurses, General and Operations Managers, Pharmacists, Securities, Commodities, and Financial Services Sales Agents, and Nurse Practitioners*. These occupations are consistent with the industries identified as emerging industries.

Northeast Region Highest Growth Openings 2018-2028						
Occupation	Average Wage	Percent Growth	Exits	Transfers	Annual Openings Growth	Total
<b>NOW - Typically requires short-term on-the-job training or less, little to no experience, and/or a high school diploma</b>						
Personal Care Aides	\$22,300	15.9%	123	109	25	257
Combined Food Preparation and Serving Workers	\$19,605	10.7%	128	158	16	302
Retail Salespersons	\$24,828	6.2%	138	213	14	365
Laborers and Freight, Stock, and Material Movers, Hand	\$29,909	10.7%	56	115	12	183
Customer Service Representatives	\$29,346	15.0%	37	66	11	114
Cashiers	\$21,056	3.7%	233	260	10	503
Construction Laborers	\$40,725	6.3%	44	103	8	155
Cleaners of Vehicles and Equipment	\$23,487	15.3%	21	41	6	68
Stock Clerks and Order Fillers	\$25,725	5.5%	60	97	6	163
Light Truck or Delivery Services Drivers	\$31,784	9.0%	19	34	4	57
<b>NEXT - Typically requires non-degree certificate, associate degree, apprenticeship, some experience, or moderate- to long-term training</b>						
Pharmacy Technicians	\$26,916	34.6%	20	35	20	75
Heavy and Tractor-Trailer Truck Drivers	\$43,935	7.9%	93	164	17	274
Cooks, Restaurant	\$22,509	16.9%	48	80	14	142
HVAC and Refrigeration Mechanics and Installers	\$34,491	19.8%	13	32	8	53
Multiple Machine Tool Setters, Operators, Metal and Plastic	\$33,613	14.1%	16	32	6	54
Computer User Support Specialists	\$42,759	11.3%	9	33	6	48
Machinists	\$58,196	10.9%	11	23	4	38
Farm Equipment Mechanics and Service Technicians	\$34,174	14.9%	9	20	4	33
Insurance Sales Agents	\$50,047	10.8%	14	24	4	42
Welders, Cutters, Solderers, and Brazers	\$39,568	5.1%	13	44	3	60
<b>LATER - Typically requires a bachelor's degree or higher</b>						
Registered Nurses	\$56,326	8.4%	43	40	12	95
General and Operations Managers	\$72,976	6.8%	30	93	9	132
Pharmacists	\$120,185	23.3%	6	6	5	17
Securities, Commodities, and Financial Services Sales Agents	\$51,032	12.0%	6	16	3	25
Nurse Practitioners	\$95,831	27.4%	3	5	3	11
Speech-Language Pathologists	\$55,826	19.2%	3	5	3	11
Health Specialties Teachers, Postsecondary	\$102,263	18.9%	7	9	3	19
Software Developers, Applications	\$95,389	44.8%	1	4	3	8
Sales Representatives, Technical and Scientific Products	\$84,508	18.0%	4	9	2	15
Physicians and Surgeons, All Other	\$149,484	10.9%	3	2	2	7

Source: MERIC 2018-2028 Long-Term Occupational Projections

### c. 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.

#### Real-Time Labor Market Data

Job ads placed by employers offer another source of information on the knowledge, skills, and certifications requested by Missouri's employers. Emsi Burning Glass Labor Insight is a data tool that spiders to over 35,000 different web sites with job ads. The information found in the ads are placed in a database that can be queried to gain insight on employer needs.

Following table lists the specialized skills, certifications, and software and programming abilities requested most frequently by employers in job ads.

Generally, in the software and programming category, Microsoft Office and its products such as Word, Excel, PowerPoint, and Access rank at the top of the list across all industries therefore, in this list, these Microsoft products have not been included as those tend to crowd the list by appearing at the top across all the industries. Industry-specific programs identified in the job ads are listed in the table.

Employer Skill Needs - Northeast Region			
Industry	Specialized Skills	Certifications	Software and Programming
Manufacturing	Repair	Driver's License	SAP
	Forklift Operation	OSHA Forklift Certification	Enterprise Resource Planning (ERP)
	Machinery	Security Clearance	Word Processing
	Packaging	Welding Certification	Python
	Food Safety	Certified Quality Engineer (CQE)	Electronic Data Interchange
	Customer Service	Driver's License	Apache Groovy
Accommodation and Food Service	Scheduling	ServSafe	Lotus Domino
	Food Service Experience	Food Handler Certification	Crystal Reports
	Cooking	Food Service Certification	Facebook
	Basic Mathematics	Maintenance Certification	Adobe Acrobat
Construction	Cleaning	Driver's License	Lockout / Tagout (LOTO)
	Forklift Operation	OSHA Safety 10 Hour	Crystal Reports
	Repair	Commercial Driver's License	Enterprise Resource Planning (ERP)
	Basic Mathematics	Plumbing Certification	Microsoft Operating Systems
Transportation & Warehousing	Calculation	Home Inspection	SQL
	Repair	Commercial Driver's License	Word Processing
	Scheduling	Driver's License	Microsoft Visio
	Forklift Operation	OSHA Forklift Certification	Pivot Tables
Mining, Quarrying, & Oil & Gas Extraction	Customer Service	Department of Transportation (DOT) Medical Certification	Quickbooks
	HAZMAT	CompTIA Server+	Supply Chain Software
	Customer Service	Driver's License	None Specified
	Machinery		
Information Technology	Store Management		
	Store Operations		
	Painting		
	Customer Service	Driver's License	Adobe Aftereffects
	Customer Contact	CompTIA Network+	Adobe Premiere
	Retail Industry Knowledge	Basic Electricity Certificate	Java
	Tax Preparation		Oracle
	Tax Returns		SQL

Source: Emsi Burning Glass Labor Insight, job ads between Nov. 1, 2020 - Oct. 31, 2021

## 8. Workforce Analysis

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

### a. Employment and Unemployment

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

#### Population Data

The U.S. Census Bureau estimates that Missouri's population grew to over 6.1 million, up by 0.2 percent in 2020 from the previous year. In the Northeast Region over the past year, the population in six of the 16 counties grew at a faster rate than the state as a whole. The highest population increase was in Lincoln County, adding 534 residents from 2019 to 2020, and adding just over 5,000 residents from 2015 to 2020.

Northeast Region Population Change by County					
NAME	1 Year Change 2019-2020		5 Year Change 2015-2020		Percentage
	Number	Percentage	Number	Percentage	
<b>Missouri</b>	<b>14,438</b>	<b>0.2%</b>	<b>79,502</b>	<b>1.3%</b>	
Adair	(197)	-0.8%	(82)	-0.3%	
Clark	(170)	-2.5%	(177)	-2.6%	
Knox	(213)	-5.4%	(163)	-4.2%	
Lewis	245	2.5%	(109)	-1.1%	
Lincoln	534	0.9%	5,005	9.2%	
Macon	98	0.6%	(62)	-0.4%	
Marion	(18)	-0.1%	(194)	-0.7%	
Monroe	39	0.5%	31	0.4%	
Montgomery	(150)	-1.3%	(257)	-2.2%	
Pike	(91)	-0.5%	(817)	-4.4%	
Ralls	63	0.6%	184	1.8%	
Randolph	(123)	-0.5%	(347)	-1.4%	
Schuylerville	(600)	-13.0%	(474)	-10.5%	
Scotland	(220)	-4.5%	(117)	-2.4%	
Shelby	180	3.0%	4	0.1%	
Warren	(184)	-0.5%	1,993	5.9%	

Source: U.S. Census Bureau Decennial Census and Annual Estimates

## Demographics

The population age 55+ is above the state average of 30.0 percent in thirteen of the 16 counties. The county with the highest percentage of residents age 55 and up is Monroe County with 39.3 percent residents in this age group.

The male/female gender split is close to the state average in all counties. In seven of the 16 counties in the Northeast Region, male population is less than the female population. Marion County has the lowest male population in the region (48.4%) and Pike County has the lowest female population in the region (45.2%).

Race/Ethnicity statistics are different from the Missouri averages in most of the counties in the region. All counties in the region have a lower percentage of minorities than the state average.

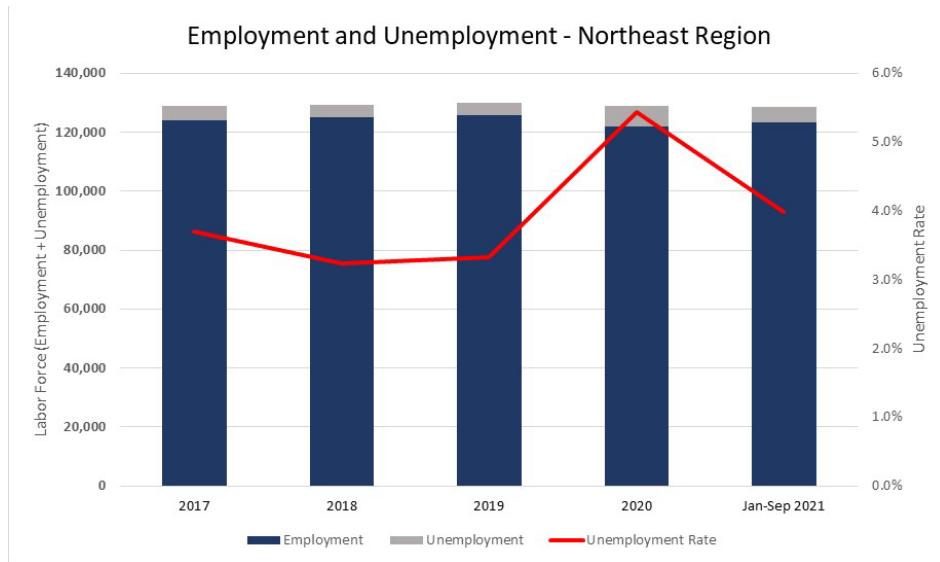
County	Population						Gender		Race/Ethnicity							
	Total	Under 20	20 to 24	25 to 34	35 to 54	55+	Male	Female	White	Black or African American	Asian	Indian and Alaska Native	Hawaiian and Other Pacific Islander	Some other race	Two or more races	Hispanic or Latino
<b>Missouri</b>	<b>6,104,910</b>	<b>25.2%</b>	<b>6.8%</b>	<b>13.3%</b>	<b>24.7%</b>	<b>30.0%</b>	<b>49.1%</b>	<b>50.9%</b>	<b>82.2%</b>	<b>11.5%</b>	<b>2.0%</b>	<b>0.4%</b>	<b>0.1%</b>	<b>1.2%</b>	<b>2.6%</b>	<b>4.2%</b>
Adair	25369	26.7%	20.0%	10.9%	17.6%	24.9%	48.6%	51.4%	91.6%	2.7%	2.5%	0.1%	0.2%	0.3%	2.5%	2.5%
Clark	6779	24.6%	4.7%	10.1%	24.6%	35.9%	50.7%	49.3%	97.3%	0.3%	1.0%	0.3%	0.0%	0.0%	1.1%	0.6%
Knox	3947	27.2%	5.0%	9.6%	21.9%	36.3%	50.1%	49.9%	96.4%	0.5%	0.6%	0.0%	0.1%	0.6%	1.9%	1.1%
Lewis	9955	28.8%	5.9%	10.6%	22.8%	31.9%	50.7%	49.3%	93.0%	4.2%	0.0%	0.8%	0.2%	0.0%	1.8%	0.5%
Lincoln	56477	27.9%	5.9%	13.2%	26.2%	26.8%	49.7%	50.3%	94.9%	1.9%	0.3%	0.3%	0.0%	0.4%	2.1%	2.5%
Macon	15199	25.9%	5.1%	10.2%	22.8%	36.0%	50.2%	49.8%	94.4%	2.0%	0.6%	0.7%	0.0%	0.2%	2.1%	1.5%
Marion	28608	26.6%	6.2%	12.0%	24.3%	31.0%	48.4%	51.6%	91.6%	3.7%	0.6%	0.4%	0.1%	0.3%	3.2%	1.8%
Monroe	8629	23.4%	4.8%	9.8%	22.7%	39.3%	50.7%	49.3%	94.5%	3.4%	0.5%	0.6%	0.0%	0.0%	0.9%	1.7%
Montgomery	11487	24.1%	4.7%	10.6%	24.3%	36.4%	49.8%	50.2%	94.8%	1.5%	0.3%	0.0%	0.1%	1.1%	2.3%	2.0%
Pike	18455	23.8%	6.8%	14.0%	25.0%	30.4%	54.8%	45.2%	89.0%	7.3%	0.3%	0.3%	0.1%	0.8%	2.2%	2.2%
Ralls	10234	23.6%	5.2%	9.5%	25.0%	36.6%	50.8%	49.2%	96.3%	1.3%	0.6%	0.6%	0.0%	0.3%	0.9%	1.3%
Randolph	24878	24.2%	6.7%	13.4%	26.4%	29.3%	52.2%	47.8%	90.0%	5.9%	0.6%	0.7%	0.0%	0.4%	2.3%	2.1%
Schuylerville	4555	29.5%	4.7%	11.2%	22.0%	32.7%	49.1%	50.9%	97.0%	0.5%	0.3%	0.0%	0.0%	0.1%	2.2%	1.7%
Scotland	4902	31.5%	5.6%	11.1%	21.5%	30.3%	49.5%	50.5%	99.3%	0.0%	0.0%	0.1%	0.0%	0.0%	0.6%	0.0%
Shelby	6013	26.1%	5.2%	10.3%	22.5%	35.9%	50.3%	49.7%	95.9%	1.6%	0.3%	0.2%	0.0%	0.6%	1.4%	1.7%
Warren	34453	25.9%	5.5%	11.6%	24.5%	32.4%	49.8%	50.2%	92.7%	2.0%	0.6%	0.9%	0.0%	1.7%	2.1%	3.4%

Source: American Community Survey-5 Year data (2015-2019)

## Employment and Unemployment

The number of Northeast Region residents in the labor force has remained relatively steady over the past five years at close to 129,000. The unemployment rate for the region jumped to 5.4 percent in 2020 as a result of COVID-19 pandemic.

However, the data collected through September 2021 shows the sign of recovery with unemployment rate decreasing to 4.0 percent.



**Source:** Local Area Unemployment Statistics (LAUS)

### Labor Force Participation

The labor force is the sum of employed and unemployed persons. The labor force participation rate is the labor force as a percent of the civilian population 16 years and older. Using American Community Survey-5 year data through 2019, Missouri's labor force participation rate is 62.5 percent. In comparison, the rate for the Northeast Region is at 60.1 percent. The county with the highest labor force participation rate in the region is Ralls County (68.0%) and the lowest is Adair County (47.6%).

### b. Labor Market Trends

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

#### In-Demand Occupations

Over the long term, industry needs for certain occupations grow while for others decline. A trained and ready workforce is needed to fill employer demand and offer job seekers bright prospects of employment.

Long-term projections are produced in each state in conjunction with the Bureau of Labor Statistics. Since economies vary throughout the state, projections are also generated for the state and 10 regions and provide insight on the occupations that are growing and declining. The total number of openings account for three different types of vacancies - **exits**, **transfers**, and **growth**. **Exits** occur as individuals leave the workforce for reasons such as retirement. **Transfers** occur as a person leaves an occupation to work in a different occupation. **Growth** simply means that more people are needed to work in the occupation. No matter the reason for the vacancy, skilled workers are needed to fill the job openings.

Missouri adds value to the standard projections template by including the ACT Workkeys Assessment Levels typically required for success in each of the 800+ occupations. Since most of Missouri's counties participate in the Certified Work Ready Communities program, the levels help those researching careers find good options based on their personal assessment.

Missouri uses a system of **Now**, **Next** and **Later** to categorize the occupations according to the training and education typically required for success on the job. **Now** occupations typically require a high school education or less along with short-term training. **Next** occupations typically require moderate to long-term training or experience and or education beyond high school. **Later** occupations typically require a bachelor's degree or higher.

While long-term projections offer a solid understanding of longer-term employer needs, job ads placed by employers help in recognizing the current needs of employers. When projections predict a high number of future openings and job ads show current demand for the same occupation, the occupation may be a good career possibility.

The table below displays the top five jobs by the number of projected openings for the 10 year projection period through 2028 in the **Now**, **Next**, and **Later** categories for the region. The flame beside some of the occupations represents “hot jobs” determined by the number of job ads placed by employers.

Top occupations by the total number of annual openings in the **Now** category are *Cashiers* (503), *Retail Salespersons* (365), *Food Preparation and Serving Workers* (302), *Personal Care Aids* (257), and *Waiters and Waitresses* (205). The reason for a high number of openings is turnover and transfers in these occupations.

Occupations with the highest number of annual openings in the **Next** category are *Heavy and Tractor-Trailer Truck Drivers* (274), *Secretaries and Administrative Assistant* (261), *Nursing Assistants* (163), *Cooks* (142), and *Retail Sales Supervisors* (123). Three of the top five occupations by the number of projected openings also saw a high number of job ads.

**Later** occupations with the highest number of annual openings are *General and Operations Managers* (132), *Registered Nurses* (95), *Secondary School Teachers* (81), *Accountants and Auditors* (36), and *Elementary School Teachers* (33).

Many high demand occupations correspond directly with the high growth industry groups, such as *Educational Services and Health Care*. Other high demand occupations cross many industry groups, like *Cashiers, Bookkeeping, Accounting, and Auditing Clerks*, and *General and Operations*.

Occupation	Northeast Region Occupational Projections 2018-2028						Average Wage
	2018 Employment	2028 Employment	Exits	Transfers	Growth	Total	
<b>NOW - Typically requires short-term on-the-job training or less, little to no experience, and/or a high school diploma</b>							
Cashiers 🔥	2,566	2,662	233	260	10	503	\$21,056
Retail Salespersons 🔥	2,330	2,475	138	213	14	365	\$24,828
Combined Food Preparation and Serving Workers 🔥	1,530	1,693	128	158	16	302	\$19,605
Personal Care Aides 🔥	1,545	1,791	123	109	25	257	\$22,300
Waiters and Waitresses	1,046	1,068	73	130	2	205	\$23,812
<b>NEXT - Typically requires non-degree certificate, associate degree, apprenticeship, some experience, or moderate- to long-term training</b>							
Heavy and Tractor-Trailer Truck Drivers 🔥	2,179	2,350	93	164	17	274	\$43,935
Secretaries and Administrative Assistants 🔥	2,696	2,433	131	156	-26	261	\$33,188
Nursing Assistants 🔥	1,525	1,472	81	87	-5	163	\$22,526
Cooks, Restaurant	837	978	48	80	14	142	\$22,509
First-Line Supervisors of Retail Sales Workers 🔥	1,075	1,103	38	82	3	123	\$36,509
<b>LATER - Typically requires a bachelor's degree or higher</b>							
General and Operations Managers 🔥	1,370	1,463	30	93	9	132	\$72,976
Registered Nurses 🔥	1,481	1,605	43	40	12	95	\$56,326
Secondary School Teachers	1,169	1,166	32	49	0	81	\$42,166
Accountants and Auditors	355	371	10	24	2	36	\$56,837
Elementary School Teachers	456	455	14	19	0	33	\$45,442

🔥 Flame icon indicates occupations with high numbers of job ads between 01 NOV 2020 and 31 OCT 2021

Source: MERIC Long-Term Occupational Projections 2018-2028 and Emsi Burning Glass Labor Insight

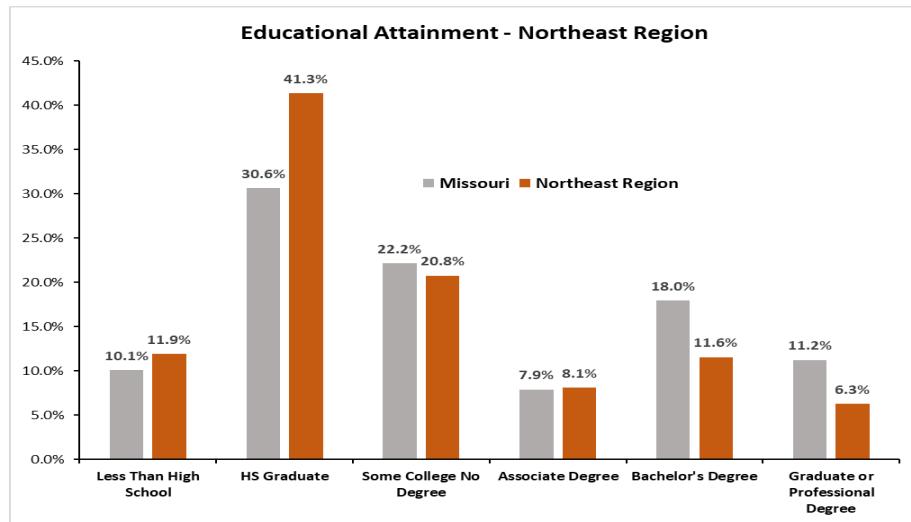
## c. Education and Skill Levels of the Workforce

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

### Educational Attainment

Educational attainment is a measure of the highest level of education obtained by individuals age 25 and up, or the population generally in the workforce. Eighty-nine percent of Missouri’s population age 25 and over is a high school graduate or higher. About 18 percent hold a bachelor’s degree and 11 percent hold a graduate or professional degree.

In the Northeast Region, the educational attainment rates for individuals are higher than the state average for a high school diploma. However, the percentage of people in the region with some college, no degree, bachelor’s degree, or graduate or professional degree are below the state averages.



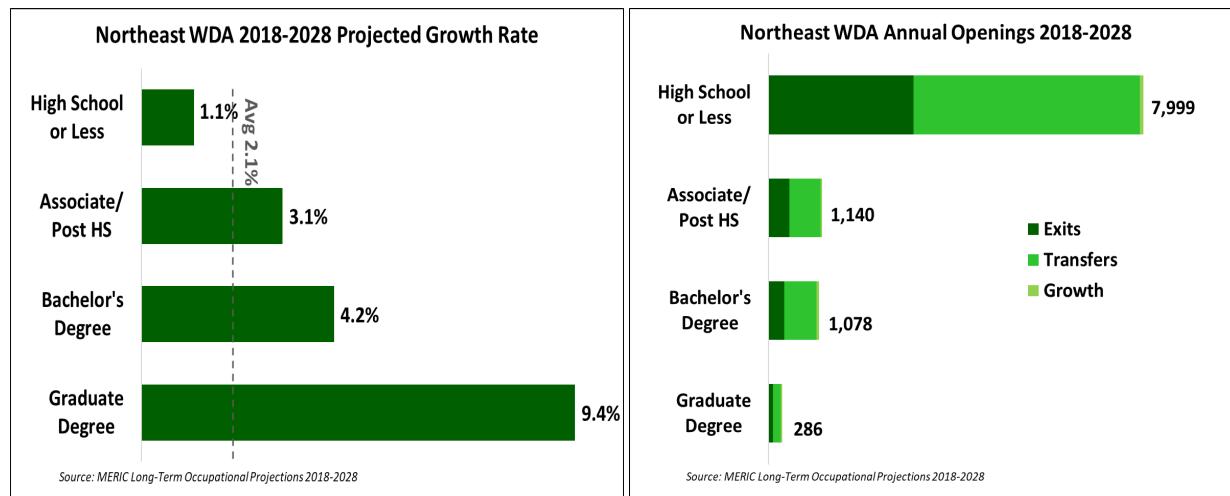
**Source:** American Community Survey-5 Year data (2015-2019)

### Occupational Projections

Long-term projections are used to identify the fastest growing occupations, as well as occupations with a high number of openings through 2028.

The growth rate of an occupation measures the percentage of jobs added by an occupation between the base year and projected year. Occupations requiring a bachelor's degree or more are projected to grow at a faster rate in the Northeast Region. The occupation groups that are projected to grow the fastest are *Community and Social Service*, *Personal Care and Service*, and *Healthcare Practitioners and Technical*.

Long-term projections also present data on expected job openings for each occupation through 2028. Openings in an occupation can occur due to an occupation growing, workers moving into a different occupation, or workers leaving the workforce entirely. No matter the reason, qualified individuals are still needed to fill job vacancies. Most openings will be in entry-level jobs, mostly due to high turnover rates as workers either transfer to other occupations or leave the workforce.



### d. Skill Gaps

Describe apparent ‘skill gaps’ in the local area. How were the “skills gaps” determined?

### Missouri Workforce 2021 Survey

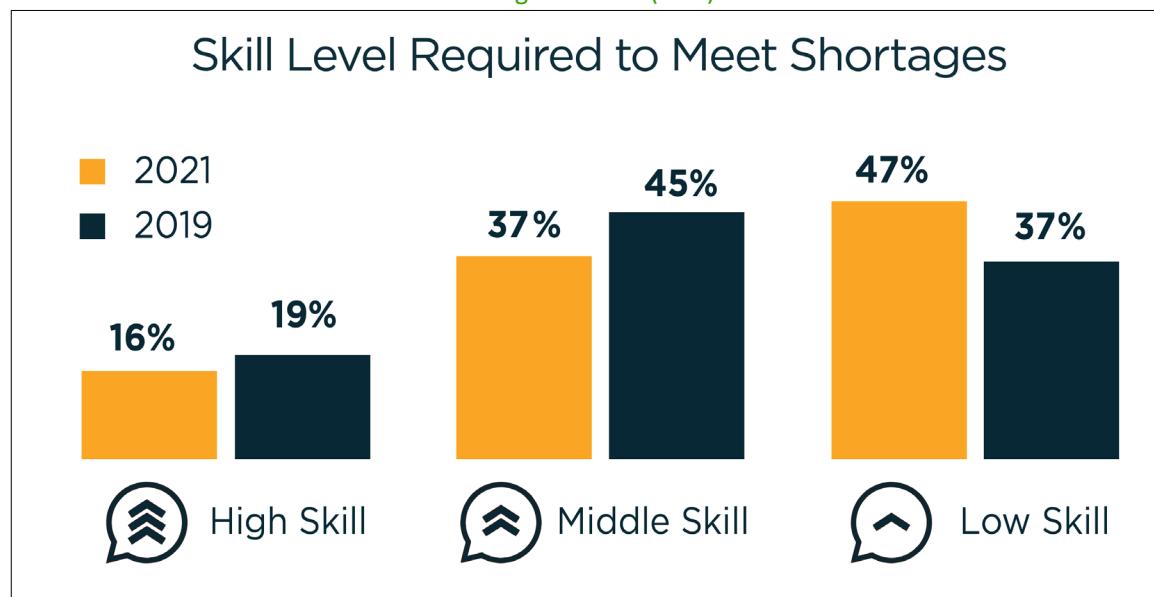
Missouri has more than 200,000 payroll employers who provide jobs for 2.6 million people. Approximately 2.19 million of Missouri's jobs are in metro areas, while the remaining work in non-metro locations. Metropolitan areas, such as Kansas City, St. Louis, Joplin, and Springfield are spread across Missouri. These areas represent larger urban cities and adjacent counties with strong commuting ties. This 2021 survey looked at both metro and non-metro employers to understand key similarities or differences that may help inform workforce or economic development decisions.

A total of 834 Missouri companies, with five employees or more, were surveyed in June and July of 2021 to assess the state of the workforce from the employers' point of view.

A few key themes from the survey:

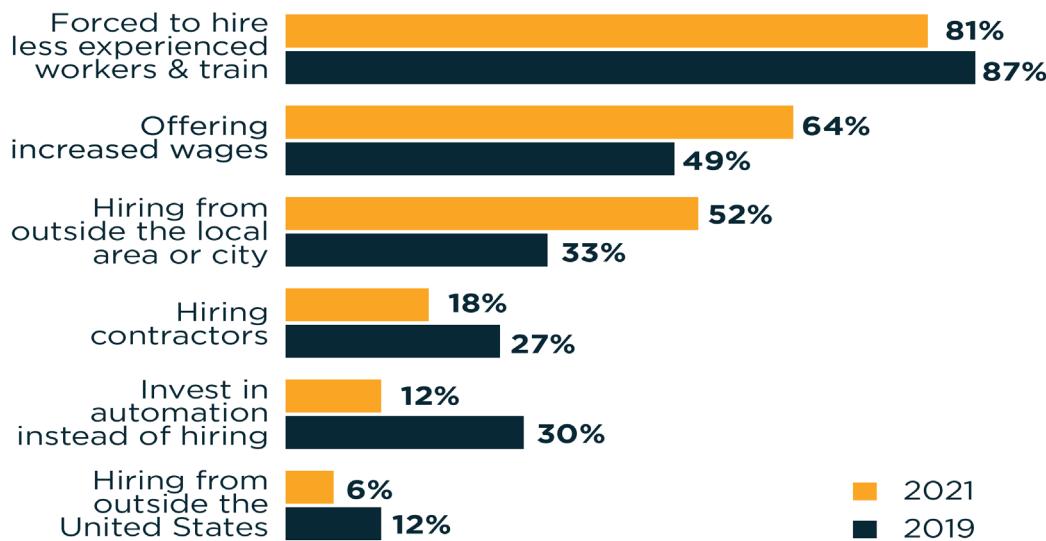
- Fifty-five percent of employers plan to expand employment over the next 12 months.
- The top barrier to expanding employment is a *shortage of workers with knowledge or skills*, which increased significantly from previous years, from 47 percent in 2019 and 2020, to 60 percent in 2021.
- *Poor work habits* was the most frequently cited shortcomings, along with *lack of critical thinking, lack of general business or industry knowledge*, and *lack of communication or interpersonal skills*.
- Shortcomings of skilled applicants were higher in 2021 than previous years, particularly in *Skilled Trades*, where 72 percent of employers reported a shortage in 2021 compared to 60 percent in 2020 and 49 percent in 2019.
- Employers in 2021 were more likely to *hire from outside the local area* (52% in 2021 vs. 33% in 2019) and *offer increased wages* (64% in 2021 vs. 49% in 2019) to meet skill shortages.
- The top business concerns looking forward are *attracting or retaining talent, financial impacts on operations*, and *supply chain disruptions*.

Sixty-eight percent of employers reported they had a shortage of skilled applicants. When asked last time in 2019, only 28 percent of employers reported a shortage of skilled applicants. In 2021, most of the shortages were in *low-skill jobs* (47%), whereas *middle-skill* was the level with the most shortages in 2019 (45%).

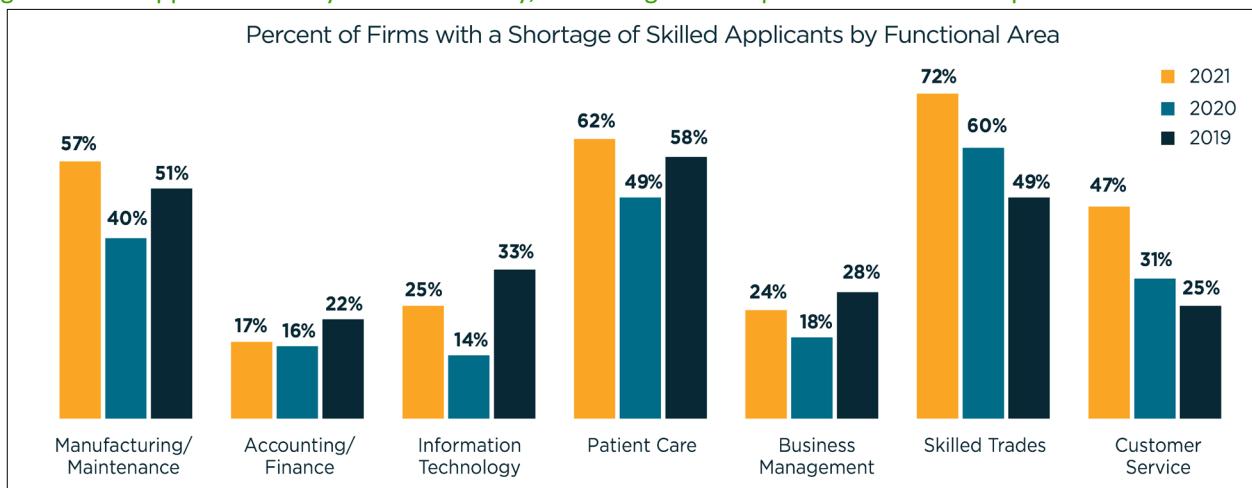


To address skills shortages, 81 percent of employers acknowledged hiring less experienced workers than preferred and needing to train them. Employers in 2021 were also more likely to *hire from outside the local area* (52% in 2021 vs. 33% in 2019) and *offer increased wages* (64% in 2021 vs. 49% in 2019) to meet the shortages. Fifty-nine percent of non-metro employers said they would *hire from outside the local area* compared to 47 percent in metro areas. In all other measures, however, responses were similar regardless of geography.

## Measures Taken by Employers to meet the Skill Shortages



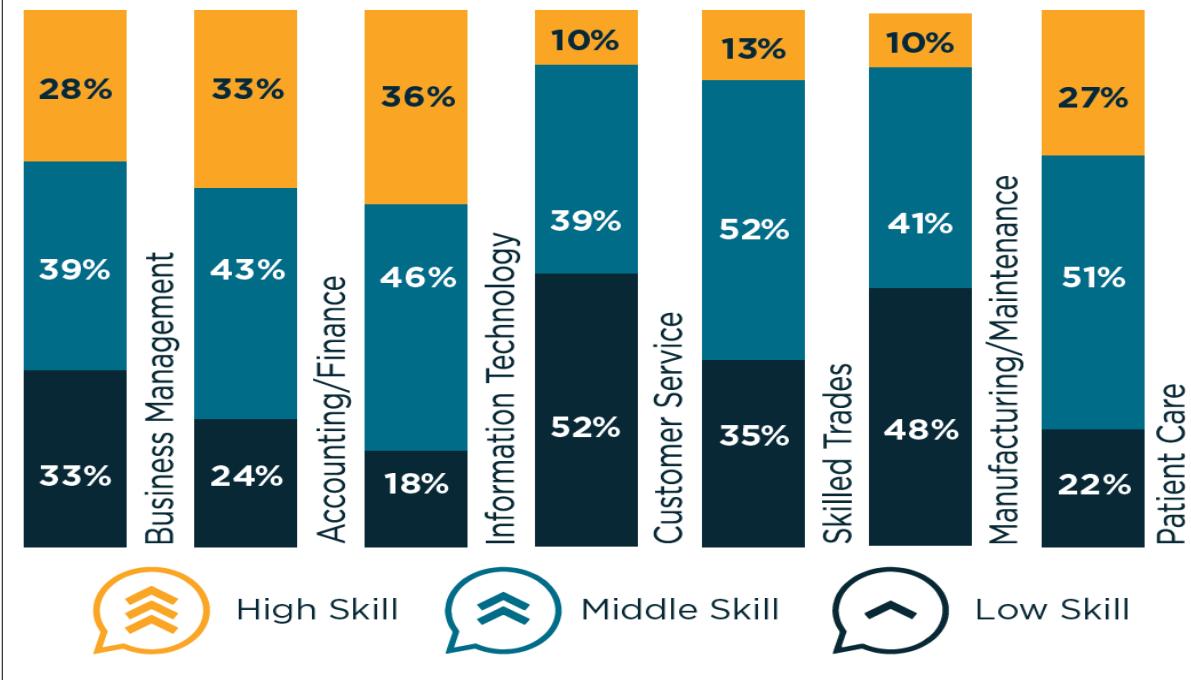
From skilled trades to administration, companies employ workers in a variety of areas with different functional work tasks and duties. In 2021, the number of employers who reported a shortage of skilled applicants in functional areas increased when compared to reported shortages in 2020 and 2019. The *Skilled Trades* functional area has had a steady increase in the shortage of skilled applicants each year of the survey, increasing from 49 percent in 2019 to 72 percent in 2021.



Employers identified the skill level needed to meet applicant shortcomings in each functional area. These levels were described as *low skill* – requiring high school or less, *middle skill* – requiring education beyond high school but less than a four-year degree, and *high skill* – requiring a four-year degree.

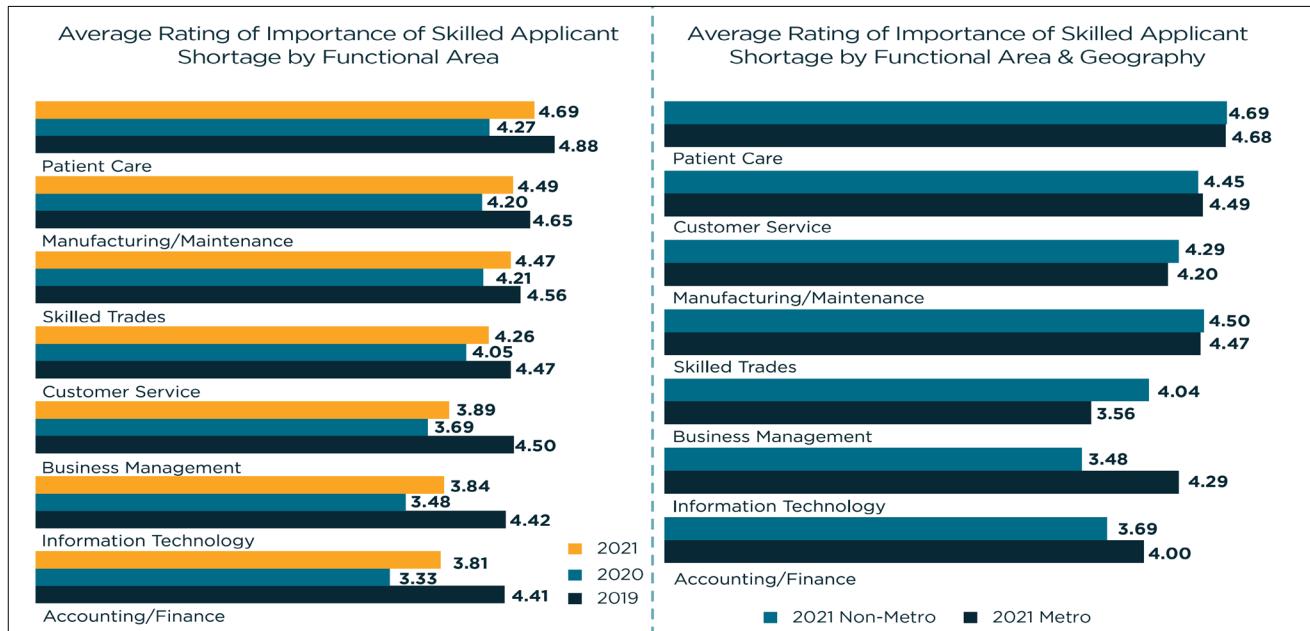
Middle-skill jobs had the highest shortages in most areas, with the exception of *Customer Service* and *Manufacturing/Maintenance*.

## Skill Levels Required to Meet Shortages (2021)



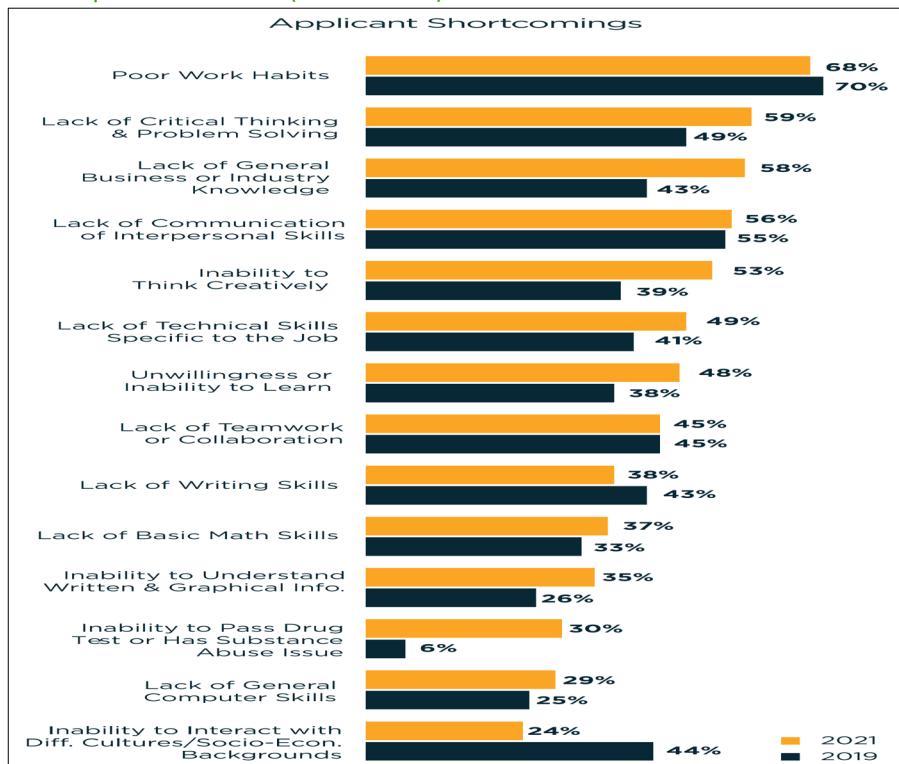
Missouri employers were also asked to rate the importance of skill shortages to their businesses with one being not important and five being very important. *Patient Care* was rated the most important shortage, with an average importance rating of 4.69, followed by *Manufacturing and Maintenance* (4.49) and *Skilled Trades* (4.47). The importance of these shortages increased from 2020, but was slightly below the 2019 ratings.

Responses in most functional areas were similar in metro and non-metro areas, with the exception of *Information Technology* (4.3 in non-metro vs. 3.5 in metro) and *Business Management* (4.0 in metro vs. 3.6 in non-metro).

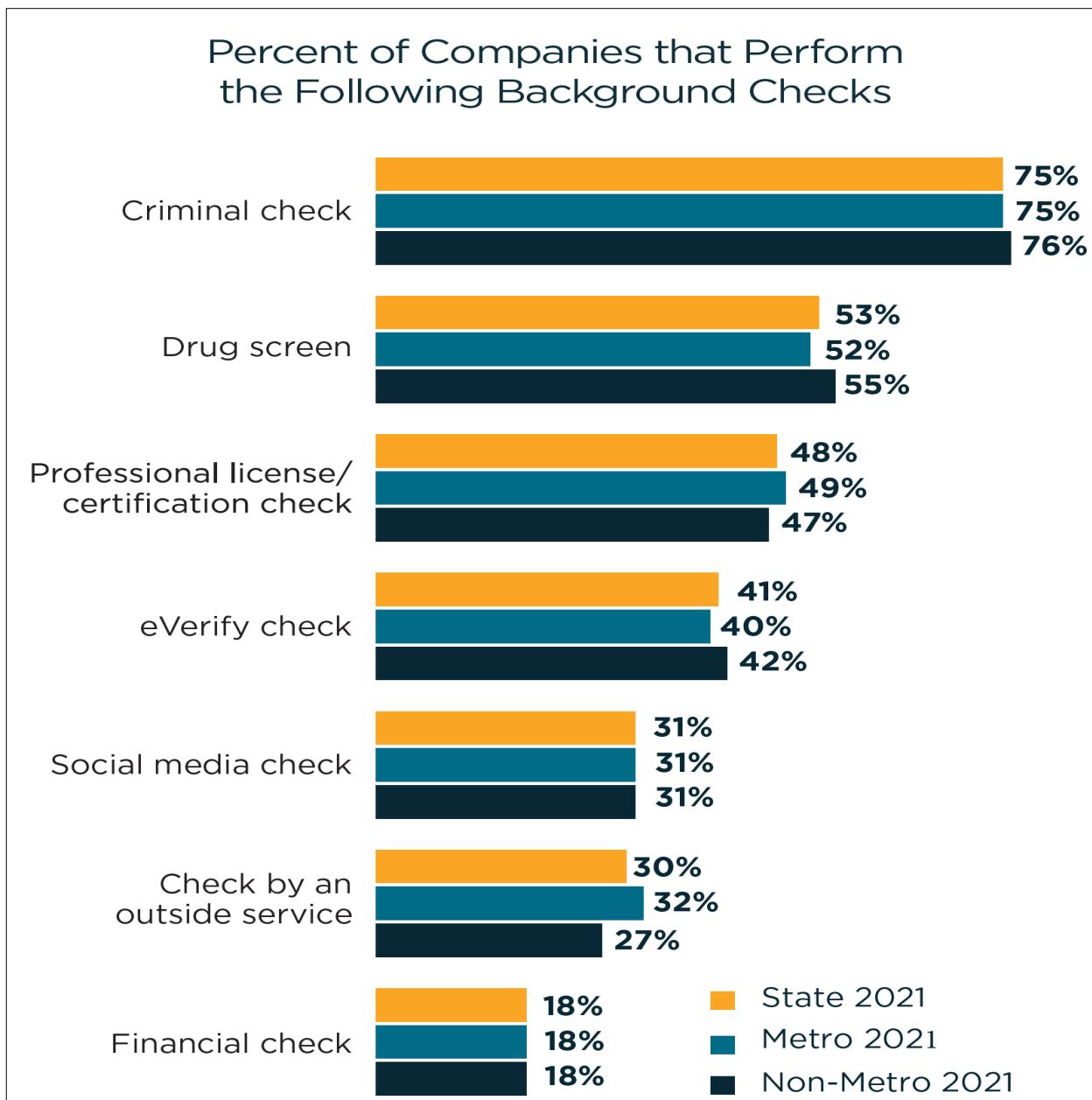


Employers were asked about possible shortcomings of applicants. *Poor work habits* was the most frequently cited shortcoming, with 68 percent of employers indicating that challenge. Other top shortcomings included *lack of critical thinking* (59%), *lack of general business or industry knowledge* (58%), and *lack of communication or interpersonal skills* (56%). While *lack of communication skills* was mentioned as often now as it was two years ago (55% in 2019), most other

shortcomings were now mentioned considerably more often. For example, *lack of critical thinking* showed a 10 percent increase (49% in 2019), *inability to think creatively* showed a 14 percent increase (39% in 2019), and *lack of general business knowledge* had a 14 percent increase (43% in 2019).



The screening process prior to hiring can help identify programs and services to assist job seekers. *Criminal checks* were the most common types of background checks conducted prior to hiring, with 75 percent of Missouri employers reporting they perform one. *Drug screens* followed with 53 percent. Close to half (48%) of employers performed *professional license or certification checks* prior to hire. Other less common checks included *eVerify checks* (41%), *social media checks* (31%), *checks by an outside service* (30%), and *financial checks* (18%).



In 2019, less than one percent of Missouri employers *would not consider* hiring an applicant convicted of a felony offense who had completed his or her sentence and/or probation. This increased to 20 percent in 2020 and stayed at that level in 2021 (19%). In 2021, close to half (49%) said it *depended on the felony*. The readiness to *consider the applicant for any job for which they were qualified* was close to previous years' results (17% in 2021 and 2020, and 15% in 2019). Results were similar in metro and non-metro areas.

## **9. 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 skills needs of the workforce. Include education and training activities of the core programs and mandatory and optional One-Stop Delivery System partners.

### **a. The Strengths and Weaknesses of Workforce Development Activities**

Provide an analysis of the strengths and weaknesses of the workforce developments 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. Hannibal has a bustling tourism business due to the Mark Twain heritage. Thousands of people from all over the world visit during the Folklife Festival, National Tom Sawyer Days, the Steampunk Festival and many other nationally recognized events.

The area boasts strong partnerships with agencies and educational institutions that serve people with disabilities, veterans, older workers, youth, and 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.

Because of our strong partnerships in the region, we have been able to set up Access Points in most of our counties, primarily at the NECAC (Northeast Community Action Corporation) offices. We placed a computer workstation in each of these offices and they are made available to the public to do resumes, job search, and on-line applications. The Board purchases an annual license from Teknimedia. It is a web-based program. The link has been downloaded on each of these computers. Anyone can be assigned a Student ID and password with the assistance of the Administrator and can access the course work from any computer that has internet access. The courses are a self-paced, user-friendly way to learn and earn a certificate of completion with a score of 70% or more. The program includes basic to advanced knowledge of Internet, Email, Word Processing, Spreadsheets, Database Management, Presentation programs. This allows our rural areas that do not have the ability to drive to classes, the ability to learn the technology skills needed to obtain and retain employment.

Other Strengths include:

- ❖ Diversity of employers and industry; Agriculture, healthcare and manufacturing clusters are strong and provide competitive wages and benefits
- ❖ Low unemployment
- ❖ Hwy 36, Hwy 61 and Hwy 63 corridor
- ❖ Strong relationships with our training providers who are willing to respond to business needs
- ❖ Willingness of Job Center Staff to travel to locations all over the region to meet with individuals seeking services.

## **Weaknesses**

- ❖ Lack of public transportation remains one of the major weaknesses in this region. A large portion of our population commute for employment and training. Many of our clients lack driver's licenses and access to transportation. OATS is a great asset in our larger towns, but does not provide daily routes in most of our area. The hours of operation are an issue for those that work evening and late night shifts.
- ❖ Lack of adequate internet broadband capability. Many of the areas in the region have poor quality and/or expensive internet service. In order to take advantage of online coursework and assessments, high-speed internet is needed for successful completion. There are more remote job openings now that would be advantageous to our rural jobseekers, but they are unable to apply for these positions due to the lack of broadband.
- ❖ Some of our more remote, rural locations, lack adequate training facilities and programs making it difficult to offer employer requested skills training.
- ❖ Creating and sharing participant information across institutions to better measure outcomes. A shared data sharing system of State Agencies to eliminate duplication of services and is needed to ensure to make all agencies more effective and productive.
- ❖ Assessable and affordable daycare.

### **b. 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 skills 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.

The One-Stop workforce development system with two Comprehensive Job Centers, two Affiliate Job Centers and an Access Point encourage all customers to register in MoJobs to enable them to do job search, resume preparation, and access other features that will assist them in making good decisions in their career development. One-Stop staff will assist customers that are interested in the services of the Job Center. They will be provided an orientation and will complete an 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. For eligible individuals that qualify, work-based learning opportunities are available to address needs, and are a good avenue to address soft skills needs. They will receive counseling on the availability of trainings such as Registered Apprenticeship, Pre-Apprenticeships, Internships, On-The-Job Training and Work Experience. They will also be provided information on the eligible trainers and educational opportunities available to them. 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. Customers will

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

Due to the lack of transportation, Northeast Region One-Stop staff go “where the people are”. We understand that not everyone is able to travel to a Job Center, so our staff set up appointments, as needed, as well as schedule regular outreach meetings on specific days and times to provide services to the outlying counties we serve.

Under the WIOA law, the One Stop is the hub for referrals. The Missouri Services Navigator is an online system that allows staff and service providers to easily search for programs and services across the state of Missouri. One-Stop staff uses a referral process and a follow-up process to ensure the participant receives the information and services required.

<https://mo.servicesnavigator.org/>

The One-Stop System partners, Business Services Team, Northeast region’s economic development partnership groups, the Northeast Region Workforce Development’s Employer Engagement Committee, Access Committee, and Youth Council Committee are all continually working to meet the employment needs of employers and enhance services to employers and job seekers. 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, and training) in rural locations hinder meeting employer needs.

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, and Local Market Information (LMI) help customers identify their skills, strengths, interests and determine what their needs are. Various workshops are offered to all visitors of the Job Center. These workshops include, but are not limited to Online Job Application Workshop, Resume Workshop, Intro to Career Center Services, Interview Skills, and Basic Computer Skills. For eligible individuals that qualify, work-based learning opportunities are available through work experiences, internships, on-the-job training, pre-apprenticeship, and registered apprenticeships. Studies have shown that work based learning is the best way to teach soft and hard skills.

In the Northeast region, the Business Services Team and the Board staff review the labor market demand to ensure we are educating our customers on the best career pathways to provide sustainable careers with a livable wage. Through employer engagement we have found employers are willing to train on specific skills or we are able to offer the specific training through one of our Eligible Training Providers, but the skills that are lacking are technology skills, communication skills, leadership and supervision skills, problem solving and critical thinking skills.

We utilize a variety of assessments to determine skill levels, aptitudes, abilities, skill gaps, barriers, and academic skills. After an initial interview with the customer, we are able to further assess their needs by using Wonderlic, Work Keys, O\*net, TABE, Talify, CASA, or Missouri Connections to drill down on their abilities and interests in order to assist them in choosing an appropriate career pathway and develop their strategic employment plan.

Additional funding streams, SkillUp and FNS, have been added through Missouri Department of Social Services. These programs are focused on short-term trainings that will lead to sustainable employment. We are collaborating with Division of Family Support, NECAC, Moberly Area Community College, St. Charles Community College, and MWA (Missouri Work Assistance) to ensure all SNAP recipients are aware of this funding and assisted if they choose to do so.

In addition, through Missouri Department of Social Services, we are offering Youth work experience – Youth Jobs League. This was formerly the Summer Youth Program, and it is offered year round. This program offers valuable work experience to begin building on the soft skills that, all employers agree, are a challenge in the emerging workforce today.

Due to the shift in educational needs to meet employer demand, the local colleges/universities and career and technical schools are offering more short-term skilled trades instruction and certifications. Increased assessability to broadband and transportation is needed in the area to enable all potential customers to participate in these opportunities.

Through the One-Stop staff and partnerships, NE Region will continue to build on the local resources and training and education opportunities to develop soft and hard skills with our jobseekers and incumbent workers to satisfy the workforce needs of our employers. The region is working with Department of Corrections, Vocational Rehabilitation, K-12, Career and Technical Education and Community Colleges to fill the gap with populations that have been overlooked and underserved in the past, which include justice involved individuals, youth, older workers, and people with disabilities.

Region staff has met with employers to market and expand Registered Apprenticeship, Pre-Apprenticeship, On-The-Job Training, Incumbent Worker Training, and Work Experience. All of these programs offer, “Earn while you Learn” training methods.

Many opportunities for training and education assistance are available to customers in the Northeast Workforce Development Region. Through the region's strong partnerships, collaboration to leverage services, provision of wrap-around services (including supportive services), and enhanced support for the customer exists and increases the likelihood for customers to take advantage of opportunities and achieve success. By building a better skilled and knowledgeable workforce, we will be able to fulfill the employer's needs for a skilled and ready pipeline of talent.

## OPERATIONAL ELEMENTS

### Local Structure

#### 10. Local Workforce Development Area (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 57,686, followed with Warren County with 34,711 and Marion with 28,592. The counties served by NEMO WDB 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-Illinois border. The Region's employed population of 126,246 represents 4.2% of Missouri's employment. As of November 1, 2019, the Civilian Labor Force in Northeast Region totaled 130,079, which leaves 3,833 unemployed. The unemployment rate for Northeast Region was 2.9% for November 2019, slightly below Missouri at 3.0%.

Northeast Region experienced population increases in the Black and Hispanic or Latino minority groups since 2016. Using the demographics from MERIC, in 2017, the Black population was just over 3,400 in Northeast Region, and accounts for 2.8 percent of the region's population. By comparison, the people who identified as White accounted for 93% of the population and people identifying as two or more Races accounted for 1.2%. In Adair County, we saw an increase of Congolese and West African immigrants.

Comparing the study from 2016 and 2017, the Hispanic or Latino population in Northeast Region remained the same. The minority group represents 1.7 percent of the total population.

Some industries experienced overall growth over the past 5 years. The highest levels of growth are seen in the industries of Manufacturing (3.4%), Construction (3.9%) and Transportation & Warehousing (4.8%). Industries employing the most people at the end of 2018 are Health Care and Social Assistance (12,115), Manufacturing (10,776), Educational Services (9,773), and Retail Trade (9,725). Despite the fact that Educational Services is in the top four, they actually lost over 500 jobs between 2013 and 2018. Accommodation and Food Services grew 8%, adding nearly 250 jobs, Construction had an increase of over 780 jobs and the Transportation sector added over 600 new jobs during this period. This amounts to a 4.8 % growth in employment.

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 WDB 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, Con-Agra, and Daddy Rays; distribution centers such as Walmart; manufacturers such as Watlow Missouri, Bodine Aluminum, BASF, Cerro Flow Products, and SAF-Holland, Inc.; Transportation with Witte Brothers, and call center, SC Contact Center.

### **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<br>(Satellite sites in Hannibal, Kirksville, and 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

## 11. Local Facility and Information

- a. 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. *Attached*
- b. Identify the local affiliate sites, including current mailing and street addresses, telephone and fax numbers and list them in Attachment 1 to the Plan. *Attached*
- c. Identify the local specialized sites, including current mailing and street addresses, telephone and fax numbers and list them in Attachment 1 to the Plan. *Not Applicable*
- d. If your LWDA has any other additional service sites and the LWDA refers to them as anything other than comprehensive, affiliate or specialized centers, please list the service sites by the title your LWDA uses and describe the services provided in Attachment 1. Also, list the one-stop partners providing services at those locations. *Not Applicable*

## 12. Local One-Stop Partner/MOU/IFA Information

### a. One-Stop Partners

Identify the **One-Stop Partners** in Attachment 2 to the Plan. Please indicate the contact name, category, physical location, phone and email address. Indicate the specific services provided at each of the comprehensive, affiliate, or specialized job centers. *Attached*

### b. Memorandums of Understanding (MOU)

Include 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. The MOU must be up-to-date, signed and dated. Include the MOU(s) as Attachment 3. 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. *ATTACHMENT 3*

### c. Cost Sharing Agreement/Infrastructure Funding Agreement (IFA)

Include as part of the MOU in Attachment 3 the Infrastructure Funding Agreement (IFA) and negotiated cost-sharing worksheet/workbook for each Missouri Job Center that includes the line items, dollar amounts and percentage rates for One-stop partners, OWD and the Board. Indicate the number of FTEs present and the amount of space (sq. footage) utilized by the partner.

*ATTACHMENT 3*

### **13. Sub-State Monitoring Plan**

Include the sub-state monitoring plan, as defined in OWD Issuance 16-2018 Statewide Sub-State Monitoring Policy or other current guidance on the topic located at [jobs.mo.gov/dwdissuances](http://jobs.mo.gov/dwdissuances). , as **Attachment 4** to the Plan. [Attached](#)

### **Integration of One-Stop Service Delivery**

### **14. Local Workforce Development System**

Describe the workforce development system in the LWDA.

- a. 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.

The six Core Programs offered in the Northeast Region are:

1. Adult Program (Title I of WIOA)
2. Dislocated Worker Program (Title I of WIOA)
3. Youth Program (Title I of WIOA)
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 developed 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, Department of Corrections, Youth organizations, 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
- Nominations/Recruitment Committee

In addition, the Region has a Business Services Team that includes the OWD Job Center Supervisors, Regional Manager, and Workforce Coordinator, as well as WIOA Job Center staff, Local Veterans Employment Representatives, VR Business Outreach Specialist and other partners as needed.

- b. Describe how the Board plans to support alignment to provide services, including programs of study authorized under the *Strengthening Career and Technical Education for the 21st Century Act of 2018* formerly the Carl D Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.).

NEMO Workforce Board understands the urgent need of students being prepared for employment or higher education to meet demands of our business community. The Board supports meaningful collaboration between secondary schools, postsecondary institutions, and employers to provide students with experience in, and understanding of, all aspects of an industry, which may include work-based learning, such as internships, mentorships, and other hands-on learning. We will fully support the Act by collaborating and co-enrolling eligible students in WIOA workforce programs to ensure they successfully transition to the next step in their career pathway. The board will work with each of the CTE institutions in placing a member of the Board or Board staff to sit on their respective advisory board. We will also share information with our local CTE institutions on courses requested by employers and any information we receive on projections or trends that might affect their decisions.

Post-secondary CTE institutions are active partners in the one-stop center workforce system. NEMO Board has a representative from CTE serving on the board as well as representatives from other post-secondary institutions. We will be working with them to establish career pathways and transition plans so students will have the ability, based on their career choices, to move from CTE to post-secondary education, registered apprenticeship or internship, on-the-job training, and/or employment.

DESE has identified and approved seven program areas for the Career and Technical Schools. Four of these approved programs align with the Sector Strategies of this board. These are (1) Agriculture, Food, and Natural Resources; (2) Health Sciences Education; (3) Skilled Technical Sciences; and (4) Technology and Engineering. The other programs identified by DESE are Business Education, which includes Information Technology; Family Consumer Sciences and Human Services; and Marketing and Cooperative Education. All of the programs identified show labor demand in our local area and align with the Sector Strategies developed by the Board.

The Job Centers will provide support by holding hiring events, registration in the MoJobs data system, career exploration, job referrals to interested employers, and assisting eligible students with job readiness and employability classes.

The Board will continue its focus on serving special populations such as individuals with disabilities and justice involved individuals and will collaborate with CTE to assist these individuals in their employment and education goals.

- c. Describe how the Local WDB will coordinate workforce investment activities carried out in the local area with rapid response activities.

The LWDA utilizes and coordinates with the ERE Team for the NEMO region. The Coordinator provides on-site or in-person 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 programs and services brochure, the Division of Employment Security (DES) UI Benefits fact sheet, the Missouri Economic Research Information Center (MERIC) regional Real Time LaborMarket Summary and any other information deemed appropriate. Every 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. Coordinators are the designated lead for all layoff events, however, local staff are included and informed to ensure both employers and affected workers receive all needed services. Coordinators coordinate with the Executive Director, Functional Leaders, regional business services team, Union Representatives, and community groups. The Executive Director and Missouri Job Center WIOA and OWD Supervisors are kept informed throughout the process and notified of layoff activity, meeting dates, planned events, and changes in layoff schedules. The Coordinator is the primary contact for employers participating. 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 Coordinator will provide the necessary agencies, 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.

The Coordinator is responsible for maintaining awareness of business hiring and layoffactivities 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 Coordinator attends and speaks at a variety of business and agency driven events regularly to make business and agencies aware of the services that are available in the region free of charge.

- d. Describe how the Board will ensure the expenditure of funds for training providers are selected from both the Eligible Training Provider List/System approved for use by the State of Missouri as well as approved from the State list by the local workforce development board.

The Job Center Staff will insure all of the following requirements are met before approving the expenditure of funds: (See NEMO WDB Issuance 14-2017, Change 1– See Attachment 27)

- When an eligible participant selects a training provider from the State's approved provider list, the Job Center staff will insure the program is approved and in good standing on Missouri's Eligible Training Provider System (MoScores). The **program and the provider** must be approved on MoScores. If MoScores does not indicate the

- program is approved by the Northeast Region, the staff will need to contact the WDB Office.
- Job Center Staff will check LMI (Local Market Information) to ensure the training will allow the participant to obtain employment with a self-sustaining wage and a credential, license, or degree.
  - Follow the NEMO WDB policy in place for Individual Training Accounts. (NEMO WDB Issuance 26-2020).
  - Cost of the training must be taken into consideration. Ensure the cost to complete the program is not higher than twice the amount of completing the equivalent program at other local training providers, located within a reasonable distance, on the State ETPS/MoScores.

If the above criteria are met, the Job Center staff or WIOA Supervisor will notify the training provider, verify contact information and explain the vendor packet required to receive WIOA tuition payment.

Case notes and the print out from MoScores showing the program has been approved by both the State and the NE Region must be in the participant file.

## **15. Alignment and Data Integration**

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

Customers are the foundation of service integration; partner programs align their program design and service delivery to benefit job seeker and employer customers. To do this effectively, our partners meet regularly to discuss our shared mission and objectives and commit to aligning and leveraging our resources. The result is a more effective utilization of staff and improved customer outcomes.

The Job Centers deliver a true integrated service to all of the customers and businesses. The Core program partners actively work with the Job Centers to ensure customers are provided high-quality training and/or education and supportive services to assist them in obtaining and maintaining good jobs. Providing skilled workers will assist business in meeting their current workforce needs.

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. WIOA case managers, along with partner agencies, refer clients and follow-up to ensure the connection is made. All partners have been made aware of the Missouri Services Navigator located at <https://mo.servicesnavigator.org>. This directory is invaluable to find local resources for clients needing assistance.

Enhanced opportunities will be provided for the customers of Adult Education, Vocational Rehabilitation, Re-Entry, Veterans, and TANF program partners.

- b. Describe the MOU/IFA/Cost Sharing Process.

The MOU is an agreement developed and executed by the Local WDB and the one-stop partners, with the agreement of CEO and the one-stop partners, relating to the operation of the

one-stop delivery system. As the management of the American Job Center network is the shared responsibility of States, Local WDB's, elected officials, the WIOA core programs, the required one-stop and American Job Center operators, the Board used a collaborative and good-faith approach to negotiations and encourage all of these entities to work together in developing an MOU that demonstrates the spirit and intent of WIOA, thereby ensuring the successful integration and implementation of partner programs in NEMO Job Centers.

The MOU is drafted and approved by the NEMO WDB, along with the Infrastructure Cost Share Agreement and is sent to all affected partners, followed by either a meeting or phone call to discuss and come to agreement. After all partners agree, the final draft is sent for review and signatures. The signed agreement is included as **Attachment 3**.

Describe the process for data integration. How are the one-stop centers implementing and transitioning to an integrated, technology enabled intake system for programs carried out under WIOA and by one-stop partners?

Most of the required partners/agencies maintain their own databases. The State Leaders are researching ways to share data within our systems without breaching confidentiality and privacy. Some of the partners have access to MoJobs, i.e. Community Action, FSD, Community Colleges.

To meet the needs of businesses and jobseekers throughout the state and accomplish the goals set forth through WIOA, the One-Stop Job Centers utilize the State Case Management System, MoJobs. Family Support Division (FSD) interfaces with MoJobs for Case Management for the TANF programs that our region is contracted for, (SkillUp, FNS, Youth Jobs League). UIInteract interfaces with MoJobs to report wage credits.

When MoJobs went live in 2017, it was not without glitches. Through technical assistance and training, staff are now feeling more comfortable with the system, although there is more to do to eliminate duplication of data entry.

The Eligible Training Provider System (ETPS) is available to the WDB Staff to review providers and programs for approval. This system includes the providers of education and training and allows our customers to make quality-training choices leading to self-sustaining employment. The ETPS will only approve providers that demonstrate significant levels of performance and the Board has the responsibility of approving the programs for NE Region.

MOScores is a publicly available website that combines a searchable program inventory of education and training programs, with additional information on program costs, program student demographics, graduate outcomes (earnings and employment), and a program comparison function. This tool is designed to assist job seekers, students, career counselors, educators, and planners with a better understanding of training options and typical work outcomes of program graduates. The site will also allow users to search non-credit programs listed in the state's Eligible Training Provider System (ETPS), and assist the Office of Workforce Development with outcomes reporting mandated by the federal Workforce Innovation and Opportunity Act (WIOA).

OWD has made available to all regions, the MoPerforms program, which is an invaluable tool to track and predict performance outcomes. The rosters contained in the program allow us to monitor individuals to ensure they are completing their goals and follow-ups are being

performed. The performance charts are shared regularly with the NEMO Board and with Board Standing Committees, as well as any of our partners that request information that is contained within the program.

Missouri Services Navigator is an invaluable tool that is available to all partners and is used at our Job Centers to provide referrals for services. O'Net, Local Market Information (LMI) and MERIC contain information that is pertinent to everything our partners and we do. This information is available to the public, but we also supply this information upon request.

## **16. Accessibility**

Describe how entities within the one-stop delivery system, including one-stop operators and one-stop partners will comply with WIOA section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the physical and programmatic accessibility of facilities, programs and service, technology, and materials for individuals with disabilities including providing staff training and support for addressing the needs of individuals with disabilities.

(See OWD Issuance 12-2017 or other current guidance on the topic located at [jobs.mo.gov/dwdissances](http://jobs.mo.gov/dwdissances) and the State of Missouri Non-discrimination Plan at [https://jobs.mo.gov/sites/jobs/files/ndp\\_2019\\_summary\\_all\\_sections\\_and\\_elements\\_final\\_copy\\_with\\_bookmarks.pdf](https://jobs.mo.gov/sites/jobs/files/ndp_2019_summary_all_sections_and_elements_final_copy_with_bookmarks.pdf) )

NEMO WDB has an EO Officer on staff that oversees, monitors, and trains the policies and requirements of the Equal Opportunity laws.

All employees of NEMO WDB and the Subrecipients (performing duties related to WIOA programs or services) of WIOA Title I-financially assisted employers, customers, non-customers, and WIOA funded training employers are made aware of their EO rights and responsibilities, as well as their programmatic complaint and grievance rights and responsibilities under WIOA. To ensure equal opportunity for customers within the Workforce System, NEMO WDB Staff and Subrecipients must provide initial and continuing notice that they do not discriminate on any prohibited grounds, and that there is a process to resolve any complaints or grievances.

Each grant applicant, sub-recipient and each training provider seeking eligibility, including On-the-Job Trainers (OJT) and Work Experience, must be able to provide programmatic and architectural accessibility for individuals with disabilities. Assurances are incorporated into each grant, cooperative agreement, contract, or other arrangement whereby federal financial assistance under Title I of WIOA is made available. The Local EO officer is responsible to monitor recipients' contracts, grants and or other arrangements annually, per requirements set forth by the State EO Officer.

NEMO WDB and its Subrecipients do not discriminate in deciding who will be admitted, or have access, to any WIOA Title I-financially assisted program or activity; providing opportunities in, or treating any person with regard to, such a program or activity; or making employment decisions in the administration of, or in connection with, such a program or activity. Reasonable steps are always taken to ensure that communications with individuals with disabilities are as effective as communications with others. This means that, upon request and at no cost to the individual, the Job Centers and NEMO WDB office will provide appropriate auxiliary aids and services to qualified individuals with disabilities.

To ensure that certain affected parties to WIOA Title I-financially assisted programs and services have been properly notified and provided with a copy of their rights and responsibilities along with the *Equal*

*Opportunity is the Law Notice*, EO Form EO-15, must be marked and signed and retained in the individual's or recipient's file. It must be obtained from applicants for employment, employees, program participants, and participating employers.

The Local EO Officer and/or Executive Director will attend all mandatory trainings provided by the State EO Officer's office. The State EO Officer will hold mandatory training every two-years reviewing the Nondiscrimination Plan updates. This training will be required of DWD leadership staff, Workforce Board Directors, Local EO Officers and any local Management staff operating programs, services and activities in the job centers. Local EO Officers will attend the quarterly Professional Development meetings to receive additional training and updates on the requirements of the Nondiscrimination Plan and WIOA Section 188.

Local EO Officers are responsible for local EO training for all job center staff. In most cases, this training will be held during the time allotted at each job center for staff meetings. The training will focus on ensuring that job center staff are knowledgeable and understand the requirements in the equal opportunity regulations. The Local EO officer will choose a topic each month to review with the Job Center staff. The Local EO Officer will also undergo additional training through webinars offered by the Lead Center and other disability experts. This information will be passed along to the job centers by invitation to the webinar or a summary and materials delivered by the Local EO Officer during a staff meeting. All new employees are required to review and test on equal opportunity topics as well as pass the Confidentiality Test.

## **17. Assessment of One-Stop Program and Partners**

- a. Describe 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.

Subrecipients of WIOA services in the Northeast region are reviewed and approved by the Board at least annually. Quarterly progress reports are presented to the WIOA Supervisors at the Quarterly Meeting; those reports include performance-to-date information and expenditures. Performance results for the Region and each Subrecipient are distributed at each Board Meeting and at the Youth Council. WDB staff provide quarterly benchmark attainment and Performance, which includes program monitoring and goal attainment and fiscal accountability to the One-Stop Committee and the Executive Committee for review prior to the Spring Board Meeting.

If program and/or fiscal shortcomings are noted, the Board is prepared to establish performance improvement mandates. If the mandates are not met, the contract with that WIOA service provider may be subject to termination or non-renewal.

The performance evaluation is based on hard data and allows the Board to assess the execution of contractual obligations.

- b. Describe the actions the LWDB will take toward becoming or remaining a high-performance WDB.

The NEMO Workforce Board stands committed to serve all persons in the 16 county region that are interested and eligible for the programs offered. With transportation being a barrier for jobseekers that reside farther away from our Job Centers, the Subrecipient staff travels to those areas to provide services. They are attending county inter-agency meetings, participating

in faith based community outreach, and working closely with other community partners. We are somewhat limited in dollars and staff, but we are seeing increased interest and participation from those counties as a result of these activities.

We have also partnered with Department of Corrections and several of the County Justice Departments to provide services to incarcerated and released justice involved individuals. We are enrolling at the Northeast Correctional Center and the Lincoln County Justice Center and are now working with Randolph, Marion, and Pike County Probation and Parole Units as well as the Court System in these counties. Our Youth Committee will be working on better ways to assist Foster Children and Justice Involved Youth.

Through TANF, we have contracted to serve SNAP recipients with SkillUp and FNS programs. We are seeing a great demand for our Youth Jobs League (formerly Summer Youth). We also plan to place every Youth in a work experience, if possible, to help them obtain real-world job skills and assist them in developing their career pathway.

## Local Administration

### 18. Chief Elected Official (CEO)

Please identify the CEO. List the name, title, address, phone number and email address. Place it on a cover sheet in Attachment 5. *Attached*

### 19. CEO Consortium Agreement and Bylaws

If the LWDA includes more than one unit of local government, the Chief Elected Officials (CEO) may develop a CEO agreement; however, it is not mandatory under WIOA law. If the LWDA is including a CEO agreement, please specify the respective roles of the individual CEOs and include the **CEO Consortium Agreement as Attachment 5 including any CEO Bylaws** that are in effect. *Attached*

NOTE: (The CEO membership should be reviewed after each county and/or municipal election. If there are changes in the CEO membership, or leadership, a new CEO agreement will need to be signed and submitted to OWD by the first day of June following the election.) OWD must be notified with the contact information as soon as the CEO takes office.

### 20. Local Workforce Development Board (LWDB) Membership

Please list the **LWDB members** in Attachment 6. 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/OWD, higher education, economic development, TANF, Other) The LWDB Certification Form may be used. See OWD Issuance 10-2018 Local Workforce Development Board Membership Requirements and Recertification Procedures under the Workforce Innovation and Opportunity Act or other current guidance on the topic located at [jobs.mo.gov/dwdissuances](http://jobs.mo.gov/dwdissuances).

The NEMO WDB Board Membership roster, the Standing Committees, and the Board Certification is included as Attachment 6 and contains all requested information. *Attached*

#### a. LWDB Standing Committees

List of all **standing committees** on a separate page in Attachment 6. *Attached*

#### b. LWDB Certification Letter (2019)

Include in Attachment 6 a copy of the current **LWDB certification letter** *Attached*

## **21. LWDB Bylaws**

The Board must review its by-laws annually and complete the “Local Workforce Development Board’s ATTESTATION FOR REVIEW OF BY-LAWS” form included near the end of this document. Include the Board’s current by-laws and the completed attestation form (copy is included in this guidance) as **Attachment 7** to the Plan.

The current by-laws are included as Attachment 7, as is the attestation for review of by-laws. ***Attached***

## **22. Conflict of Interest Policy**

Include the **Conflict of Interest Policy as Attachment 8** for Board members, staff, and contracted staff to follow. This should be the full COI policy that they sign, not just an attestation. See **OWD Issuance 19-2016 Ethical Requirements for Chief Elected Officials and Local Workforce Development Boards** or other current guidance on the topic located at [jobs.mo.gov/dwdissuances](http://jobs.mo.gov/dwdissuances).

The NEMO WDB Conflict of Interest Policy and Code of Conduct is included as Attachment 8. ***Attached***

## **Local Planning & Fiscal Oversight**

### **23. Local Fiscal Agent**

Identify the **Local Fiscal Agent**. Include contact information. Include the information as **Attachment 9**. See **OWD Issuance 22-2015 Policy on Designation of a Local Fiscal Agent by the Chief Elected Official** or other current guidance on the topic located at [jobs.mo.gov/dwdissuances](http://jobs.mo.gov/dwdissuances). The contact information for the Local Fiscal Agent is included as Attachment 9. ***Attached***

## **24. Competitive Procurement**

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 the information on the following processes: advertisement/notification to prospective bidders, time period bidders have to respond to the solicitation, evaluation and award/non-award notification. This may include those pages from the Board’s procurement guidelines that describe the competitive-procurement process and the process to procure Youth training providers. Include the **Financial Procurement Policy as Attachment 10**. ***Attached***.

To ensure full and open competition for provision of services under the Workforce Innovation and Opportunity Act (WIOA), the Northeast Workforce Development Board (NEMO WDB) has established the processes outlined in Attachment 10 – Procurement Guidelines. Due to low interest in bidding in our region, we will be building our bidders list by outreaching into bordering states and increasing our postings through email, LinkedIn, NAWDP, Business and Professional Workforce organizations, another methods determined.

## **25. Duplicative Costs and Services**

### **a. Eliminating Duplicative Administrative Costs**

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

Due to funding reductions and anticipated further cuts, The NEMO Workforce Development Board will be exploring ways to reduce administrative costs. We will review other available best practices for ways to be more efficient and effective, and to ensure that administrative costs are streamlined to leave the optimum level of funds available to meet the training needs of Missouri’s workforce.

In PY19 we changed our allocation for Operations from 64% to 60% and our Participant from 36% to 40% in an effort to increase the amount of money that flows to the Participants for services. The Subrecipients are making every effort to control their administrative costs but our region has typically had low staffing levels in the WDB office as well as Job Center WIOA staff.

**b. Eliminating Duplicative Services**

Identify how the Board ensures that services are not duplicated.

With Functional Leaders responsible for coordinating all Job Center services under WIOA, Wagner-Peyser, Trade Act, and METP, we are assured that services are provided responsibly. Each staff member in the Job Centers uses MoJobs; data entry in MoJobs allows staff to access the customer record to determine services provided, thus eliminating duplicative service.

The State data management system (MoJobs) is shared between Title I and Title III funding sources, which alleviates duplication of services between those programs. The Community Colleges and our TANF partners for SkillUp are also utilizing the State Management System. If a Core Partner is not co-located at the Job Center and does not share in the data management system, staff will communicate via email or phone.

**26. Planning Budget Summaries (PBSs)**

Include the Planning Budget Summaries for Program Year 2020 and Fiscal Year 2021 in [Attachment 11](#) to the Plan. (Instruction for this planning item will be sent after the PY 2020 locally negotiated performance goals are finalized.) [Attached](#)

**27. Complaint and Grievance Policy / EEO Policy**

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. Include either a statement that the Board will follow the state policy or develop a local policy and include a copy as [Attachment 12](#) to the Plan. (See the State of Missouri Non-discrimination Plan. [https://jobs.mo.gov/sites/jobs/files/ndp\\_2019\\_summary\\_all\\_sections\\_and\\_elements\\_final\\_copy\\_with\\_bookmarks.pdf](https://jobs.mo.gov/sites/jobs/files/ndp_2019_summary_all_sections_and_elements_final_copy_with_bookmarks.pdf) ) NEMO WDB has developed a local EEO policy for Complaint and Grievance. NEMO WDB Issuance 19-2020 is included as Attachment 12. [Attached](#)

**28. 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 local plan development process, including how input for the Local Plan was obtained by all the partners involved in the MOU. Also, see [Attachment 33 - Statement of Assurances](#).

Stakeholders involved in the development of the Local Plan include:

- Employer and business representatives;
- AFL-CIO representative;
- Chief-Elected Officials and NEMO Board Members;
- Community-Based Organizations who participate in workforce development collaborations including; community action agencies, disabilities services providers, economic development organizations, minority-serving organizations, senior service providers, etc.;

- Representatives from partner state agencies including; Family Support Division, Vocational Rehabilitation; and Educators from K-12, community colleges, and universities

An email was sent to the agencies listed above asking for their input on the subject matter that pertained to them. Responses were added into the plan. Input from these individuals/agencies were also used to develop the MOU's.

The Statement of Assurances is included as Attachment 33. ***Attached***

## 29. Performance Negotiations

Identify the local levels of performance negotiated with the Governor and CEO to be used to measure the performance of the Board and to be used by the Board for measuring the performance of the Local Fiscal Agent (where appropriate), eligible providers, and the One-Stop Delivery System in the LWDA.

Employment Q2	PY20-21 Final Negotiated Rate	Employment Q4	PY20-21 Final Negotiated Rate	Median Earnings	PY20-21 Final Negotiated Rate
Adult	75.00%	Adult	70.00%	Adult	\$ 5,400.00
DW	77.00%	DW	66.00%	DW	\$ 7,200.00
Youth	77.00%	Youth	70.00%	Youth	\$ 3,100.00
WP	70.00%	WP	71.00%	WP	\$ 5,250.00

Credential Attainment	PY20-21 Final Negotiated Rate	MSG	PY20-21 Final Negotiated Rate		
Adult	77.5%	Adult	60.00%		
DW	79.5%	DW	51.50%		
Youth	79.5%	Youth	46.50%		

## 30. Public Comment

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

See **Attachment 33 - Statement of Assurances** ***Attached***

- The Northeast Missouri Workforce Development Board 2020-2024 WIOA Local Plan and subsequent updates will be posted on the NEMO WDB website ([www.nemowib.org](http://www.nemowib.org)) for a minimum of 14 day public comment period. The link will be sent to all Board Members and CLEO's, NEMO Partner Agencies, Chambers, Economic Development, and Planning Commissions, inviting them to comment. Hard copies will be available at the NEMO WDB office at 111 East Monroe Street, Paris, Missouri 65275. Proof of publication will be retained at the WDB Office.
- Notice of RFP/IFB/RFQ requiring a 30 day comment will be posted on the NEMO Website <http://nemowib.org> and the link will be sent to all Board Members and CLEO's, NEMO Partner Agencies, TEAM Website, One-Stop Operators, Job Centers, and the NAWDP website. Proof of publication to the website, the list of potential bidders and interested parties will be retained in the RFP/RFQ file. Hard Copies of the RFP/RFQ will be sent upon request.
- Other Public Notices will be posted on the NEMO Website <http://nemowib.org> and the link will be sent to all Board Members & CLEO's, NEMO Partner Agencies, One-Stop Operators, Job Centers, and any other interested parties as deemed necessary. Proof of publication to the website will be retained in the RFP/RFQ file.

Public comments can be made to Executive Director, Northeast Missouri Workforce Development Board, 111 East Monroe Street, Paris, Missouri 65275 or by email at [diane.simbro@nemowib.org](mailto:diane.simbro@nemowib.org).

## 31. Assurances

Complete and sign the “**Statement of Assurances Certification**” form located in this guidance and include

this as **Attachment 33** to the Plan. *Attached*

## POLICIES

### Local Policies and Requirements

#### 32. Supportive Services Policy

Please include the Board's policy for **Supportive Services as Attachment 13** to enable individuals to participate in Title I activities. This policy must address the requirements in OWD Issuance 13-2017 Statewide Supportive Services Policy or other current guidance on the topic located at jobs.mo.gov/dwdissuances. [Attached Issuance 13-2017](#)

#### 33. Adult - Priority of Service

Please include the Board's policy for **Adult Priority of Service as Attachment 14**. Describe the process by which any priority will be applied by the One-Stop Operator as stated under WIOA sections 133(b)(2) or (b)(3). The LWDB should explain its Adult Priority of Service to provide WIOA career services for jobseekers who are not low-income. [Attached Issuance 20-2020](#)

#### 34. Adult / Dislocated Worker - 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. Please include the **Training Expenditure Rates and Criteria Policy for Adults and Dislocated Workers as Attachment 15**. [Attached Issuance 21-2020](#)

#### 35. Youth – Eligibility

Please provide the **Youth Barriers Eligibility Policy (OSY ISY additional assistance barrier) as Attachment 16**. [Attached Issuance 22-2020](#)

#### 36. Youth- Out of School Youth (OSY)

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

The 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 deemed 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. 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 criterion 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.

### **37. Youth- In School Youth (ISY)**

Describe the Board’s strategy for addressing In-School Youth (ISY). WIOA section 129(a)(1)(C)(VII) establishes that an eligibility criteria for In-School Youth 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.

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. 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 criterion 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.

### **38. Youth- 14 Data Elements**

Describe how the region will provide the 14 data elements including: roles, responsibilities, how the system works, and what the system looks like when put into practice in the region. Also, list any organizations/entities that have an agreement with the region to provide one or more youth services.

The NEMO WDB is somewhat limited in resources for some of the required elements so we will be working with our committees, program operators, and outside sources to develop innovative ways to deliver a more comprehensive training on those elements.

### **14 Required Service Elements of WIOA Title I Youth Program**

The Subrecipients will provide and/or coordinate services for the 14 elements. If coordinating with another entity, procurement procedures will be followed and an MOU will be developed identifying the roles of each entity.

GAMM, Inc. – Providing the 14 elements in Clark, Lewis, Marion, Monroe, Shelby, Ralls, Pike, Knox, Adair, Schuyler, Scotland, Macon, and Randolph Counties. Boonslick Regional Planning Commission – Providing the 14 elements in Warren, Lincoln, and Montgomery counties.

Along with intake, eligibility, objective assessment, and development of individual service strategy with youth ages 14 to 24, WIOA Title I Youth Programs are required to provide access to the following 14 program service elements. The youth enrollment occurs when the youth receives one of the elements for the first time.

WIOA Youth Title I Required Service Element and Description of Activity	Entity providing the Element
<p>1. Tutoring, study skills training, instruction and dropout prevention strategies that lead to completion of a high school diploma includes services such as: providing academic support, helping a youth identify areas of academic concern, assisting with overcoming learning obstacles, or providing tools and resources to develop learning strategies. Dropout prevention strategies intended to lead to a high school diploma include activities that keep a young person in school and engaged in a formal learning and/or training setting.</p>	<p>Case managers provide individuals support to keep them engaged in school through a variety of activities and follow-up. This element is provided by the schoolteachers and counselors for in-school youth.</p>
<p>2. Alternative secondary school services assist youth who have struggled in traditional secondary education. Dropout recovery services are those that assist youth who have dropped out of school. Both types of services help youth to re-engage in education that leads to the completion of a recognized high school equivalent. Examples of activities under this program element include:</p> <ul style="list-style-type: none"> <li>• Basic education skills training</li> <li>• Individualized academic instruction</li> <li>• English as a Second Language training</li> <li>• Credit recovery</li> <li>• Counseling and educational plan development</li> </ul>	<p>Case managers work with individuals to keep them engaged in alternative school services assist as needed through intensive follow-ups.</p>
<p>3. Paid and unpaid work experience is a planned, structured learning experience that takes place in a workplace and provides youth with opportunities for career exploration and skill development. A work experience may take place in the private for-profit section, the non-profit sector, or the public sector. Work experience for youth: summer employment and other employment opportunities available throughout the school year, pre-apprenticeship programs, internships and job shadowing, and on-the-job training. <b>At a minimum, 20% of our youth contract is spent on work experience. We have the Scholar's at Work program that is considered a work experience for out of school youth that are attending AEL classes. We offer work experiences, OJT, and unpaid internships and job shadowing.</b></p>	<p>AEL, Eligible Training Sites, Employers,</p>
<p>4. Occupational skills training is an organized program of study that provides specific vocational skills that lead to proficiency in performing actual tasks and technical functions required by certain occupational fields at entry, intermediate, or advanced levels. Occupational skills training:</p> <ul style="list-style-type: none"> <li>• is outcome-oriented and focused on an occupational goal specified in the individual service strategy for the youth;</li> <li>• is of sufficient duration to impart the skills needed to meet the occupational goal; and</li> <li>• leads to the attainment of a recognized postsecondary credential</li> </ul>	<p>Case Managers work with High Schools, Career and Tech Schools and any other provider of skills training. After assessing the student, we assist with applying for financial aid, fund the unmet need and provide supportive services</p>
<p>5. Education offered concurrently with workforce preparation and training for a specific occupation element reflects an integrated education and training model and describes how workforce preparation activities, basic academic skills, and hands-on occupational skills training are to be taught within the same time frame and connected to training in a specific occupation, occupational cluster, or career pathway. <b>Youth are provided assistance with funding for the program agreed upon, along with supportive services, if needed. Occupational education for recognized post-secondary credentials are aligned with in demand industry and treated the same as any other educational training program</b></p>	<p>Case Managers work with High Schools, Career and Tech Schools and any other provider of education. They also work with employers to provide meaningful work experience/workforce prep. Youth are provided assistance with funding and supportive services.</p>
<p>6. Leadership development opportunities encourage responsibility, confidence, employability, self-determination, and other positive social behaviors. Leadership development includes:</p> <ul style="list-style-type: none"> <li>• Exposure to postsecondary educational possibilities</li> <li>• Community and service learning projects</li> <li>• Peer-centered activities, including peer mentoring and tutoring</li> <li>• Organizational and team work training, including team leadership training</li> <li>• Training in decision-making, including determining priorities and problem solving</li> <li>• Citizenship training, including life skills training such as parenting and work behavior training</li> <li>• Civic engagement activities which promote the quality of life in a community</li> <li>• Other leadership activities that place youth in a leadership role, such as serving on youth leadership committees</li> </ul>	<p>Case Management staff provides leadership development through exposure to postsecondary education, community projects, etc. Workshops are also offered throughout the year that can include topics such as empowerment strategies, financial and credit management, buying or renting homes, social networking, the value of volunteering, community services, and top jobs. The Youth Council will be working on this element to provide guidance to program operators.</p>

<p>7. Supportive services enable an individual to participate in WIOA activities. These services enable an individual to participate in WIOA activities (such as, but not limited to, assistance with transportation, childcare, housing, health care, educational testing, and work-related tools).</p>	<p>Case Managers provide supportive services as needed after justifying the need and how it will assist them in completing their goals.</p>
<p>8. Adult mentoring is a formal relationship between a youth participant and an adult mentor that includes structured activities where the mentor offers guidance, support, and encouragement to develop the competence and character of the mentee. Mentors should be someone other than a case manager.</p>	<p>We have struggled to find Adult Mentors who will commit to a 12-month period so our Case Managers act as Mentors when we lack the availability of Mentors. We are reaching out to organizations in the local area that serve youth indifferent capacities to engage them in mentoring AEL providers have agreed to act as Adult Mentors.</p>
<p>9. Follow-up services are critical services provided following a youth's exit from the program. The goal of follow-up services is to help ensure that youth are successful in employment and/or postsecondary education and training. Follow-up services may include regular contactwith a youth participant's employer, including assistance in addressing work-related problems that arise.</p>	<p>The Case Managers do regularfollow-ups with youth to ensure they are successful. These contacts aremade with the individual, employer, or a combination.</p>
<p>10. Comprehensive guidance and counseling provides individualized counseling to participants. This program element also includes substance and alcohol abuse counseling, mental health counseling, and referral to partner programs.</p>	<p>Case managers refer individuals to providers of the services needed on a case-by-case basis.</p>
<p>11. Financial literacy education provides youth with the knowledge and skills that they need to achieve long-term financial stability. Financial literacy education encompasses information and activities on a range of topics, such as creating budgets; setting up checking and saving accounts; managing spending, credit, and debt; understanding credit reports and credit scores; and protecting against identify theft.</p>	<p>Case managers and job center staff provide workshops/classes on financial literacy. They also refer them to classes held by other agencies when available.</p>
<p>12. Entrepreneurial skills training provides the basics of starting and operating a small business. This training helps youth develop the skills associated with entrepreneurship, such as the ability to take initiative, creatively seek out and identify business opportunities, develop budgets and forecast resource needs, understand various options for acquiring capital and the trade-offs associated with each option, and communicate effectively and market oneself and one's ideas. Examples of approaches to teaching youth entrepreneurial skills include:</p> <ul style="list-style-type: none"> <li>• Entrepreneurship education introducing to the values and basics of starting and running a business, such as developing a business plan and simulations of business start-up and operation.</li> <li>• Enterprise development, which provides supports, and services that incubate and help youth develop their own businesses, such as helping youth access small loans or grants and providing more individualized attention to the development of viable business ideas.</li> <li>• Experiential programs that provide youth with experience in the day-to-day operation of a business</li> </ul>	<p>Case Managers utilize materials and videos created by experts in entrepreneurship and building a business. In some cases, those agencies will offer workshops for our clients.</p> <p>We will be working with our Small Business Centers to provide additional curriculum and/or assistance with teaching classes.</p>
<p>13. Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area and includes career awareness, career counseling, and career exploration services. Labor market information also identities employment opportunities, and provides knowledge of job market expectations, including education and skill requirements and potential earnings. Numerous tools and applications are available that are user-friendly and can be used to provide labor market and career information to youth. These tools can be used to help youth make appropriate decisions about education and careers.</p>	<p>Case Managers provide this information to the clients to help them understand the local job market, skills and education needed. They are provided with information on how to access this themselves</p>
<p>14. Postsecondary preparation and transition activities help youth prepare for and transition to postsecondary education and training. These services include helping youth explore postsecondary education options, including technical training schools, community colleges, 4-year colleges and universities, and Registered Apprenticeship programs. Examples of other postsecondary preparation and transition activities include:</p> <ul style="list-style-type: none"> <li>• Assisting youth to prepare for SAT/ACT testing</li> <li>• Assisting with college admission applications</li> <li>• Searching and applying for scholarships and grants</li> <li>• Filling out the proper Financial Aid applications and adhering to changing guidelines</li> <li>• Connecting youth to postsecondary education programs</li> </ul>	<p>Case Managers assist youth with all aspects of transitioning from secondary to post-secondary education or training. This mayconsist of assistance with filling out applications, FAFSA, searching for grants to general counseling to assist with making wise choices in choosing the field of study and the right school or training center.</p>

### **39. Youth-Incentive Payment Policy**

Describe the LWDA youth incentive payment policy. Youth incentives must be tied to recognition of achievement related to work experiences, training, or education. Please include the **Youth Incentive Payment Policy as Attachment 17**. [Attached – Issuance 01-2015, Change 5](#)

### **40. Veterans – Priority of Service**

Describe how veteran's priority, as required by Public Law 107-288, will be incorporated into all programs. Please include the **Veterans Priority of Service Policy as Attachment 18**. See OWD Issuance 10-2016 Priority of Service for Veterans and Eligible Spouses or other current guidance on the topic located at [jobs.mo.gov/dwdissuances](#). [Attached – Issuance 23-2020](#)

### **41. Basic Skills Assessment (Testing) Policy**

Describe the basic skills assessments for the LWDA. Include the **Basic Skills Assessments (Testing) Policy as Attachment 19**. See OWD Issuance 14-2016 Determining Basic Skills Deficiencies for Workforce Innovation and Opportunity Act Applicants/Participants or other current guidance on the topic located at [jobs.mo.gov/dwdissuances](#). [Attached – Issuance 25-2020](#)

### **42. Individual Training Accounts (ITAs)**

Include a description of how training services outlined in WIOA sec. 134 will be provided through the use of individual training accounts, including, if contracts for training services will be used, how the use of such contracts will be coordinated with the use of individual training accounts, and how the Local WDB will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided. Identify the funding limit for ITAs. Please include the **Individual Training Account (ITA) Policy as Attachment 20**. Also include the **Eligibility Policy for Individualized Career Services in Attachment 20**. [Attached – Issuance 26-2020](#)

### **43. 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 to assist in the provision of these services. Include the **Accessibility Policy for Persons with Disabilities as Attachment 21**. See OWD Issuance 12-2017 Minimum Standards for Assistive Technologies in Missouri Job Centers or other current guidance on the topic located at [jobs.mo.gov/dwdissuances](#). [Attached – Issuance 24-2020](#)

### **44. Limited English Proficiency (LEP) – 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 to assist in the provision of these services. Include the **Accessibility Policy for Persons with Limited English Proficiency as Attachment 22**. See OWD Issuance 06-2014 Access to Meaningful Services for Individuals with Limited English Proficiency (LEP) Policy or other current guidance on the topic located at [jobs.mo.gov/dwdissuances](#). [Attached – Issuance 27-2020](#)

### **45. Co-enrollment**

Describe how the Board promotes integration of services through co-enrollment processes. Please include your **Integration of Services Policy (Co-enrollment Policy) as Attachment 23**. See OWD Issuance 03-2019 Co-enrollment and Provision of Services by Workforce Staff Policy or other current guidance on the topic located at [jobs.mo.gov/dwdissuances](#). [Attached – Issuance 28-2020](#)

#### **46. 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). Please include the **Adult Education and Literacy Policy (AEL Policy)** as [Attachment 24](#). See OWD Issuance 26-2015 Adult Education Classes to Prepare Workforce Customers to Achieve a High School Equivalency or other current guidance on the topic located at [jobs.mo.gov/ dwdissuances](http://jobs.mo.gov/dwdissuances). **Attached – Issuance 29-2020**

#### **47. Title IV: Vocational Rehabilitation / Rehabilitation 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. If the Board has a subcommittee, please describe it and the partnership activities with VR & RSB. Please include the **VR/RSB Coordination Policy** as [Attachment 25](#). **Attached – Issuance 30-2020**

#### **48. Registered Apprenticeship / ETPS**

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. Describe the strategy the LWDA will use for addressing the apprenticeship program and monitoring progress. See OWD Issuance 21-2017 Statewide On-the-Job Training Policy and Guidelines or other current guidance on the topic located at [jobs.mo.gov/ dwdissuances](http://jobs.mo.gov/dwdissuances). Please include the **Youth Apprenticeships Policy** as [Attachment 26](#). **Attached – Issuance 31-2020**

#### **49. Eligible Training Provider System (ETPS)**

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. Include the local workforce development board policy on selecting training providers from the State approved list for use by the local board; and include **Eligible Training Provider List (ETPL)Policy Attachment 27**. See OWD Issuance 11-2018 Local Eligible Training Provider Selection Policy or other current guidance on the topic located at [jobs.mo.gov/dwdissuances](http://jobs.mo.gov/dwdissuances). **Attached – Issuance 14- 2017, Change 1**

#### **50. Follow-up Policy**

Follow-Up Career Services must be available to all Adult program and Dislocated Worker program participants for as long as 12 months after the first day of unsubsidized employment. Provide a description of the local strategy for follow-up services. See OWD Issuance 31-2017 Workforce Innovation and Opportunity Act Follow-Up Career Services or other current guidance on the topic located at [jobs.mo.gov/ dwdissuances](http://jobs.mo.gov/dwdissuances).

#### **FOLLOW-UP POLICY FOR ADULT AND DISLOCATED WORKER**

The Workforce Innovation and Opportunity Act (WIOA) follow-up services must be made available to all participants enrolled in the Adult and Dislocated Worker programs for a minimum of 12 months after the first day of unsubsidized employment.

Examples of WIOA Adult and Dislocated follow-up services include:

- Career planning and counseling

- Assistance with work-related problems
- Required contact with the participant's employer
- Peer support groups • Supportive service referrals
- Information regarding educational opportunities

Providing supportive services to Basic Career level individuals are allowed in regulations, but due to our funding limitations and our priority level of service, the Northeast Region does not provide supportive services at the Basic Career level. Case managers should work with participant and partner agencies to fulfill their supportive service needs. (Refer to NEMO WDB Supportive Service Issuance)

It is important to reiterate that follow-up services are provided to ensure the participant is able to retain employment, realize wage increases, and facilitate career progression. While a region must have follow-up services available to employed participants, federal regulations state that every adult and dislocated worker will not need or want these services. It is not a requirement that local staff provide follow-up services to participants placed in unsubsidized employment unless these services are requested. Therefore, verbal or written contact by staff with a participant or their employer merely to confirm the participant is still employed is not necessary or appropriate unless supplemental employment information is needed for performance outcome documentation. Program staff must document requests for WIOA follow-up services in the OWD State Case Management System case notes.

Provision of the above program elements must occur after the exit date in order to count as follow-up services. In order to clearly differentiate follow-up from regular program services, Case managers must ensure they code the follow-up services correctly in the case management system. In addition, each follow-up service should be documented in Service Notes as post exit.

Please Note: Follow-up services do not extend the exit date for performance reporting. In addition, note that case management is not a program element. Case managers providing case management should not be reported as one of the program elements in the PIRL.

Follow up issuances for Adult, Dislocated Workers and Youth may be found at [www.nemowib.org](http://www.nemowib.org)

**NEMO WDB Issuance 10-2017 Follow Up Services for Youth**

**NEMO WDB Issuance 11-2017 Follow Up Services for Adult and Dislocated Workers**

## PROGRAM ELEMENTS

The **WIOA Core Program Partners** in Missouri are:

- Adult Program -(Title I)
- Dislocated Worker Program (Title I)
- Youth Program (Title I)
- Adult Education and Family Literacy Act Program (AEL; Title II)
- Wagner-Peyser Act Program (Title III)
- Vocational Rehabilitation Program (VR; Title IV); and Rehabilitation Services for the Blind Program (RSB; Title IV)

In addition to the above, the **WIOA Combined State Plan Partners** include employment and training activities carried out under:

- Temporary Assistance for Needy Families (TANF; 42 U.S.C. 601 et seq.)
- The Supplemental Nutrition Assistance Program (SNAP; Programs authorized under Section 6(d)(4) of the Food and Nutrition Act of 2008 [7 U.S.C. 2015(d)(4)]; and
- Community Services Block Grant (CSBG; Programs authorized under the Community Services Block Grant Act [42 U.S.C. 9901 et seq.])

### Service Delivery

#### 51. One-Stop Service Delivery

Describe how the LWDA is assisting customers in making informed choices based on quality workforce information and accessing quality training providers. Provide a list of one-stop partner products and services available at each Missouri Job Center.

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 Office of Workforce Development and its other partners to ensure all customers of the Job Center, both jobseekers and business, have the information and resources available to be successful.

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 Job Center 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.

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 needed 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 statewide job bank system that allows customers, both job seekers and businesses, to access services and information through the internet.

## Adult and Dislocated Workers

### 52. Title I - Employment and Training Products and Services

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 products (such as Résumé Builder, 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. 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 may include; 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 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 the ACT WorkKeys/National Career Readiness Certificate {NCRC} to participants and business.

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.

Customers have universal access to Basic Career Services through the workforce system that can be accessed at [jobs.mo.gov](http://jobs.mo.gov). Services can be accessed throughout the region at any one of the two full-service job centers, two affiliate sites, one access point, 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](http://jobs.mo.gov) system is a tremendous asset to the customers in the Northeast Region as most of the region is rural.

NE Region Job Centers will post information on [jobs.mo.gov](http://jobs.mo.gov) about various activities including hiring events, job fairs, workshops, etc. 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](http://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. The WDB Board has also purchased a self-paced computer-learning program, Teknimedia, which is available on all of the resource computers at the Job Centers, Affiliates, and Access Points.

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. The new Case Management System, MoJobs, has a variety of resources available to registered customers.

### **53. Unemployment Insurance Claimant Services (UI)**

Describe the strategies and services that will be used in the local area to strengthen linkages between the one-stop delivery system and unemployment insurance programs. Provide a description of how Unemployment Insurance claimants will be provided reemployment services. Include how Worker Profiling and Re-employment Services (WPRS) will be delivered on a weekly basis between the Office of Workforce Development and partner staff.

Assistance with Unemployment Insurance is an important Missouri Job Center service to many of the Job Center visitors. Job Center staff will provide UI information and assistance to the visitors. If a customer needs significant assistance, OWD staff will assist the customer in filing their claim on the UIInteract website.

WIOA Staff has completed training for RESEA and will begin assisting OWD staff with this process in 2020. The RESEA activity (s) focus on identifying customers receiving UI benefits that may be expected to exhaust their benefits without skill development and job search assistance. This activity also has several direct linkages to UI services, since participation for identified customers is mandatory and UI benefits can be jeopardized if participation does not occur.

**RESEA enrollments:** All RESEA customers will have the following information entered into the MoJobs system (if it is not already entered): (1) their demographics, and (2) a career service. During enrollment, customers will be given information that is required by the RESEA programs as well as job search advice and direction. It is of critical importance that these customers will receive an orientation to the job center services available to them and encouragement to participate in the services offered within the Missouri Job Center. RESEA customers automatically qualify for the WIOA Dislocated Worker program.

### **54. On-the-Job Training (OJT)**

Describe the Board's on-going strategies for promoting and increasing the number of participants in work-based learning and On-the-Job Training (OJT). Provide a summary of the results.

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 and the Regional 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.

OJT is promoted to assist businesses when utilizing the USDOL Registered Apprenticeship model. We are also promoting OJT to our older youth who are not moving to post-secondary education immediately or are experiencing difficulty in finding steady employment and have a desire to enter a specific trade. We will continue to build our relationships with the Career and Technical Institutions and our High Schools to promote OJT to further promote this to employers.

## **55. Credential Attainment / WorkKeys Assessment**

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

Customers are given the WorkKeys information during the orientation. Job Center Staff encourage every customer to take the WorkKeys test and they explain the advantages of earning the credential. Follow-ups are done with the customers that express an interest.

The Functional Leaders ensure that the participant's accomplishments are captured in the State Case Management System. The goal of the Missouri Job Center is to skill-up customers targeting high-wage / high-demand employment sectors. Through career exploration many job seekers find they lack the skills needed for their targeted job. All customers to the Job Center are informed of the advantages of taking the WorkKeys tests.

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 Workforce Coordinator will market the NCRC at ETT meetings. 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 if it will afford them additional benefit. We promote the Scholars at Work program for our out-of-school youth attending AEL classes. This is a paid work experience for those who maintain required standards, as outlined in our Scholars at Work policy. Currently, the Northeast Region has AEL sites located in Shelbina, Macon, Monroe City, Hannibal, LaBelle, Kirksville, Bowling Green, Moberly, Troy, and Warrenton. We work with Moberly Area Community College and St. Charles Community College to offer proctoring services. The AEL Providers have agreed to offer Adult Mentoring for our Youth. They often refer their students to the job centers for testing as well.

Through all of our programs, we encourage individuals to attend training that will lead to an industry-recognized credential. This will result in better employment opportunities and higher wages. We are working closely with our Career and Technical Schools and our Community Colleges to develop shorter-term certification programs that will lead to higher wages in high-demand jobs. Registered Apprenticeships, which result in a nationally recognized USDOL certificate, are also promoted. Pike-Lincoln will be providing/assisting with Work Keys testing for our clients and the community.

## **56. ETT Services / Layoff Aversion**

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 OWD Issuance 07-2015 Statewide Employment Transition Team Policy or other current guidance on the topic located at [jobs.mo.gov/dwdissuances](http://jobs.mo.gov/dwdissuances). **Include as Attachment 28 the DW Employment Transition Team Policy.**

**Attached Issuance 32-2020**

## Youth

### 57. Youth Standing Committee Requirements

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

The NEMO Workforce Development Board is committed to helping our local youth 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 may be referred to as the Youth Council (YC).

### 58. YSC Composition / Services / Procurement of Providers / Meeting Schedule & Agenda items

- a. Describe the composition of the Youth Standing Committee (if designated) and its participation in the design of Youth services in the LWDA

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.

- b. Describe the development of the Plan relating to Youth services

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 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.
- c. Provide an explanation of the YSC 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 OWD Issuance 16-2014 WIOA Standing Youth Committees Requirements or other current guidance on the topic located at [jobs.mo.gov/ dwdissuances](http://jobs.mo.gov/dwdissuances).

The Youth Council is 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).

- d. Also, provide information regarding the Youth Standing Committee meetings, such as any core agenda items that would be included, and the planned meeting schedule (i.e., the first Tuesday of every quarter, etc.).

The 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.

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. We have added time on the meeting agenda for each of the members to provide information on their programs and share upcoming events, success stories and best practices. We also added an agency that provides middle and high school after school and summer programs for at risk youth, an employer, a Career Pathways Coordinator working through Truman University, and a school counselor to the committee.

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.

## **59. Youth Activities**

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;

Our Youth receive the program elements per needs identified, but as a continuous improvement for Youth programming, the Youth Council has committed to working on innovative ways to engage our youth in more of the 14 required elements of the Youth program. The Council agreed that we need better ways to deliver Entrepreneurial Skills training, Financial Literacy training, Comprehensive Guidance and Counseling, Adult Mentoring, and Leadership Development Training. We will utilize resources mentioned in TEGL 05-12 as a guide for developing more robust programs for these elements.

- 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;

A waiver was received from USDOL that allowed us to maintain a 50%/50% split on OSY and ISY, but that waiver will expire June 30, 2020 so we will return to the original ruling which requires we spend a minimum of 75 percent of WIOA Youth funds 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.

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 dropout 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.

c. The process for identification of Youth service providers;

Youth providers are selected through a Request for Proposal (RFP) process. The WDB Office maintains a list of potential bidders and through conferences, meetings, and referrals from other regions; the list is updated prior to the 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](http://www.nemowib.org)) as well as through social media, the NAWDP website and emails to organizations that interact with youth.

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.

- d. The evaluation of service providers for performance and impact (please provide details on frequency and criteria);

Contracts for services shall be issued for a one-year period, with one-year extensions available up to four 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.

- e. The providers of the Youth services in the LWDA, including the areas and elements they provide;

The Northeast Region is divided into three Job Center regions as follows: **Kirksville Job Center** consists of Adair, Knox, Macon, Randolph, Schuyler, and Scotland counties; **Hannibal Job Center** consists of Clark, Lewis, Marion, Monroe, Pike, Ralls, and Shelby counties; **Warrenton Job Center** consists of Lincoln, Montgomery, and Warren counties. The minimum acceptable bid would be for one full Job Center region. Proposals will be accepted for Multiple Job Center regions if the proposal follows the geographic unit as described above. Proposals for programs and services to a single county will be rejected, as will proposals for programs or services to a geographic area or political unit less than one county. Respondents must provide assurance that all programs and services will be provided in accordance with the Youth Scope of Work and to all counties in the Job Center area(s) for which the proposal covers.

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.

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

Our WIOA Youth program is year round so we are able to offer pre-apprenticeship, work experience, OJT, and education and occupational training to our youth. We will continue to coordinate with schools and employers to offer flexible work schedules to enable youth to work while they are attending school. Our Jobs League (formerly Summer Jobs) is now contracted directly through TANF and it is year round. In 2018, we partnered with Vocational Rehabilitation

for summer youth programming. Voc Rehab has a short term summer youth program for their youth with disabilities. They began referring the youth that wanted to extend their work experience training to us for Youth program and/or Jobs League program.

- 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.)

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 voluntarily assist current participants in the form of mentoring, tutoring and other activities.

- h. The procedures for serving Youth that are most in need (homeless, disabled, offenders, etc.);

Those youth who are determined most in need 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, Juvenile Justice system, 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.

Last year our youth provider, GAMM, Inc. partnered with Hannibal Regional Hospital, the Hannibal School System and other agencies to provide work experiences, through the Summer Youth program, for six youth with disabilities (formerly known as the B.E.S.T. program). This was very successful with most of them finding employment as a result of their work experience. This program will be ongoing.

- i. The identification of the partnerships and describe the coordination of services with other agencies within the LWDA.

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 is made available to the Youth Council as a tool to use in establishing a broad-based system of services to youth in the region.

GAMM, Inc.	Boonslick Regional Planning Commission
Missouri Family Support Division	East Central Community College
Warrenton Job Center	Missouri Division of Youth Services
Kirksville Job Center	Job Corps
Hannibal Job Center	North Central Missouri College
Northeast Missouri Community Action Agency	Northeast Community Action Corporation
Hannibal Regional Center	Missouri Office of Workforce Development
Kirksville Area Technical Center	Salvation Army
Pike-Lincoln Technical Center	Mark Twain Behavioral Health
Learning Opportunities/Quality Works	Missouri Department of Vocational Rehabilitation
Hannibal Career and Technical Center	Moberly Area Technical Center
Macon Area Career and Technical Education Center	YMCA – Moberly, Macon, Louisiana, Kirksville, Hannibal
Moberly Area Community College	St. Charles Community College
Randolph County Caring Communities	Families and Communities Together (FACT)
University of Missouri Extension	Americorps Vista
ICAN	Senate Bill 40 - Kirksville
Douglass Community Services	Truman University – Career Pathways
Youth In Need	Saints Joachim and Ann
Turning Point	

## 60. Innovative Service-Delivery Projects for OSY

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

The Board partnered with Vocational Rehabilitation last year by hosting a Reverse Job Fair for OSY individuals with disabilities. We had 13 jobseekers and 27 employers at the event. All 13 jobseekers have been hired. We are in the planning stage for five Reverse Job Fairs in the region in 2020. This project will continue as it was very well received and deemed a success.

We also hosted or participated in five Manufacturing Day events in 2019. These events were attended by sending middle and high schools but were also open to the public so all of our OSY participants were invited to attend the event in their area.

The Scholars at Work Program is for out-of-school youth and young adults (ages 17-24). It is designed to attract youth who have chosen or might otherwise choose working over pursuing their education. The intent of the program is to allow youth and young adults to complete their HSE in conjunction with earning income and learning important soft skills to apply in their future employment. The program provides them a way to avoid financial hardship while achieving their academic goals and supporting their career goals. The program will operate similar to a traditional work experience; however, the job will be attending AEL classes while learning and being evaluated on workplace readiness soft skills. Case managers will assist with additional job placements for those participants needing full-time wages.

## Agricultural Employment Services (AES)

### 61. Migrant and Seasonal Farmworkers / 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.

Northeast Workforce Development Board has a MOU with UMOS/AES in accordance with WIOA section 167 to provide employment and training services to this population. When participants are eligible for WIOA and UMOS, we will refer them to the agency for dual enrollment. Allowing the co-enrollment with both agencies will allow us to offer a wider variety of services for that participant and allow the braiding of funding for any training and/or employment associated with the participant cost.

## Business Services

### 62. Employer Engagement

Describe the strategies and services that will be used in the LWDA facilitate engagement of employers in workforce development programs, including small employers and employers in in-demand industry sectors and occupations.

The Workforce Board recognizes they have two client groups – the jobseekers and the businesses. We know the businesses cannot succeed without workers. If the available workforce is not skilled to meet the business needs, it puts business at a competitive disadvantage.

**Our Vision:** The workforce development board's vision is 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.

**Our Strategy:** We will engage the business sector in relevant discussions on workforce development needs to prepare for future demands.

**Strategy 1:** Each WIOA partner is committed to providing the highest customer service possible. We will develop strategies to better communicate to employers, workers and jobseekers about all partner services available through the workforce system. We will increase communication and collaboration between education, the workforce board and economic development agencies as it relates to industry supply and demand of the needed talent pipeline.

We have identified barriers and some means for removing barriers to employment with workforce development activities carried out through the workforce system. We will support low-skilled adults, youth, and individuals with barriers to employment with workforce development activities, education and supportive services to enter or retain employment.

**Strategy 2:** We have identified our sector strategies for the region that are data driven, regionally designed, and guided by business and industry. The sectors identified by the Northeast Missouri Talent Pipeline committee are Health Care, Advanced Manufacturing with an emphasis on welding, Transportation/Logistics and Agriculture. Due to economic changes and updated Local Market Data and Demand, the NEMO Workforce Board has opted to add Construction to the targeted sector strategies. The employer engagement committee will annually convene the pipeline committee to re-evaluate our current sector strategies.

**Strategy 3:** Career pathway-oriented workforce development has the goal of increasing individuals' educational and skills attainment and improving their employment outcomes while meeting the needs of local employers and growing sectors and industries. Career pathway programs offer a clear sequence, or pathway, of education coursework and/or training credentials aligned with employer-validated work readiness standards and competencies.

This systems approach makes it easier for people to earn industry-recognized credentials through avenues that are more flexible and to attain marketable skills so that they can more easily find work in growing careers. These comprehensive education and training systems are particularly suited to meet the needs of working learners and non-traditional students. Career pathways are education, training, and credential sequences that align to talent needs of targeted industry sectors and are employer- driven. Pathways articulate the full range of K-12, adult education, and post-secondary education assets and embed "stackable" industry-recognized credentials. Career pathways accelerate educational attainment and career advancement in high-demand occupational areas by making work a central context for learning, integrating foundational and technical education, and providing students and workers with key wrap-around supports.

**Strategy 4:** The Board and OWD will continue to promote the National Career Readiness Certificate program to ensure we can attract new business, grow jobs, and develop a strong pipeline for the businesses in the Northeast Workforce Development Board Region. We will continue to work towards our goal of all our communities being a Certified Work Ready Community. This is a voluntary effort that is guided by our key community leaders (elected officials, economic development, business leaders, chambers of commerce, educators and workforce development, in each county).

**Strategy 5:** We will reach out to the U.S. Small Business administration and make them available to our local businesses and possible startup companies.

**Strategy 6:** We will continue to help our local businesses with the latest labor market information for Missouri including real time economic indicators, industry employment and wages, and statewide job trends. The Board uses Missouri Economic Research and Information Center (MERIC), the Bureau of Labor Statistics, EMSI, and regional economic development studies and tools to gather data.

**Strategy 7:** We will encourage and refer our adults and older workers to utilize the Missouri Fast Track program, when possible, to close the skills gap and support business skilled workforce needs. The Fast Track Workforce Incentive Grant is a new financial aid program for adults beginning with the 2019-20 academic year. The grant addresses workforce needs by helping adults pursue a certificate, degree, or industry-recognized credential in an area designated as high need. Grant recipients must maintain Missouri residency and work in Missouri for three years after graduation to prevent the grant from becoming a loan that must be repaid with interest.

**Strategy 8:** The Board will refer business clients to Missouri One Start, a state wide upskilling and training program tailored to make businesses more competitive, so they can create and retain jobs in Missouri. They provide funding assistance and targeted marketing to assist businesses with recruiting and training workers.

**Strategy 9:** NEMO Workforce Board will work to expand Registered Apprentice Opportunities to support our businesses' needs and provide a skilled workforce for economic growth.

**Strategy 10:** We will continue to support and partner with Connections to Success, a nonprofit organization, whose mission is to empower individuals to achieve economic self-reliance through professional development classes. Pathways to Success is just one of many programs offered to achieve that mission. Our partnership was developed to work with Justice Involved Individuals in the region.

**Strategy 11:** To serve our employers better, we will work to create a One-Stop Access Point to connect business with the resources they need to recover and grow their business.

### Action Plan

The Local Workforce Development Board will continue to bring business, education and labor together to develop a focused workforce plan. By engaging the employers to determine the skills and education needed by business, the LWDB can work with local educators to develop the training programs. The result will provide the employers with a strong pipeline of qualified workers and strengthen our region's economy.

Our action plan is simple. We must develop evidence based business needs in order to improve the response from our partners in education. Our job is to support economic development and the local economy by building a regional talent pipe line and work to address the skills gaps.

Item 1: We will continue to partner with the Missouri Hospital Association. Gov. Parson has made job creation a pillar of his administration's agenda. Building the health care workforce in rural Missouri is a natural extension of the governor's jobs program. Moreover, there are added benefits of strengthening the rural health care workforce, including maintaining high-skill and well-paying jobs in rural communities, and ensuring rural Missourians can receive health services locally. We will continue to attend and participate in the quarterly round table events with the Missouri Hospital Association, which includes local hospital employers, LWDB members, Job Center Staff, Education Partners, and other Partner agencies.

Item 2: For the manufacturing sector strategy we will continue to work with our employers, economic development, and education partners, to increase the training in the region. There is a high demand for short-term training that leads to a credential. We are reaching out to employers to promote Registered Apprenticeship, OJT, Incumbent Worker Training, and Work Experiences to meet the demand for Certified Production Technicians, Welders, CNC Programmers and Operators, to name a few. Our focus will be to address the concerns of parents and students that manufacturing jobs are not all dirty and highly skilled workers are needed in the field. We need to educate people on the various fields available in manufacturing and what the average earnings are. We will continue to increase the number of manufacturers participating in our manufacturing day events designed to promote careers to our youth. We will promote the Missouri Manufacturing Association events in our region.

Item 3: For transportation and logistics we will create more opportunities through training and education to fill the needs of local company's needs. The Board is committed to holding employer-focused meetings which will include our economic development partners and education and training partners.

Item 4: For Agriculture, we will participate with the University of Missouri Extension on Employer Engagement focus groups to help us understand Agriculture workforce development needs so we are able to search for solutions. We are proceeding with a Registered Apprenticeship with the Pork Producers that will hire incarcerated workers from the Northeast Correctional Center. These individuals will be vetted to participate in the work-release program and will be transported to and from the farm each day. This

program was put on hold due to the Pandemic so we will re-engage the group working on this project in PY22.

Item 5: The Board and Employer Engagement Committee will partner with construction companies to help identify the needs of business and workers to help support the Infrastructure Bill of 2021 as it affects Missouri the Northeast Region.

### **63. Services to Meet the Workforce Needs of Employers**

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 needs of area employers. Explain the collaboration with Missouri Job Center Jobs Teams to facilitate recruitment and meet business demand.

Our Job Center Staff, the Veteran Representatives (DVOP/LIVER), and the Regional Business Team, along with the Board Executive Director work together to share and promote Job Center Services to employers. Those services include posting jobs at no cost on MoJobs, where we have the ability to match jobseekers to employers. It also includes working with the employers to find out what their needs are so we can recommend a Registered Apprenticeship program, On-the-Job Training, Work Experience, or Incumbent Worker Training.

The Job Center Staff will assist employers in writing job descriptions, posting job orders, selecting job candidates, hosting recruitment events, promoting job openings, assessing job candidates, and arranging interview space in the job center. The Board and Job Centers will also assist in holding job fairs, workforce summits and other events where the employers are invited to participate.

### **64. Economic Development**

Describe how the Board will better coordinate workforce development programs with economic development including how the LWDB will promote entrepreneurial skills training and microenterprise services.

The WDB consists of economic developers and employers that participate with membership and committee assignments. Input received from the local Economic Development Directors and Planning Commission Directors indicated they would like to attend Board Meetings when possible. We will add the Economic Development Directors and Planning Commission Directors to our email distribution list. Since all of our meeting are open to the public, we welcome them to attend any or all meetings. We appreciate their input and will add time on the agenda at each meeting for open discussion. The board members, elected officials, employers, and developers would then have an opportunity and forum for discussion of employer needs and challenges along with workforce skills and gaps and interaction with members of the community and education institutions.

The Executive Director and some of the Board Members participate in the Economic Development meetings held all over the region, when possible. We will continue to attend and participate with these groups to better serve our customers and our region.

Some of the goals the Board may pursue, with participation from our Employers and partners in Economic Development, Regional Planning, and Education are:

1. Increased retention and expansion of existing businesses
2. New business attraction
3. Entrepreneurial Development

4. A trained workforce capable of meeting the needs of the emerging technologies
5. Foundation grants to serve underemployed workers that do not qualify for our WIOA funding
6. Foundation grants to fund projects that do not fall under the WIOA umbrella, such as, small business workshops on HR, Quickbooks, Workman's Compensation, and Marketing.
7. Strategy to market and increase Registered Apprenticeships, and other work based training programs.

This region is fortunate to have three Small Business Counselors. They are located in Kirksville, Hannibal, and Moberly. They provide counseling and training to help small business owners start, grow and expand their business. We hope to utilize the Small Business Counselors to assist in the development of training and counseling for our older Youth that are interested in starting their own business.

The Board will continue to assist, serve and participate in activities with Economic Development, employers, community partners, educational partners and workforce development staff on initiatives such as Workforce Summits, Employer Roundtables, Job Fairs, and Certified Work Ready Communities.

## **65. Sector Strategy Initiative / Career Pathways**

Describe the Board's sector-strategy initiative. Describe how the Board will be collaborating and aligning resources of all partners, public and private, toward developing a talent pipeline, and how that alignment will create meaningful career pathways for workers possessing skill levels serving important regional industries. Indicate 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 and career pathways.

Annually, the Employer Engagement committee will invite the members of the NEMO Talent Pipeline Partnership to a regularly scheduled meeting. The purpose of this meeting will be to determine if the current industry sectors are still viable for the region, are considered high demand occupations, and address the needs of employers. The data from MERIC will be used as a guideline, however, in our sixteen county area, the needs may vary. The group will present their findings to the Board at the next scheduled meeting.

The NEMO Workforce Development Board created the NEMO Talent Pipeline Partnership to focus on talent development through sector strategies. Their work is regionally focused and industry driven to build 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.

The sectors identified by the Northeast Missouri Talent Pipeline committee are Health Care, Advanced Manufacturing with an emphasis on welding, Transportation/Logistics and Agriculture. The latest addition to the targeted sectors is Construction. All indicators from Labor Market Sources indicate the demand is growing training programs and employment in the Construction field.

The Partnership strives to adhere to the following success factors:

- Sectors are selected by regional consensus, but based on data from Meric and local labor studies.

- The 2019 Missouri Hospital Association workforce report data will be utilized.
- Processes are established to ensure that employers assessed talent needs are clear.
- Partner's 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. Career Pathways are a key approach for operationalizing sector strategies success. The pathways illustrate the talent pipeline for targeted industry sectors, entry-level to advanced occupations.
- We will continue our strategy of working with our partners to align education and training to employers needs and to the employers' need to fill critical positions in our designated Sectors.
- We will continue to work on Manufacturing Day events throughout the region to support our manufacturers and create awareness of the value manufacturers provide in the job market.
- We will also look into holding events to promote the other selected Sectors.
- We will seek out and work with Unions to help recruit and retain and develop talent for apprentice positions to support our regional economy. We will work to increase preapprentice training programs to help our local youth enter apprentice positions to support our regional economy.

The NEMO Board will continue to inform our key public and private stakeholders on the Sector Strategies through our website and other marketing media.

#### **66. Business Services Plan**

Boards shall maintain a Business Services Plan, outlining team members, including WIOA core and combined 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. The plan should explain how the services provided by business service staff will be recorded in the client case management system for the calculation of two types of Effectiveness in Serving Employers Measure. (1-number of businesses served and 2-market penetration of businesses in the area). Include the **Business Services Plan as Attachment 29**. Attached Business Services Plan and Policy

#### **Innovative Service Delivery Strategies**

#### **67. Missouri Re-entry Process /Ex-offender Initiative**

Describe how the LWDB 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 Missouri Development Board and Job Center Staff is working with Justice Involved Individuals at the local, county, and state level with a focus on those who will be released in less than 6 months. Due to the historic low unemployment rate, employers are looking to populations that were often overlooked in times of higher unemployment. We have formed a partnership with Connections to Success, a non-profit, that provides professional development classes to justice involved individuals. To date, we have had one class in Lincoln County and two classes at the Northeast Correctional Center. Our Job Center staff enrolled the individuals, they attended the classes and completed the WorkKeys test. Another partner agency, Northeast Community Action Corporation is providing Life Skills Classes to the graduates. The Job Center Staff is working with all of the graduates to assist them with training, certifications, and employment. During the process, all needed resources are identified and addressed. Our goal is to ensure they have as many barriers eliminated when released as possible. The services and expertise of Family Support Division, Vocational Rehabilitation, and other partners will be utilized as needed.

For those on probation/parole or near release, we will work with local employers to set up interviews.

This can be accomplished face to face or via electronic means. We will be tracking successes with these programs to see how we can improve outcomes. The Department of Corrections Re-Entry Department has a Re-Entry Coordinator that develops jobs with "Felon Friendly" Employers. The re-entry team has formed partnerships with more than **300 employers** throughout the state who are willing to hire Missourians with felony convictions. Offenders nearing release from prison may complete job interviews at prison hiring fairs or through video conference and secure employment offers before release. Missourians can walk out of prison and onto the job site.

Lincoln County recently held a ribbon cutting on a Training Center for their incarcerated individuals. This center will provide hands-on training in many occupations. Most of the labor to build the training center was provided by the inmates. They are working with USDOL to provide credentials through Registered Apprenticeships. We are providing services, such as WorkKeys testing and soft skills training at the Lincoln County Jail.

We are also working with Northeast Corrections on a Registered Apprenticeship for the Pork Producers using the labor pool from the facility. The participants will be vetted and selected for Work-Release to work at the farms included in this project. The participants in the Apprenticeship will be paid by the employer and the money will be placed in their accounts. This will enable them to have some money to get started upon release. Note: This program was put on hold due to the pandemic. We will soon be working with Moberly Correctional Facility to enroll and assist their inmates in training and employment.

On the Local and County Level, we are working with Drug Courts, Probation and Parole, Community Supervision Centers, and the local and county jails to assist the Justice Involved Individuals and reduce recidivism.

This endeavor does present its own problems, so collaboration will be the key to success. The region will be responsible to follow-up and reporting on individuals who are releasing to other areas. There will be a learning curve to seamlessly accomplish this. Connections to Success has hired a Peer Specialist that we will train. The Peer Specialist will be responsible for follow-up and communicating back to our office so we are able to track our successes and complete our reporting responsibilities.

#### **68. Work-based Learning / Transitional Jobs**

Describe the Board's innovative strategies for promoting and increasing enrollments in the work-based learning programs, such as Registered Apprenticeship, On-the-Job Training (OJT), Work Experience, Internships, Incumbent Worker Training, Transitional Jobs, and Customized Training. Include processes to target and encourage employer participation.

The NEMO Workforce Board agrees work based learning is the most effective way to move our customers to self-sustaining employment. With employers needing a skilled workforce to fill their immediate needs, the programs we offer will allow them to skill up their current employees, while training the entry-level employees. We will utilize and promote all of the services and programs we have available to employ and advance individuals so they are able to receive better compensation for the work they do.

Our Employer Engagement Committee, Business Services Team, and Job Center Staff will focus on serving clients with work-based training/learning programs. We will work with high schools to recruit low-income students who do not intend to attend college. Most of the employers say the workforce is lacking in soft skills and we have found that the work experience along with soft skills training helps to alleviate some of these issues.

#### **69. Certified Work Ready Communities Initiative (CWRC)**

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

The Northeast WDB continues to encourage the NCRC county committee leads as well as the Job Center Leads to continue providing WorkKeys testing. However, budget and staffing constraints present a challenge. As shown below, we have 13 counties certified or actively working towards certification. We will continue to work with the remaining three counties to form their committees and work towards certification. Our Career & Tech and Community College partners with us to provide the testing.

COUNTY	YEAR ACHIEVED OR % COMPLETE	EMPLOYERS PREFERRING NCRC
ADAIR	2015	71
CLARK	NOT PARTICIPATING YET	3
KNOX	2018	7
LEWIS	2019	15
LINCOLN	2018	52
MACON	89% COMPLETED	27
MARION	2019	58
MONROE	2019	23
MONTGOMERY	2018	22
PIKE	95% COMPLETED	30
RALLS	2018	16
RANDOLPH	2016	52
SCOTLAND	NOT PARTICIPATING YET	3
SCHUYLER	NOT PARTICIPATING YET	2
SHELBY	82% COMPLETED	12
WARREN	2017	42

#### 70. Trade Adjustment Assistance

Describe the Board's strategies for ensuring customers are aware of the Trade Adjustment Assistance (TAA) program and are co-enrolled into both WIOA Dislocated Worker and TAA, except in extenuating circumstances. Any participant enrolled in TAA, will be referred to WIOA Staff for enrollment into Dislocated Worker. Local issuances and requirements will be followed in respect to the Eligibility, Employment Plan, Assessment, Case Notes, Training Expenditures and Supportive Services. WIOA staff should make every effort to complete the DW enrollment on the same day as the TAA enrollment is completed. [See Co-Enrollment Policy as Attachment 23 Attached Issuance 28-2020](#)

#### 71. Missouri Community Colleges

Describe how the Board will coordinate with the local community colleges. Please describe in depth the referral process of participants between the Community Colleges and Job Centers. Please include the **MOU (cooperative agreement) between the Board and Community Colleges** if your LWDA has any as [Attachment 30](#) to the Plan. [The Northeast Missouri Workforce Development Board does not have any cooperative agreements in place with the Community Colleges at this time.](#)

Northeast Missouri Workforce Board works with the Moberly Area Community College, St. Charles Community College and State Technical College to provide the educational components needed by our customers to find employment in their field. The local colleges have representation on our Board and standing committees. They provide valuable insight to the Board on education trends. They work with us to the extent possible to provide in-demand training in our region. We have expressed our need for short-term training at all of the campuses to help our clients move to employment quickly.

In 2018, we received funding for the SkillUp program. This program provides funding for short-term training that leads to employment. It also provides supportive services. We hosted a Partner Convening in Hannibal to bring the colleges, workforce staff, MWA staff, and community action staff together to

work together on a plan so we could all achieve our contracted goals. We have all received funding for this program for FFY2020 so we will follow the same referral methods used last year.

Our Job Center staff will continue to assist the community colleges with proctoring WorkKeys. We will also refer clients to them for Fast Track and One Start. We often communicate with them when an employer has a need for a specific occupation to see if they have someone that might be interested. These types of referrals benefit everyone in the workforce arena.

## **72. Incumbent Worker Policy**

If the LWDB has an **Incumbent Worker Policy**, please include it as **Attachment 31**. If not please include a statement that the LWDB does not have an Incumbent Worker Policy. [Attached Issuance 16-2019, Change 1](#)

## **Strategies for Faith-based and Community-based Organizations**

### **73. Faith-based Strategies**

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

Many partnerships currently exist with faith-based organizations including ministerial alliances, caring community organizations and food banks. Our staff are always welcome to use their facility to meet with clients. Transportation is a barrier in our region so we travel to different locations to meet our clients. We set up tables at the food banks to distribute flyers and talk to people about our services. Their organizations can sometimes offer supportive services that we are not able to offer or we can pool our resources to assist with the customer's needs.

Randolph County Caring Communities has a Focus on Fatherhood class that we have been invited to speak at several times to encourage their clients, many of them justice involved. They attend most of our Employer Engagement and ACCESS Committee meetings. They are very active with Re-Entry and we partner with them on Re-Entry activities. We have placed a computer at their location to give their clients access to our computer learning programs and their clients are able to utilize the computer to do job search, job application, and resumes.

- (2) Expand the access of faith-based and community-based organizations' customers to the services offered by the One-Stops in the LWDA.

Northeast Missouri Workforce Development has developed very strong partnerships over the years and that will continue to grow. The WDB staff and the Job Center staff attend inter-agency meetings around the region, Society of Human Resource Managers, and other organization meetings. Staff are active participants in event planning and/or participation in events such as Senior Expo, Project Community Connect, Coordination of Caring Initiative, RSVP, Community Outreach Initiative Advisory Council, Youth STEM Events, Chamber activities, Missouri Association of Workforce Development, Whole Family Engagement Council, and more. Representatives from the faith-based organizations attend many of these meetings so we are able to expand our partnerships through those meetings.

Outline efforts for conducting outreach campaigns to educate faith-based and community organizations about the attributes and objectives of the demand-driven workforce development system. Indicate how these resources can be strategically and effectively leveraged in the LWDA to help meet the objectives of WIOA.

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 be developed with these entities. Most of the organizations are aware of the services we offer. In all of our Board standing committee meetings, we reserve time at the end of the meeting for attendees to share information about their organization. Through these partnerships, we not only reduce duplication, but we are able to ensure our clients are aware of and receiving the services, they need.

**NOTE:**

Following approval of the Local Plan and Regional Plan, plans will be required to be posted on the LWDB website. Any updates or plan modifications will be required to be posted by the LWDB after approval. Please keep a current Local Plan and Regional Plan, if applicable, available on your website at all times.

1. List of Comprehensive, Affiliate, Specialized and Other Centers and One Stop Operators
2. Local One-Stop Partner Information Form
3. Memorandum of Understanding with IFA and Cost Sharing Budgets with All Partner Signatures
4. Sub-state Monitoring Plan and Policy
5. Chief Elected Officials Consortium Agreement (optional), membership and bylaws
6. Local Workforce Development Board Membership List, Standing Committees, & Certification Letter
7. Local Workforce Development Board By-Laws and Attestation Form - **Form provided**
8. Conflict of Interest Policy - Local Workforce Development Board, Staff, and Contracted Staff
9. Local Fiscal Agent
10. Financial Procurement Policy / Financial (General) Policy
11. Planning Budget Summaries (PBS)
12. Complaints and Grievance Policy – Nondiscrimination, Programmatic
13. Supportive Services Policy – General, Needs Related Payments Policy for ADULT and DW
14. Adult Employment and Training Policy (Priority of Service Policy)
15. Expenditure Rates and Training Criteria Policy (ADULT & DW)
16. Youth Barriers Eligibility Policy – OSY ISY additional assistance barrier
17. Youth Incentive Payment Policy /Youth Monitoring of Stand Alone Programs Policy
18. Veterans Priority of Service Policy
19. Basic Skills Assessments (Testing) Policy
20. Individual Training Account (ITA) Policy & Eligibility Policy (Individualized Career Services)
21. Accessibility Policy – Persons with Disabilities
22. Accessibility Policy - Persons with Limited English Proficiency
23. Integration of Services Policy (Co-enrollment Policy)
24. Adult Education and Literacy Policy (AEL Policy)
25. VR/RSB Coordination Policy
26. Youth Apprenticeships Policy
27. ETPL Policy
28. (DW) Employment Transition Team Policy
29. Business Services Plan and Policy
30. ~~MOU (Cooperative Agreement ) between the Community College & LWDB~~
31. Incumbent Worker Policy
32. ~~Regional Plans (St. Louis / KC)~~
33. Statement of Assurances - **Form provided**
34. One-Stop Operator Policy

# **LOCAL PLAN SUBMISSION PROCEDURES**

## **Public Comment Process**

Prior to submission, the local plans shall provide notice to the public of the plan's availability for comment. Local regions are expected to involve business, organized labor, local public officials, community-based organizations, WIOA service providers and other stakeholders in the review of this plan. To ensure as many individuals as possible have an opportunity to comment, notice should also include any known groups representing the diversity of the population in the region. This publiccomment period shall consistof 30 days. The Local Board must submit any comments that express disagreement with the plan to the Governor along with the plan.

## **Plan Submission Process**

The plan must be submitted electronically as a Microsoft Word file (.docx) or Adobe portable document file (.pdf) via email. DO NOT SCAN the document to an image .pdf file. It must be an accessible .pdf file. The file must be less than 10MB.

**REQUIRED: The electronic copy should be sent to [OWDLocalPlan@dhewd.mo.gov](mailto:OWDLocalPlan@dhewd.mo.gov) .**

Both Local Plans and the Regional Plans must be accompanied by a cover letter containing the signatures of the CEO(s), Chair(s) and LWDB Director(s). The Local Plan Guidelines (Attachment 1) are provided in a Word document for your convenience. Please utilize this list of requirements and questions. Add the LWDA answers below each section in **blue**.

An original copy of the plan should be sent to:

Department of Higher Education and Workforce Development  
Office of Workforce Development  
P.O. Box 1087  
301 West High Street, Suite 870  
Jefferson City, Missouri 65102-1087

**Deadline for local plan submissions is Monday, March 16, 2020, 5:00pm CST.**

## **Plan Review Process**

Following submission of a local plan, the State anticipates a 90-day review process by the state's Local Plan Review Team. If revisions are required, the LWDA CEO, LWDB Chair and LWDB Director will be notified. Formal notification of the plan's approval will be sent via letter from the OWD Director to the LWDA CEO, LSDB Chair and LWDB Director.

## **Submission of Final Approved Plan**

A complete copy of each area's **final approved plan** must be submitted electronically to OWD within 30 days of receiving the plan approval letter. This electronic submission can be either an Adobe .pdf or Word .docx submitted via email. The email should be submitted to [OWDLocalPlan@dhewd.mo.gov](mailto:OWDLocalPlan@dhewd.mo.gov)